



Caring People, Quality Service

Human Resource Management Policies and Procedures Manual



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Health Services Authority
HR Policies and Procedures Manual

**Part A: Purpose, Responsibilities and General HR
Policies**

1. Introduction

Purpose of Manual

The Health Services Authority (HSA) is responsible for human resource (HR) management within the parameters established by the Laws of the Cayman Islands.

This manual establishes the specific HR management policies and procedures approved by the Chief Executive Officer and adopted by the HSA Board for use within the Authority. In doing so it:

- specifies human resource policies applying to staff of the Authority; and
- establishes the procedures to be used in managing human resource and personnel matters relating to Authority staff.

The manual caters to the large majority of HR activities that take place within the HSA; however, it does not cover every possible circumstance that might occur. In the event of any doubt as to what policies or procedures apply, then the HR section of the HSA should be consulted.

The manual should be read in conjunction with the Labour Law.

Compliance

All employees within the Authority are expected to comply with the policies and procedures specified in this manual.

Other persons within the Authority who have responsibility for, or involvement with, Authority HR matters are similarly expected to comply with the policies and procedures specified in this manual.

Queries and Assistance

While the Chief Executive Officer has overall responsibility for HR management within the Authority, day-to-day HR matters are the responsibility of the HR section. The HR section is responsible for advising the Chief Executive Officer on strategic HR issues relating to the Authority, overseeing internal HR activity, and providing HR advice, assistance and support to Delegated Officers and managers in the Authority. Queries about the application of this manual or assistance with internal Authority HR matters should therefore be addressed to the HR section.

2. HR Roles and Responsibilities within the Authority

General Roles

The Authority

In this manual the phrases 'The Authority' or the "HSA" refers to the Cayman Islands Health Services Authority and the manual itself is the property of the Authority. It retains all rights to its duplication and amendment.

Board of the Health Service Authority

The final decision making authority for all HR matters rests with the Board of the Authority. They may delegate HR decisions as they see fit to the Chief Executive Officer and Human Resources Director. The board will deal with all employment matters relating to the Chief Executive Officer's position.

Chief Executive Officer

The Chief Executive Officer (CEO) has overall responsibility for all HR management activity within the Authority. This results from their appointment to the position of CEO authorised by the Board of the HSA. The CEO is required by the Board to manage personnel arrangements for staff in the Authority in accordance any written instructions issued from time to time by the Chair of the HSA Board.

Senior Managers

The CEO has issued delegations to the Senior Managers of the Authority both as Delegated Officers (see below) but also as those with oversight of the Departments and Sections for which they are responsible (and the Delegated Officers therein). This includes delegations to carry out certain actions in regards to the recruitment, discipline and the management of the performance of the employees in those areas.

Human Resources Director

The HR Director is responsible for:

- strategic HR advice to the Chief Executive Officer including in relation to HR policies for the Authority, staff training and capability development within the Authority, and succession planning within the Authority;
- providing guidance, assistance and support to the Delegated Officers and other managers;
- overseeing and administrating performance agreements and performance assessments within the Authority;
- payroll, leave and recruitment administration for Authority staff.

A number of these function will be delegated to employees I the HR section on a day to day basis.

Delegated Officers

In the case of this manual, the role of the Delegated Officers may include any HSA employee who has Delegated Officer responsibilities and a delegation of authority regarding HR matters from the Chief Executive Officer. They maybe subject to the to the oversight and direction of a Senior Manager, the Chief Executive Officer, or the HR Sub-committee of the board and are responsible for:

- the assignment of duties and the monitoring of their achievement;

- establishing performance agreements with, and undertaking performance assessments for, each employee in their section;
- taking a proactive role to create and maintain a respectful workplace that is free of harassment and discrimination;
- handling all complaints in a professional, responsible, timely, empathetic, and problem solving manner.
- attendance and time management
- approving annual leave or sick leave up to 10 days for staff within their section;
- ensuring that Health and Safety procedures and practices are complied with;
- developing the skills and capabilities of staff within their section through training and on-the-job support relevant to the employee's duties;
- motivating and encouraging staff to deliver timely, high quality work in a highly productive manner;
- encouraging compliance with the Public Service Values, the Public Servant's Code of Conduct, and Authority of Civil Service workplace rules amongst staff within the section.

Recruitment, discipline or dismissal of staff in the section is to be undertaken by the Delegated Officer only if they are in possession of a delegation specifically giving them those authorities. Such authorities are to be exercised in the manner prescribed in this manual and may include the requirement to consult with other employees of the Authority before undertaking certain actions.

All HR duties carried out by Delegated Officers under a delegation from the Chief Executive Officer must be carried out without patronage or favour.

Training and Development Committee

The committee is responsible for reviewing the training and development needs of the HSA to best determine how to develop groups and individual employees within the various section/units to achieve organisational goals and objectives.

In normal circumstances the committee shall comprise:

- Human Resources Director, Chair
- Medical Director
- Chief Dental Officer
- Chief Nursing Officer
- Chief Financial Officer
- Chief Executive Officer
- Faith Hospital Administrator

Specific Responsibilities

Payroll

All payroll related matters are to be referred by Delegated Officers to the HR Section who are responsible for ensuring they get actioned in a timely manner in accordance with policy and procedure 42 on page 130.

Personnel Files and Leave Records

The HR Section is to maintain a central personnel file and the leave records for Authority in accordance with procedures on pages 121 and 126. This is the official record the HR matters relating to the employment of Authority employees. The HR Section is responsible for keeping these files and records secure at all times and for ensuring they are adequately protected in case of hurricane warnings or other emergency situation.

3. The Authority's HR Management Philosophy

The Authority is fully committed to being the type of organisation reflected in the Public Service Values and in particular an organisation that:

- services diligently the government of the day in an apolitical, impartial and courteous manner;
- delivers high quality policy advice and services;
- adheres to the highest ethical, moral and professional standards at all times;
- encourages creativity and innovation and recognises the achievement of results;
- is non-discriminatory, makes employment decisions on the basis of merit, and recognises the aims and aspirations of its staff;
- values communication, consultation and co-operation in the workplace;
- provides a safe and healthy working environment;
- strives continuously for efficiency, effectiveness and value for money in all its activities; and
- is committed to ensuring that staff have a balanced work life.

With this in mind, the Authority will be an employer that expects high levels of performance, recognises and values that performance, and actively supports its staff in achieving it.

The Authority recognises that its staff is its primary resource and will act in a manner which recognises the needs of individual employees while still expecting high levels of performance. The Authority will deal with HR matters in a flexible and common sense manner that recognises an employee's commitment to the work of the Authority and the Authority's support for its staff.

In this context, the Authority is in the business of delivering health services and will operate a professional work environment commensurate with that existing in any professional health services organisation. This "professional" approach should be reflected in all aspects of the Authority's activities, including the behaviour of staff who are expected to behave in a respectful and professional manner.

4. Respect in the Workplace

The employees of the Health Services Authority are entitled to work in an environment that is respectful, courteous, fair and equitable. To achieve this goal everyone, regardless of role or position in the organisation must conduct himself or herself accordingly.

The Health Services Authority will strive to create and maintain a work environment free from harassment and discrimination by anyone within or associated with the organization. No form of harassment, discrimination or divisive behaviour will be tolerated. Where harassment has been determined to have occurred, the employee will be subject to disciplinary action, up to and including dismissal (see Workplace Rules).

The Authority views harassment as including any:

- inappropriate behaviour directed at, or offensive to any employee, or any inappropriate behaviour that endangers any employee's job, undermines any employee's performance, or threatens the economic livelihood of any employee;
- any offensive behaviour of a sexual nature, related to a persons gender which creates an intimidating, unwelcome or hostile work environment, or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities

- any objectionable conduct, comments or displays made either on a one-time basis or on a continuous basis that demeans or belittles an employee
- any inappropriate use of power and authority by a Delegated Officer/manager that endangers, undermines, threatens, interferes with or influences an employee's job, the performance of that job, the economic livelihood of the employee or the employee's career.

Note: Add bullet to reflect posters, cartoons, etc that may be offensive to staff, clients or patients.

However, it does not include the legitimate and proper exercise of Delegated Officers responsibilities such as:

- distribution of work assignments or training opportunities;
- performance evaluation;
- disciplinary measures taken for any valid reason; and/or
- staffing decisions

The Authority views discrimination as making a distinction between, behaving differently or giving an advantage or disadvantage to employees on the basis of:

- race, religion or religious creed;
- sex, sexual orientation or marital status;
- physical or mental disability;
- political opinion; and/or
- colour, ethnic, national or social origin

The Authority also views making unwelcome verbal and written remarks, jokes, activities or other inappropriate behaviour on the basis of the above as being discriminatory.

Where an employee believes that they are being harassed or discriminated against then they may either advise the individual concerned personally that their behaviour is offensive and request that the behaviour cease, and/or pursue matters through the grievance procedure (P&P Section 37 , page 114)

5. Terms and Conditions of Employment in the Authority

The standard terms and conditions of employment for all staff of the Authority are the minimum terms and conditions specified in Annex 1 of this manual. As a matter of policy, the Authority does not appoint staff on terms and conditions in excess of those specified in Annex 1 unless there are exceptional reasons to do so, and those situations are expected to be rare. Accordingly, all and every variation from the standard terms and conditions requires the explicit written approval of the Chief Executive Officer.

In relation to remuneration, the Authority recognises that different staff have different needs and is therefore open to negotiating a remuneration package for staff that reflects the employee's needs. In particular the Authority will consider staff taking a portion of their remuneration "in kind" (e.g. as additional leave) rather than salary or wages provided that it:

- falls within the remuneration level set for the position; and
- does not impede the Authority's ability to deliver its outputs in a high quality and timely manner.

6. Work Hours and Attendance

The Health Services Authority operates a 24-hour a day operation, 365 days of the year. Employees are required to work a shift pattern, which is designed to comply with the law, and to ensure top quality service is provided at all times.:

Based on the operational needs of each department, full- time employees will be assigned one of the following hours of work categories:

- i) Office – 37.5 hours per week Monday to Friday
- ii) Office - 40 hour per week Monday to Friday
- iii) Modified shift – 40 hours Monday to Friday with some Saturday Sunday rotation days
- iv) shift rotation – 40 hours per week or equivalent across pay period;
- v) shift rotation – 37 ½ hours per week or equivalent across pay period ;
- vi) shift rotation - 44 hours per week or equivalent across pay period.

The master schedules of each category will allow an unpaid meal break of at least 30 minutes in each 7.5-hour shift and at least one day off in every seven-day stretch.

Except for exceptional circumstances, staff on 12 hour shifts will work a maximum of five (5) shifts with a minimum of two days off before their return to duty.

Employees on a 44-hour shift rotation are paid in lieu of meal breaks.

If a employee can not attend their workplace when scheduled to, they must contact their Delegated Officer as soon as possible, but at least four (4) hours before the start of the scheduled shift where possible..

Sick leave is to be applied only to illness of staff and does not extend to illness of family members or relatives.

7. Pay Periods and Method

All Authority staff will be paid on a monthly or bi-weekly basis by direct deposit into their bank account. Cheques will only be issued for employees if it is their first pay period or if they did not received any payment into their bank account due to incorrect bank details.

Salary advances are issued only in exceptional circumstances in compliance with the salary advance policy (Appendix 3).

8. Performance Management in the Authority

All Delegated Officers are required to enter into a performance agreement (using the prescribed format) with their staff no later than 30 June each year. The procedure to be followed in preparing these agreements is specified in policy and procedure 23 on page 38.

As a reflection of the Authority's HR management philosophy, Delegated Officers are expected to provide employees with regular feedback on their performance. This should occur on a day-to-day basis as part of the normal supervision of staff.

9. Training and Capability Development in the Authority

Maintaining and/or enhancing the skills and abilities of Authority staff is essential to ensuring that the Authority has the capability it needs to produce its outputs now and in the future. Maintaining this capability is a mandatory ownership performance requirement of the Authority.

The Authority also recognises that capability development is also important for a employee's own personal growth, and for succession planning purposes.

In light of these perspectives, the Authority's training and development policy is to provide and/or support training opportunities that will enhance the skills, knowledge and abilities of individual employees for:

1. Any training or development required by the Authority whether for the job they are currently doing or to support their development within succession plan within the Authority
2. Training or development to support their wider personal development.

In order to ensure that training and development is proactively considered, the Authority requires a training and development plan to be developed annually for each employee as part of the performance assessment process for that employee. The Training and Development Committee will consolidate these requirements together with the overall needs of the Authority in order to produce an annual Training and Development plan. The committee will prioritise the development needs based on relevance, benefit to the organisation and compliance with legal and professional requirements; and will work to ensure that adequate budgetary provision is made for planned training and development needs.

The Authority encourages employees to consider ways in which their own skills, knowledge and abilities can be developed and provide these suggestions to their manager, either as part of the performance agreement and assessment processes or at any other time. In line with the above policy, the Authority will, subject to budget constraints:

- Fully support individual development in category 1 (above), or any other development undertaken at the Authority's request.
- Assist with examinations by providing time off to sit exams and a day per subject to study for exams in category 2 (above),

The Authority will require all employees to enter into Training Support Agreements. The failure to provide proof of the successful completion of courses under a Training Support Agreement or the resignation from the Authority within the timescale specified in the Agreement will result in the employee having to repay all expenditures the HSA has incurred. For external training, the Training Committee will determine the timescale on a case-by-case basis with the general understanding that the higher the training cost incurred, the longer the timescale will be set.

For training or education as part of a program leading to an additional qualification or degree the following timescale is set:

Less than one (1) year	–	Two (2) years after completion of training
One (1) year	–	Three (3) years after completion of training
Two (2) years	–	Four (4) years after completion of training
In excess of two (2) years		Five (5) years after completion of training

10. Induction of Staff New to the Authority

The Authority recognises the importance of helping staff who are new to the Authority understand their new role, how the Authority operates, and what it expects of them. Accordingly, as a matter of policy the Delegated Officer is to develop and provide induction training to **all** new, transferred

or promoted staff in the Authority. All new employees will attend the hospital-wide orientation training.

The objective of the induction is to integrate the employee into the Authority and/or their new role as quickly as possible by:

- providing sufficient, relevant information in a creative and informative manner that addresses the employee's immediate and short-term needs;
- removing 'unknowns' and ease any worries and anxieties a employee may experience; and
- equipping and enabling the employee to adequately carry out their role.

The specific policies and procedures relating to staff induction are specified in section 35 on page 104.

11. Health and Safety in the Authority

The Authority operates in an environment where health and safety is paramount for staff, patients and visitors. A number of high risk activities take place within the various workplaces of the Authority. Each section of the Authority will be inspected periodically as a means of determining where health and safety improvements can be made. These inspections will involve discussions with some or all Authority staff about the workplace environment and work practices. Staff are encouraged to present their views to the inspectors in a free and frank, but professional, manner.

Staff of the Authority are expected to be cognizant of workplace health and safety issues to prevent and mitigate risks. The Delegated Officer of each section has the authority to issue health and safety instructions for their section. Failure to comply with such instructions is misconduct and will be dealt with accordingly.

Employees are encouraged to discuss any health and safety issues with their Delegated Officer.

The specific policies and procedures relating to management of injuries in the work place are specified in section 45 on page 133.

12. Promotion of Values, Code of Conduct and Workplace Rules in the Authority

As members of the Authority management team, Delegated Officers, Senior Managers and HR professionals are expected to lead by example by managing their sections in a manner consistent with the Public Service Values specified in the Public Service Management Law and the Authority's HR management philosophy as outlined in section 3 above.

In relation to their own personal behaviour, Delegated Officers, Senior Managers and HR professionals are expected to behave in a manner that is demonstrably consistent with the Public Servant's Code of Conduct and the Authority's workplace rules.

Delegated Officers Senior Managers and HR professionals are also expected to promote the workplace rules (and the Public Servant's Code of Conduct) amongst their staff and to encourage compliance.

13. Employee's responsibilities during a natural disaster/emergency

All employees of the H.S.A. must be available for duty, during and after a tropical storm, hurricane or other disaster and must report when required. Specific guidelines are set out in the workplace rules on page 19.

14. Substance abuse policy

The Authority is committed to providing a safe, healthy work place that promotes high quality and safe patient care, employee health and well-being, and patient confidence. Consistent with the spirit and intent of this commitment, the Authority has developed this policy (and the workplace rules on page 18) regarding the sale, use, possession and distribution of drugs and alcohol by any employee.

Consumption of alcohol, smoking or the use, possession, sale, or distribution of illicit drugs is prohibited in the workplace at all times. Illegal substances will be confiscated and the appropriate law enforcement agencies will be notified.

Staff are not to report for duty under the influence of alcohol or illicit drugs. If a Delegated Officer suspects that a member of staff is under the influence of alcohol or illicit drugs then they shall consult with the relevant senior manager and may require the employee to take a blood test or other medical procedure to ascertain whether this situation exists.

Employees will not be subject to punitive actions for voluntarily acknowledging substance abuse problems. However, this will not excuse violations of other policies for which the employee is subject to disciplinary actions. The Authority encourages them to seek medical help/assistance & professional counselling

It is each employee's responsibility to immediately report unsafe working conditions or hazardous activities caused by possible substance abuse of a colleague that may jeopardize his/her safety, the safety of Authority employees, or the safety of patients and visitors. This includes the responsibility to immediately report a colleague that the employee knows or has reason to believe, has a substance abuse problem. Reports should be made to the HR Section who will keep the report confidential. An employee who fails to report such violation may be subject to disciplinary action.

Information related to drug and alcohol abuse will become part of the employee's permanent file. Upon request (and when needed, with appropriate authorization for release), this information will be made available to regulatory agencies as required for, among other things, credentialing and licensing purposes.

15. Gainful activity with organisations outside the Authority

Prior to accepting any additional employment with any other employer or going into private business of any kind, an employee must get written approval from the HSA. The application must include the details surrounding the contract or arrangement, including the nature of the work, the anticipated hours of work, and the name of the employer. As a general principle, no requests for full time employees to work more than 20 hours outside of their HSA employment will be entertained.

The HSA will not normally withhold permission for any employee to undertake additional lawful employment outside of their normal working hours provided the employee's commitment to the HSA is not compromised in any way, that the role will not bring the Authority into disrepute, or that there is no conflict of interest between the two roles. The Authority will review the permission annually.

The Authority will not be liable for any complaints or claims, which may arise from the outside employment: however, any employees must advise the HSA of any such complaints or claims within 30 days of the complaint or claim being filed.

Employees who do not obtain permission to work or employees whose additional employment adversely affects the employee's performance or the reputation or operation of the HSA will be required to either discontinue the additional employment or resign their position with the HSA.

Employees who fail to disclose, to obtain permission or who conduct other business during assigned hours of work will be subject to disciplinary action up to and including termination dismissal for gross misconduct.

16. Grievances

The Health Services Authority is committed to creating and maintaining a working environment that is professional, healthy, respectful and free of conflict. Employees are invited to raise complaints, issues and concerns and to actively participate in the constructive resolution of these matters. It is the Health Services Authority's view that early resolution of conflict and difficulties will foster enhanced job satisfaction as outlined in the HSA strategic plan.

The grievance process is not to be used to address employee's disputes with HR decisions already made; those should be addressed through the appeals process (page xx).

Employees are expected to:

- a) raise issues or file complaints in an honest, forthright and constructive manner. Staff making the complaint will be asked to bring the other person where applicable.
- b) attend any meetings to discuss complaints made which involves them in a positive, professional and problem solving manner; and
- c) not participate in gossip, slander or libel. These are not acceptable behaviour and staff who engages in such behaviour may be subject to disciplinary action. Complaints are to be kept confidential between the parties involved.

Delegated Officers are expected to :

- a) handle all complaints in a professional, responsible, confidential, timely, empathetic, and problem solving manner;
- b) encourage employees to proactively raise issues for early resolution;
- c) be open and listen to the employee's view without being defensive, accusatory, judgmental or demeaning;
- d) make every effort to identify and resolve workplace issues by employing effective, proactive, fair and unbiased managerial practices; and
- e) investigate complaints thoroughly without jumping to early conclusions or dismissing the complaint.

Under no circumstances will an employee be subject to ridicule, intimidation, threat or retaliation for raising an issue or complaint. Any person proven to violate this principle will be subject to disciplinary action. Similarly, any employee who maliciously or falsely files a complaint will be subject to disciplinary action.

17. Compensation and Overtime

All overtime must be pre-approved by the Delegated Officer of the employee concerned and paid at the rate set out in the Annex 1 to this manual, or at the rate agreed in their Employment Agreement. Overtime is not available to managerial or physician level staff.

Time in lieu (Comp time) must be pre-approved by the Delegated Officer of the employee concerned on a one hour on to one hour off basis. Time in lieu can only be allowed in excess of normal hours of work. Comp time in excess of 15 hours of may not be carried over at the end of any month and Comp time can not operate at a deficit at any point.

18. Authority Workplace Rules

Personal Behaviour

All staff are required to behave in a manner consistent with the professional work environment desired for the Authority and with the Civil Servant's code of conduct from the Public Service Management Law (2005).

Staff are expected to be:

- courteous and display a helpful attitude to clients, visitors and customers of the Authority;
- courteous and respectful to each other and not behave in a manner that could be viewed by their colleagues as inappropriate or as a form of harassment; and

Health and Safety

In relation to workplace conditions, Delegated Officers must ensure that the workplace:

- (i) is clean and not overcrowded;
- (ii) has reasonable temperatures, if the workplace is indoors;
- (iii) has adequate ventilation and lighting;
- (iv) has adequate drainage, restrooms and sanitary conveniences;
- (v) has adequate electrical infrastructure;
- (vi) has sanitary drinking facilities with an adequate supply of drinking water;
- (vii) implements fire hazard rules and procedures as may be instituted from time to time;
- (viii) has, in the event of emergencies, adequate means and avenues of escape;
- (ix) has adequate and well-maintained facilities for employees to sit, when appropriate, during their work day;
- (x) has readily accessible, adequate and well-maintained on-site first aid equipment;
- (xi) has appropriate waste disposal procedures and storage facilities for hazardous materials; and
- (xii) has such other facilities as are reasonably necessary for the health, safety and welfare of employees in that civil service entity's line of business.

In relation to workplace safety, Delegated Officers must ensure that:

- (i) machinery used in the workplace is operated and maintained in a manner consistent with safety and in compliance with the standards and guidelines recommended by the manufacturer;
- (ii) employees are protected from poisonous, noxious or toxic substances used or present in the workplace, including-
 - (a) that food and drink are not consumed in areas where such substances are used or are present; and
 - (b) ensuring that there are emergency wash-down facilities;
- (iii) suitable safety gear is provided when employees are using or are around machines or processes in relation to which the use of such gear is recommended;
- (iv) suitable goggles or other protective gear is provided when there is a risk of eye injury;
- (v) suitable protective equipment is provided when there is a reasonable risk of bodily injury from any process or equipment used;
- (vi) where employees are involved in a process involving injurious or offensive substances or to conditions exposing them to wet or cold conditions, suitable protective gear and clothing are provided;
- (vii) where a process involves exposure to heat or steam, facilities to protect workers appropriately are provided and maintained; and
- (xiii) warning signs prohibit the misuse of equipment or space within the workplace.

Where workplace health and safety standards are not met the Delegated Officer is responsible for completing the relevant work request and following up to ensure work is completed.

In relation to personal safety, Delegated Officers must take reasonable measures to ensure that employees are protected from physical attack, harassment or abuse from other employees or customers of the Authority.

Substance abuse

Consumption of alcohol, smoking or the use, possession, sale, or distribution of illicit drugs is prohibited in the workplace at all times. Illegal substances will be confiscated and the appropriate law enforcement agencies will be notified.

Staff are not to report for duty under the influence of alcohol or illicit drugs and may be required to take a blood test or other medical procedure to ascertain whether this situation exists. This decision is to be made at the discretion of a Senior Manager in consultation with their manager.

Dress code/uniforms

Uniforms included in the policy are any garments including scrubs suits, gowns, white coats, and jackets that are purchased by the employee or provided by the hospital.

All employees must dress in a professional, business-like manner with properly displayed identification badges, and clean clothing in good repair which is appropriate for their area of work.

All employees must maintain personal hygiene; fingernails should be neat and clean, of reasonable length. Men should be either cleanly shaven or have neatly trimmed beards and/or moustaches.

In areas where uniforms and other work wear are required, employees must dress in the specified garments at all times. Employees are expected to properly care for uniforms supplied by the Authority to ensure the need for replacements are kept to a minimum. On the last day of employment, employees are expected to return any such uniforms.

Non-uniformed staff must be dressed to the standards required by the HSA and with due consideration for personal and patient safety. This will normally be business attire with appropriately ironed trousers, shirt and tie for male employees and ironed suit/dress, or smart blouse with ankle length trousers or skirts for female employees.

The following are not acceptable in any part of the workplace:

- Shorts
- T-shirts
- Form-fitting/revealing clothing (including leggings, low cut tops or see through clothing)
- Mini skirts
- Jeans
- Jewellery/body adornments that impact on the safety or effectiveness of treatment.
- High-top sneakers, sandals, open toes shoes or other footwear that may impact on safety or effectiveness of treatment
- Hats of any kind

Any member of staff wishing to wear a particular type of clothing or jewellery for religious, creed or cultural reasons will be asked to discuss this with their Delegated Officer who will not unreasonably withhold approval

Employees on call

Employees who are on call and not otherwise compensated must be available at all times and must respond to calls promptly. Such employees must refrain from alcohol or any behaviour which may impair their good judgement if called upon at anytime during the period being on call.

Any member of the on call staff who fails to respond to calls will be subject to disciplinary action up to and including termination.

Employees who arrive at work under the influence of alcohol or any other illegal substance will be subject to disciplinary action up to and including termination.

Employees who are on call and who are able to provide adequate service by phone must maintain a log of the calls including the length of call, the name of the caller, the nature of the problem and the advice given. If approved, the employee will be reimbursed for the time spent providing advice

Use of Workplace Resources

Staff are not to use workplace resources (including stationery, computers, internet, photocopiers, and phones) for personal or private purposes except in an emergency.

Workplace email is not to be used for other than *minimal* private email and is not to be used to send or forward chain letters, spam or junk mail.

The internet is to be used only if necessary for work purposes and not for private browsing during normal working hours. Under no conditions are inappropriate websites to be accessed.

Employees responsibilities during a natural disaster or an emergency

Employees on vacation or other approved leave who are on island at the time of a hurricane are expected to make contact with their immediate manager/supervisor to fulfil their roles as soon as possible after a hurricane alert has been issued unless otherwise instructed by their Manager/Supervisor.

This policy applies to all other disasters and mass casualty events.

All requests for personal leave during any immediately before or after a hurricane must be submitted in writing (Personal Leave Request form) by the said employee or the Senior Manager via the Section Manager.

Pre-Disaster Evacuation. Any employee falling within the following categories shall inform Human Resources of his/her need to travel as soon as a hurricane alert is issued and no later than the declaration of a hurricane watch:-

- a. An employee who is the sole, primary provider of care for an elderly or handicapped immediate relative, who cannot care for themselves, or
- b. **In exceptional circumstances**, where an employee will need to travel off island prior to a hurricane making landfall to transfer care of a family member.

These employees will be given no more than 36 hours to return to the H.S.A. and be ready for duty.

H.S.A. staff evacuating children and families shall be allowed unused vacation time. If no vacation time is available, the time used while evacuating may be worked back or borrowed against the next year's vacation entitlement or taken as unpaid leave.

Any member of staff who fails to contact the HSA following a hurricane without prior approval from his/her immediate Delegated Officer will be subject to disciplinary action.

Managers must report all absences (no-shows and approved leave) to the Human Resources Department.

Exemption from Duty during a Hurricane. If both parents with a child under the age of two years are employed by the HSA., or one parent works for the HSA. and the other parent is required to work as part of another essential service (National Hurricane sub- Committee) the parent employed by the HSA may seek exemption from duty from their Manager/Senior Manager. An exemption may also be sought by an employee who is the sole, primary provider of care for an elderly or handicapped immediate relative, who cannot care for themselves. The employee will be required to work pre and/or post-storm.

Post-Disaster Evacuation. Employees evacuating children and families after the storm are expected to return to work within 48 hours; this may vary depending on the destination to which they must travel. Prior approval must be sought by the employee.

Employees, who work consecutive days, including a weekend, may be granted special leave once the situation stabilizes. An allocation of up to **five working days** as determined by the CEO "respite leave" will be given in addition to any vacation time requested, providing it can be accommodated by the organization.

Media Relations

The Public Relations Officer is mainly responsible for the distribution of all press releases respecting the Health Services Authority. Employees who are expected to prepare press releases as part of their normal job duties should collaborate with the Public Relations Officer who will coordinate the distribution of the release via the CEO.

Unless the CEO has specifically delegated authority otherwise, all calls from the media should be directed to him/her or the Public Relations Officer.

Where for professional reasons, or for any other purpose, any article, letter, interview or presentation is to be given to the Media, or is to be given in their presence, by any Employee, referring to the services, activity, strategy or direction of the Authority, it shall first be approved by the Chief Executive Officer or relevant Senior Manager.

Prior to accepting an invitation to speak or provide written information at a meeting, conference or other gathering, employees must submit a request to act in an official capacity. The Chief Executive Officer will review the request and grant approval.

Children in the Workplace

Employees are prohibited from bringing children and minors (anyone under the age of 18) into the workplace – including in HSA support vehicles – other than for medical treatment, or other exceptional circumstances. . Babysitting is strictly prohibited.

Exemptions may be allowed at the discretion of Delegated Officers for work experience, one-off unforeseen emergencies or special event days: as long as the children/minors are supervised at all times. At no time should any child exhibiting symptoms of potentially contagious illness be brought into the workplace

The HSA does not accept any liability for illnesses or injuries to children/minors incurred at any time.

Confidentiality

All employees are required to sign a confidentiality agreement at the commencement of their employment. It is gross misconduct for any employee to violate the terms of the confidentiality agreement. Staff are required to keep the specific elements of their duties confidential.

Staff are to take care that sensitive or confidential documents are put away from sight when absent from their desk for anything other than a short period of time.

As a general rule work files (both hard and electronic) should not leave the workplace. If, in order to achieve work deadlines it is necessary to take documents from the work place (e.g. home to work on them) staff are required to safeguard the security and confidentiality of those documents.

Staff should not discuss matters relating to the specific elements of their duties with any persons other than with relevant employees directly related to their job functions. .

Receipt of Gifts

Employees may not solicit or accept gifts or money from patients or families of patients except where the gift is small (i.e. cards or flowers etc.) and is clearly being offered as a gesture of thanks for providing service. Under no circumstances are employees allowed to solicit or take money from patients or their families. Soliciting money or gifts from patients, other employees or families of patients is gross misconduct which will lead to immediate termination.

Fund-Raising or Collections

The HSA encourages the employees to be involved in community charitable causes which may at times require fundraising by an employee on the HSA premises. The following applies:

- a) The Authority will not officially sponsor one charitable cause over another. Therefore at no time may the HSA's name be used in the promotion of fund-raising other than for recognized events or promotions related to health care and health improvement.
- b) Employees should limit fundraising on the HSA premises as much as is possible since it may place other employees under pressure to contribute. Large sums of money should not be kept at the workplace and the HSA accepts no responsibility for the loss or theft.
- c) Individual solicitation is not allowed within the Authority.
- d) Events that are to take place on Health Services Authority property must be pre-approved by the CEO.

Use of Vehicles

- a) All lease vehicles which will be in the custody of any section for more than a month, must be covered under an insurance policy.
- b) All drivers who operate an HSA vehicle must possess a valid driver's license and a copy be placed in their employee file.
- c) Any accidents will be reported immediately to the Police and to the HSA Security Delegated Officer.
 - i. A written Motor Vehicle Accident Report Form will be completed within twenty-four (24) hours, and copies submitted to Risk Management, via the Delegated Officer/manager and Senior Manager.
 - ii. Drivers who are found responsible for accidents may be required to pay damages.

- d) Traffic Rules must be obeyed. The HSA will not be responsible for paying fines.
- e) Renting of vehicles for HSA business must be pre-approved by the HR Director.
- f) Security officers will ensure that vehicles are secured at night and that they are checked while on rounds
- g) Security officers will issue vehicle keys to drivers who are authorized to use HSA vehicles. A valid driver's license must be presented to security prior to the issuing of keys. Security officers will ensure that drivers sign in the logbook when vehicles are issued and returned.
- h) HSA employees who use their own private vehicles for official business may submit mileage claims to Finance via their Delegated Officers/managers.

Staff Meetings

The following regular meetings will be convened to discuss important, timely issues:

- a) Senior Management team will ensure that full staff meetings are convened at least quarterly;
- b) Each Delegated Officer will ensure there are regularly scheduled staff meetings for their section. All employees will be invited to attend meetings. Senior Managers will attend to answer questions regarding the Strategic Direction of the organization, the terms and conditions of employment or any other matter of concern to the staff;
- c) The HR Section will convene meetings with Delegated Officers on a regular basis to discuss the implementation and application of any new HR policies & procedures. Attendance by all managers is important to ensure the fair and consistent application of the policies throughout the organization.

Minutes of all meetings will be prepared and distributed to ensure that employees who were not able to attend the meetings have the information. The meetings will be designed to openly share and exchange information. Employees are encouraged to raise issues, ask questions and make suggestions to improve the organization.

Electronic File Storage

Only copies of work files should be kept on personal access drives. All originals should be kept on network drives. See the IT policy set out in Appendix E.

Time Management and Recording

It is the requirement that all employees accurately record their time of arrival and departure each time they leave or enter the HSA premises. Failure to do so or falsification of attendance records is a violation of the terms and conditions of employment and may lead to disciplinary action.

All requests for flex-time must be requested and approved by the employee's Delegated Officer in writing in accordance with the needs of their department.

Employees are required to report for duty and be ready to assume the duties of their jobs at the scheduled start time. An employee who is not able to report for duty on time or will not be able to work the shift must call the Manager/Shift Coordinator four (4) hours prior to the start of the shift where possible.

Where no other arrangement is possible, employees may apply to the Manager for time off from work to attend to personal business. Depending upon operational requirements, the Manager may grant the time off, however, this time must be taken as vacation, time off in lieu, public holiday bank or unpaid leave (Reference the leave provisions in Appendix 1)

Employees who are late for work or who do not call the Manager/Shift Coordinator to report absences or who leave the workplace during the day without permission may be subject to disciplinary action.

An employee who is late or who is absent from work without approval from his Manager will not receive pay for the period of absence and may also be subject to disciplinary action.

Employees who fail to report for work or who fail to report the absence will be considered to have abandoned their position and will be subject to disciplinary action up to termination after two (2) days. Human Resources will be notified if all efforts to contact the individual fail or if the reasons given for the absence are unacceptable the employee may be terminated for gross misconduct.

Security

At no time are offices or other workspaces to be left unlocked and unattended.

The last person to leave an office or other workspaces at the end of a working day is to ensure that all appliances and equipment are turned off, the lights are turned off and the door is locked.

Duplicates of all office keys are to be held by Security Services.

With the exception of the janitorial staff, if non-Authority staff are working in an office or other workspace for any reason (e.g. workers undertaking renovations) the Delegated Officer responsible for organizing those persons is to ensure they are supervised. At no time are non-Authority staff to be left un-supervised.

Absence from Office

Staff are to obtain approval from their Delegated Officer before being absent from the office for any reason, for example to visit the doctor.

Other

All users of common areas (such as the kitchen facilities) are required to assist with maintaining the cleanliness of those areas by ensuring they leave them tidy after each use.

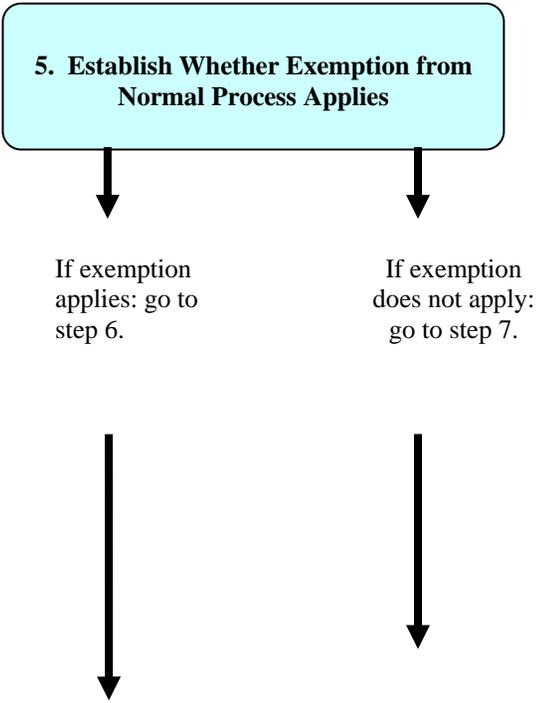
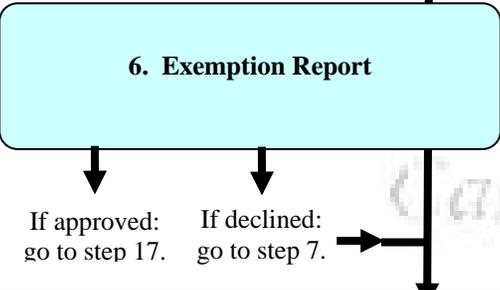
Health Services Authority
HR Policies and Procedures Manual

Part B: Specific HR Procedures and Related Policies

19. Recruitment and Appointment of Staff to Positions within the Authority

This policy and procedure applies to the recruitment and appointment of staff within the Authority. It applies to all appointments in the Authority including those involving: the recruitment of new staff from within the Cayman Islands; the recruitment of new staff from overseas; the appointment of existing staff to significantly new roles by way of promotion or transfer; the appointment of staff to short-term roles; and the appointment of staff on fixed-term employment agreements. All steps of the process should be completed as quickly as practicable, preferably within 8 weeks. Schedule 1 specifies the minimum procedures that are to be used and the minimum employment terms and conditions that are to apply.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">1. Identify Requirement</div> <div style="text-align: center; margin: 10px 0;">↓</div> <p style="text-align: right; margin-right: 20px;">If replacement go to step 5.</p>	<ul style="list-style-type: none"> Delegated Officer / Senior Manager identifies a staffing requirement within his/her section. 	<ul style="list-style-type: none"> If appropriate part-time or short-term appointments are to be considered. Where it is known that a requirement will occur in the future, the role is to be filled <u>before</u> the requirement arises (where possible).
<div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">2. Prepare or Update Job Description</div> <div style="text-align: center; margin: 10px 0;">↓</div>	<ul style="list-style-type: none"> Delegated Officer prepares and/or updates (if necessary) the Job Description for the position, the selection methodology & criteria. Job Description approved and signed by the senior manager. 	<ul style="list-style-type: none"> Job description is to follow the template circulated by the HR Section.
<div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">3. Confirm Funding</div> <div style="text-align: center; margin: 10px 0;">↓</div>	<ul style="list-style-type: none"> Delegated Officer checks with the budget holder the appropriate remuneration package that is available to offer for the vacancy. If a new post, Delegated Officer sends via Senior Manager the appropriate request for funding via the budgeting process. 	<ul style="list-style-type: none"> Remuneration for all employees is to fall within the parameters established by the budget holder's budget unless compensatory savings or additional revenue has been found and agreed by the Chief Executive Officer.
<div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">4. Remuneration Banding</div> <div style="text-align: center; margin: 10px 0;">↓</div>	<ul style="list-style-type: none"> Delegated Officer submits signed and electronic copies of Job Description to the HR section for evaluation. HR section evaluates the JD into a remuneration band. 	

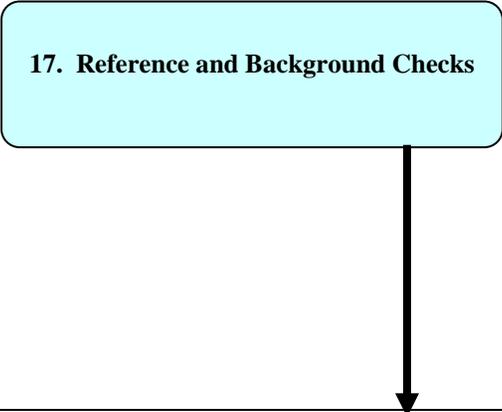
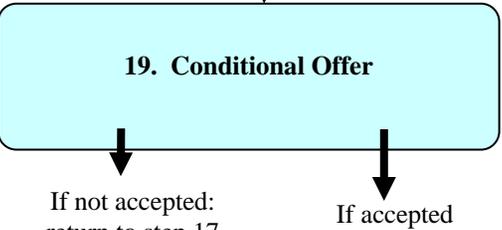
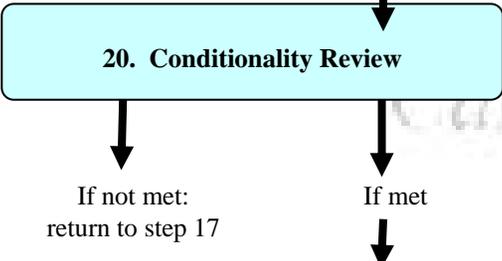
Process Step	Procedure to be Followed	Policy to be Applied
<p data-bbox="107 256 611 407">5. Establish Whether Exemption from Normal Process Applies</p>  <p data-bbox="159 513 306 597">If exemption applies: go to step 6.</p> <p data-bbox="478 513 646 597">If exemption does not apply: go to step 7.</p>	<ul data-bbox="741 248 1360 553" style="list-style-type: none"> • Delegated Officer determines whether the role to be filled is one exempted from an open competitive appointment process under HR Policies. • If Chief Executive Officer agrees exemption applies: go to step 6. • If exemption does not apply: go to step 7. 	<p data-bbox="1381 215 2011 367">In accordance with the Authority's HR philosophy, open appointment processes are to apply unless there are exceptional circumstances (see above). A presumption of normal appointment processes will apply.</p> <p data-bbox="1381 399 2011 488">The express agreement of the CEO is required before a decision to follow an exempted process is made.</p> <p data-bbox="1381 492 2011 548">A person to be appointed without following the normal open and competitive process if:</p> <ul data-bbox="1381 553 2011 797" style="list-style-type: none"> • The person is returning from study on a Government scholarship and is being appointed to the public service for the first time; • The person is being appointed to a position lasting 6 months or less not immediately preceded by a similar appointment. The appointment is so urgent complying with the normal processes is not feasible or practical. <p data-bbox="1381 829 2011 919">A employee is to be transferred to another position without the normal open and competitive process applying where it is in the public interest.</p>
<p data-bbox="96 1027 596 1179">6. Exemption Report</p>  <p data-bbox="117 1235 264 1292">If approved: go to step 17.</p> <p data-bbox="289 1235 436 1292">If declined: go to step 7.</p>	<p data-bbox="741 1016 1360 1097">Delegated Officer prepares an appointment process exemption report and submits it to the Chief Executive Officer.</p> <p data-bbox="741 1138 1360 1195">If the report is approved, proceed to step 17. If the report is declined, proceed to step 7.</p>	<p data-bbox="1381 1016 1713 1040">Exemption report to outline:</p> <ul data-bbox="1381 1049 2011 1260" style="list-style-type: none"> • The position to be filled; • Which of the criteria from the above policy applies and how it applies; • The person to be appointed; • How the appointment will not unreasonably prejudice the ability of other persons to be considered for the position.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; width: fit-content; margin: 0 auto;"> <p style="text-align: center;">7. Advertise Vacancy</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer advises the HR section that the position is ready to be advertised and agrees the wording for the advert. • HR Section advertises the position. 	<ul style="list-style-type: none"> • All vacancies are to be advertised within the HSA and maybe advertised elsewhere at the discretion of the Delegated Officer. • The advertising media used is to be selected so as to maximise coverage and minimise cost. • All advertisements should encourage the submission of electronic applications and must include: <ul style="list-style-type: none"> ○ Job title ○ Remuneration ○ A summary of the duties ○ Qualifications/experience/competencies required for the position ○ Closing date/time for applications ○ Indication that only candidates for interview will be contacted. • At least fourteen days should be allowed between the first appearance of the advert and the closing date
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; width: fit-content; margin: 0 auto;"> <p style="text-align: center;">8. Receipt & Recording of Applications</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section receives applications. • HR Section logs applications received. 	<ul style="list-style-type: none"> • All applications to be logged without exception • Date and time of receipt must be noted for each application.
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; width: fit-content; margin: 0 auto;"> <p style="text-align: center;">9. Collation of Applications</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section collates applications and provides them to the Delegated Officer. • Where required, HR Section will screen applications against the requirements in the JD • HR Section retains original applications. 	<ul style="list-style-type: none"> • This step is to be completed within 2 working days of application deadline.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">10. Short listing</p> <p style="text-align: center;">↓ ↓</p> <p style="text-align: center;">If no suitable applicants: return to step 7. If sufficient suitable applicants, proceed</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer and or Senior Manager review applications, applying the selection methodology & criteria. • If no (or insufficient) suitable applications: re-advertise (return to step 7). • If suitable applicants: establish a shortlist. • A shortlist of candidates must be completed two weeks after the closing date of the application. 	<ul style="list-style-type: none"> • The applicants must only be placed on the shortlist if they have the necessary qualifications/competencies/experience. • Qualified applicants should be placed on the shortlist based on merit; and where two applicants have similar qualification and experience, a Caymanian applicant should be short listed in preference to a non-Caymanian applicant. • If the Delegated Officer considers it appropriate candidates may be pre-screened by phone conversations or other means to reduce the travel costs associated with interviews. • Consideration must be given to the Immigration guidelines on the number of dependants an applicant can be expected to support.
<p style="text-align: center;">11. Appoint Assessment Panel</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section appoints an assessment panel consisting of: <ul style="list-style-type: none"> ○ HR Representative ○ Delegated Officer ○ Senior Manager ○ Other persons as appropriate 	<ul style="list-style-type: none"> • The Panel is to consist of at least two persons and unless exceptional circumstances apply should be no more than four persons. • The members of the Panel must have an appropriate understanding of the job, no conflict of interest, and must be able to act independently in relation to the assessment.
<p style="text-align: center;">12. Interviews/Assessments Arranged</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section establishes the date and location for interviews/assessments to be held in conjunction with the panel. • HR Section notifies applicants of relevant dates and agrees times with them. • HR Section organises logistics including venue, refreshments and travel. 	<ul style="list-style-type: none"> • In-person interview is preferred when recruiting for any position within the Health Services Authority • Wherever possible assessments are to be in Grand Cayman. Where it is more cost-effective for assessments to be held elsewhere, (eg. large volume of interviews) travel overseas may be approved by the Chief Executive Officer.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">13. Selection Panel Preparation</div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> Assessment panel agrees the approach and the basis for assessing applicants (see step 3). 	<ul style="list-style-type: none"> If logistics require it and all panel members agree, this step may be undertaken immediately prior to the first assessment, but the HR Section are to ensure it occurs as a specific step.
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">14. Assessments Conducted</div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> Panel conducts interviews/assessments Detailed records of the how the candidates perform against the criteria must be kept 	<ul style="list-style-type: none"> Assessments must use a comparable approach for each candidate.
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">15. Preferred Candidate Selected</div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>↓</p> <p>If no suitable candidates: return to step 7.</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If suitable candidate: proceed</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> Assessment panel analyses suitability of applicants based on the interviews/assessments. Panel selects preferred and second choice candidate (where there is a suitable second choice candidate). If no candidate has the required qualifications/skills/experience, re-advertise (return to step 7). 	<ul style="list-style-type: none"> Candidates to be ranked objectively, and preferred candidate selected with the best mix of qualifications, competencies, knowledge and experience Caymanians are to be given preference only when ranked similarly. This assessment can only be based on: <ul style="list-style-type: none"> Information provided by the applicants Results of the assessments Personal knowledge of the assessors where this is disclosed to the panel Any other information the interview panel considers relevant
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">16. Appointment Report Prepared</div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> Appointment report drafted by HR Section Panel Members agree & sign report Delegated Officer signs report as approved. Panel analysis and appointment reports must be retained by the HR Section following the completion of Step 16 	<p>The appointment report to contain:</p> <ul style="list-style-type: none"> For each short-listed candidate: <ul style="list-style-type: none"> Brief biographical details Assessment of qualifications, skills, knowledge and experience compared to job description Conduct at interview Other information relevant to the panel recommendation Recommendation for appointment.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">17. Reference and Background Checks</p> 	<p>HR Section:</p> <ul style="list-style-type: none"> decide with the manager which background checks are appropriate/ required given the risks associated with the position. undertake reference checks if applicable & background checks (if required). obtain medical certificate, proof of qualification and Declaration of Secrecy from the candidate, photos, copy of passports (if applicable). discus with the candidate any existing additional employment and any potential conflicts of interest. 	<ul style="list-style-type: none"> Two (2) professional references from previous employers and one (1) character reference are to be obtained in all cases required Background checks and other information are to be obtained. Full registration from the Health Practice Council must be obtained where applicable.
<p>From step 6.</p>  <p style="text-align: center;">18. Offer Preparation</p>	<p>Delegated Officer in consultation with HR Section:</p> <ul style="list-style-type: none"> establish remuneration package to offer to preferred candidate; and 	<p>Offered package must comply with:</p> <ul style="list-style-type: none"> Authority's terms and conditions & remuneration policies; The budgetary limit established in step 2; and The remuneration band established in step 4.
 <p style="text-align: center;">19. Conditional Offer</p> <p>If not accepted: return to step 17</p> <p>If accepted</p>	<ul style="list-style-type: none"> HR Section contacts preferred candidate and makes/negotiates conditional oral offer and confirms this in writing (preferably electronically) If preferred candidate accepts conditional offer proceed to step 19. If preferred candidate rejects conditional offer then return to step 17 for second choice candidate. 	<p>Conditional offers should:</p> <ul style="list-style-type: none"> specify the remuneration & other terms and conditions being offered; be conditional on the signing of a Declaration of Secrecy, obtaining registration with the Health Practice Council (where applicable) and a medical certificate (new staff only).
 <p style="text-align: center;">20. Conditionality Review</p> <p>If not met: return to step 17</p> <p>If met</p>	<ul style="list-style-type: none"> HR Section advises Delegated Officer whether all conditions for appointment have been met. If met, Delegated Officer approves that the appointment process be completed. If not met: <ul style="list-style-type: none"> HR Section advise candidate in writing that conditions have not been met and the conditional offer is therefore withdrawn; Return to step 17 with second choice candidate. 	<ul style="list-style-type: none"> Appointments are not to be finalised unless all conditionality requirements specified in step 17 are met. Specifically, candidates recruited from overseas are not to be brought to the Cayman Islands before all conditions have been met. Candidate must indicate acceptance of offer within two weeks of notification.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; border-radius: 10px; padding: 10px; width: fit-content; margin: 0 auto;"> 21. Contract </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section prepare employment agreement reflecting remuneration and terms & conditions agreed with candidate. • HR Director signs employment agreement. • HR Section: <ul style="list-style-type: none"> ○ sends signed employment agreement to candidate; ○ obtains signed copy in return; ○ agrees starting date with employee in conjunction with Delegated Officer ○ arranges any travel and accommodation required. 	<ul style="list-style-type: none"> • The employment agreement is to reflect the template issued by HR Section. • The employee is not to take up the appointment, commence any of the duties involved in the appointment or begin work in the work place before this step is completed.
<div style="text-align: center; border: 1px solid black; border-radius: 10px; padding: 10px; width: fit-content; margin: 0 auto;"> 22. Notify Unsuccessful Candidates </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section notifies unsuccessful interviewed candidates in writing (email where possible). 	<ul style="list-style-type: none"> • All unsuccessful candidates must be advised of their non-selection to the advertised post within two weeks after interviews are concluded.
<div style="text-align: center; border: 1px solid black; border-radius: 10px; padding: 10px; width: fit-content; margin: 0 auto;"> 23. Induction Process </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section arranges and carries out Island orientation (if applicable). • Delegated Officer and/or Senior manager arrange and carry out Government, Authority and Section induction. 	<ul style="list-style-type: none"> • See induction section of manual (section 35)
<div style="text-align: center; border: 1px solid black; border-radius: 10px; padding: 10px; width: fit-content; margin: 0 auto;"> 24. Load HR IRIS </div>	<ul style="list-style-type: none"> • HR Section loads data for the employee into HR IRIS and sets up payroll. • HR Section informs I.T. of new staff and arrange for set-up • Section Manager prepares and submits new user request • HR Section prepares ID 	<ul style="list-style-type: none"> • This step is to be completed no later than 5 working days before the employee's first payroll.

20. Reappointment of Staff on Fixed-Term Employment Agreements

This policy and procedure applies to the reappointment of existing staff who have reached the end of a fixed-term employment agreement.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 1. Data Maintained in IRIS </div> <div style="text-align: center; margin-top: 10px;">  </div>	<ul style="list-style-type: none"> HR Section ensures the information held in HR IRIS is up-to-date and accurate, particularly that relating to the date on which the fixed-term expires. 	<p>Data about fixed-term appointments is held in HR IRIS along with all other employee data.</p> <p>HR Section is to ensure that it accurately records data for all persons on fixed-term employment agreements including:</p> <ul style="list-style-type: none"> Non-Caymanians; Caymanians past the normal retirement age; Other Caymanians holding positions with a finite life or for which the Delegated Officer has determined there are good reasons to appoint on fixed-term.
<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Expiration Notification </div> <div style="text-align: center; margin-top: 10px;">  </div>	<p>HR Section:</p> <ul style="list-style-type: none"> Runs “employment agreement expiry report” from HR IRIS on a monthly basis; notifies/reminds Delegated Officer and employee of impending expiration of any fixed-term employment agreements. Employee formally requests that their contract be renewed (submitted to their Manager). 	<p>This step is to be completed no later than 6 months before the employment agreement expires.</p>
<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Reappointment Consideration </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>If no reappointment: go to step 4</p>  </div> <div style="text-align: center;">  <p>If reappointment: go to step 5</p>  </div> </div>	<ul style="list-style-type: none"> Delegated Officer, in consultation with the HR Section and Senior manager if appropriate, considers whether he/she wishes to reappoint the employee for a further fixed-term. If decide not to reappoint: proceed to step 4. If decide to reappoint: proceed to step 5. 	<ul style="list-style-type: none"> Consideration to take into account: <ul style="list-style-type: none"> Whether the position is still required Performance to date Other possible candidates Requirement that Caymanians be given preference Other relevant factors. <p>This step is to be completed no later than four (4) months before the employment agreement expires.</p> <p>If the employee does not wish to renew their contract – then go to P&P Section 32 Page 91</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 4. Non-Reappointment Actions </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">If to be filled when vacant: go to P&P 16</p>	<ul style="list-style-type: none"> • If decide not to reappoint, Delegated Officer: <ul style="list-style-type: none"> ○ meets with employee and discusses non-reappointment and then confirms in writing. ○ Delegated Officer may involve HR Section in the meeting if appropriate. ○ Delegated Officer prepares & signs a “Non-reappointment Report” & submits it to HR Section. • If the role is to be filled when it becomes vacant, commence recruitment and appointment actions in accordance with the procedures specified in P&P 19. 	<ul style="list-style-type: none"> • Non-reappointment Report to document: <ul style="list-style-type: none"> ○ The factors taken into account in step 3 in deciding not to reappoint and the assessment of these factors in the case of the employee; and ○ The process followed. • New appointment processes should be commenced in time to have the replacement employee in place before the employee’s fixed-term expires.
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 5. Reappointment Actions </div> <p style="text-align: center;">↓</p>	<p>If decide to reappoint, Delegated Officer:</p> <ul style="list-style-type: none"> • establish remuneration package to offer the employee (in consultation with HR Section); • meets with employee, and discusses reappointment and agrees new remuneration package; • prepares & signs a reappointment report & submits it to HR Section. 	<ul style="list-style-type: none"> • Offered package must comply with: <ul style="list-style-type: none"> ○ Authority’s terms and conditions & remuneration policies; ○ The budgetary limits established by the budget holder. • As a general policy, there is a presumption that the new package will be similar to the old package. • This step is to be completed no later than 2 months before the employment agreement expires.
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 6. Employment Agreement </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section prepares new employment agreement reflecting remuneration and terms & conditions agreed with employee. • HR Director & employee sign new employment agreement. 	<ul style="list-style-type: none"> • Employment agreement is to reflect the template contained in Regulations.
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 7. Load HR IRIS </div>	<ul style="list-style-type: none"> • HR Section loads data for the employee into HR IRIS and sets up payroll. 	<ul style="list-style-type: none"> • This step is to be completed no later than 5 working days before the employee’s first payroll under the new employment agreement.

21. Reappointment of Staff Who Have Attained Retirement Age

This policy and procedure applies to the reappointment of existing staff who, having attained the compulsory retirement age, have retired or are about to retire.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> 1. Retirement Data Maintained in IRIS </div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • HR Section ensures the information held in HR IRIS is up-to-date and accurate, particularly that relating to the age of staff on open-tenure employment. • HR Section advises Delegated Officer of imminent retirements. • HR Section advises employee of requirement to apply for re-employment in writing. • HR Section ensures that employee has attended a retirement workshop by the Pensions Authority 	<p>Employee data, including that about the age of Employees, is held in HR IRIS</p> <p>HR Section is to:</p> <ul style="list-style-type: none"> • ensure that it accurately records data for all persons on open-ended tenure; and • periodically interrogate IRIS data to identify staff who are reaching the compulsory retirement age. <p>Notification to occur at least 12 months prior to retirement date.</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> 2. Application for Re-employment </div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • Existing employee who is nearing the compulsory retirement age notifies his/her Delegated Officer of his/her desire to continue in his/her position after reaching that age. • Employee obtains a certificate of medical fitness • Review latest performance appraisal 	<ul style="list-style-type: none"> • Request for re-employment on a fixed term contract must be submitted at least 6 ½ months prior to retirement. • Applications for re-employment after retirement are only to be considered where they are provided in writing. • If the employee gives written notification of his/her intention to cease being a member of the Authority's workforce beyond the mandatory retirement age, proceed as for retirement.
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> 3. Reappointment Consideration </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 45%;"> ↓ If no reappointment: go to step 4 </div> <div style="width: 45%;"> ↓ If reappointment: go to step 5 </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">↓</div> <div style="text-align: center;">↓</div> </div>	<ul style="list-style-type: none"> • Delegated Officer in consultation with Senior Manager and HR Section if appropriate, considers whether he/she wishes to reappoint the employee for a fixed-term. • If decide not to reappoint: proceed to step 4. • If decide to reappoint: proceed to step 5. 	<ul style="list-style-type: none"> • Consideration to take into account: <ul style="list-style-type: none"> ○ Whether the position is still required ○ Medical fitness ○ Performance to date ○ Capability ○ Whether reappointment will inappropriately impede younger Caymanian employees.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">4. Non-Reappointment Actions</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">If to be filled when vacant: go to P&P 16</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • If decide not to reappoint, Delegated Officer: <ul style="list-style-type: none"> ○ meets with employee and discusses non-reappointment and then confirms in writing ○ Delegated Officer may involve HR Section in the meeting if appropriate. ○ prepares & signs a Non-reappointment Report & submits it to HR Section. • If role to be filled when it becomes vacant, commence recruitment and appointment actions in accordance with the procedures specified in P&P 19. 	<ul style="list-style-type: none"> • Non-reappointment Report to document: <ul style="list-style-type: none"> ○ The factors taken into account in step 3 in deciding not to reappoint and the assessment of these factors in the case of the employee; and ○ The process followed. • New appointment processes should be commenced in time to have the replacement employee in place before the employee's term expires.
<p style="text-align: center;">5. Reappointment Actions</p> <p style="text-align: center;">↓</p>	<p>If decide to reappoint, Delegated Officer:</p> <ul style="list-style-type: none"> • establish remuneration package to offer to preferred candidate (in consultation with HR Section) • meets with employee, and discusses reappointment and agrees new remuneration package • prepares & signs a reappointment report & submits it to HR Section. 	<ul style="list-style-type: none"> • Offered package must comply with: <ul style="list-style-type: none"> ○ Authority's terms and conditions & remuneration policies; ○ The budgetary limits established by the budget holder. • As a general policy, there is a presumption that the new package will be similar to the existing. • The term of the employment agreement is to be no more than one year • This step is to be completed no later than 3 month before the employee's retirement date.
<p style="text-align: center;">6. Employment Agreement</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section prepares new employment agreement reflecting remuneration and terms & conditions agreed with employee. • Delegated Officer & employee sign new employment agreement. 	<ul style="list-style-type: none"> • Employment agreement is to reflect the template contained in Regulations..
<p style="text-align: center;">7. Load HR IRIS</p>	<ul style="list-style-type: none"> • HR Section loads data for the employee into HR IRIS and sets up payroll. 	<ul style="list-style-type: none"> • This step is to be completed no later than 5 working days before the employee's first payroll under the new employment agreement.

22. Appointment of Staff to Acting Positions within the Authority

This policy and procedure applies to the appointment of staff to acting positions at a higher grade than their substantive position.

- Normally acting assignments should not exceed 8 months; however, there may be extenuating circumstances that require a longer term not to exceed 12 months. At the end of 12 months, the employee should be confirmed or reverted back to their original position.
- If the delegated officer or employee requests to be reverted back to their original position, a notice of least 30 days must be given.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> 1. Identification of Acting or Interim Role </div> 	<ul style="list-style-type: none"> • Delegated Officer: <ul style="list-style-type: none"> ○ identifies role that needs to be filled on an acting or interim basis; ○ establish the likely period for which the position needs to be filled 	<ul style="list-style-type: none"> • Role may be filled on acting basis only where: <ul style="list-style-type: none"> ○ incumbent is absent for a period greater than one month; or ○ the role is temporarily vacant. ○ Where the position is vacant, then a permanent replacement should be pursued as quickly as possible..
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> 2. Identification of Best Acting Candidate </div> 	<ul style="list-style-type: none"> • Delegated Officer: <ul style="list-style-type: none"> ○ identifies potential candidates from within existing Authority staff; and ○ selects the best candidate to act in the position. • Delegated Officer establishes whether the selected candidate will carry out existing as well as acting duties, or whether someone else will carry out their existing duties. • If someone else to carryout existing duties, begin process again at step 1 for that position. 	<p>Candidates are to be identified and selected who are the person from within the Authority that has the best mix of qualifications, skills, knowledge and experience to act in the position: along with any other factors that the Delegated Officer may consider relevant.</p> <p>A employee may only carry out both existing and acting duties where:</p> <ul style="list-style-type: none"> ○ the workload is such that both sets of duties can be carried out satisfactorily; or ○ there are no other practical options; and ○ the employee expressly agrees to carry out both sets of duties.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Appointment to Acting Position </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer meets with selected candidate and discusses/ agrees the: <ul style="list-style-type: none"> ○ acting appointment ○ period of acting ○ acting duties ○ carrying out of normal duties as well (where applicable) ○ acting allowance to be paid • Delegated Officer prepares and signs an Acting Appointment Report and submits to HR Section. 	<ul style="list-style-type: none"> • An acting allowance of \$500 per month will be paid and prorated if necessary for periods less than one month. • Acting Appointment report to document: <ul style="list-style-type: none"> ○ The employees considered for the acting appointment ○ The justification for selecting the candidate based on the criteria in step 2.
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 4. Document Acting Appointment </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section prepares letter of appointment to employee. • Delegated Officer signs and transmits letter of appointment to employee. 	<ul style="list-style-type: none"> • Letter of appointment to cover: <ul style="list-style-type: none"> ○ period of appointment ○ duties and responsibilities ○ acting allowance. • This step to be completed before the employee begins acting in the position unless there are extenuating circumstances.
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 5. Load HR IRIS </div>	<ul style="list-style-type: none"> • HR Section loads data for the employee into HR IRIS and sets up payroll. 	<ul style="list-style-type: none"> • This step is to be completed no later than 5 working days after the employee commences acting duties.
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 6. Recruitment to fill position </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • If the appointment is to a vacant position, the Delegated Officer commences recruitment process. 	

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23. Preparation of Annual Performance Agreements

This policy and procedure applies to the preparation and agreement of annual performance agreements with Authority staff.

Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="94 342 596 493" style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; background-color: #e0f7fa;"> <p>1. Draft Performance Agreement Prepared</p> </div> <div data-bbox="323 483 348 558" style="text-align: center;">  </div>	<ul style="list-style-type: none"> • Delegated Officers prepare drafts of their own performance agreement and for their staff. • Senior managers prepare draft of their own performance agreement. <p><i>Note: If a employee joins the Authority during the year or is promoted to a new position within the Authority during the year, a new performance agreement is to be prepared at that time.</i></p> <p>Include phrase "in conjunction with HR"</p>	<ul style="list-style-type: none"> • Delegated Officer presents department goals for the year. • Performance agreements are to be prepared using the standard template distributed by the HR Section. • The performance agreement for a Senior Manager is to reflect that portion of the Chief Executive Officer's performance agreement for which they are responsible (i.e. it should link to the budget and strategic plan of the HSA), together with internal outputs and personal behaviours specific to the Senior Manager. • The performance agreement for a Delegated Officer is to reflect that portion of the Chief Executive Officer/Senior Manager's performance agreement for which they are responsible together with internal outputs and personal behaviours specific to the Senior Manager. • The performance agreement for all other staff is to reflect that portion of the Delegated Officer's performance agreement for which they are responsible together with internal outputs and personal behaviours specific to the Senior Manager. • <i>This step is to be completed no later than 10 June each year.</i>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> 2. Draft Performance Agreement Discussed & Agreed </div>	<ul style="list-style-type: none"> The draft performance agreement is discussed and agreed between the employee and his/her Delegated Officer. 	<p>The discussion is to be an open-one designed to:</p> <ul style="list-style-type: none"> get clarity as to what performance is expected of the employee; agreement as to the reasonableness & acceptability of the Agreement.
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> 3. Performance Agreement Finalised & Signed </div>	<ul style="list-style-type: none"> The draft performance agreement is amended (where applicable) to reflect the results of the discussion. The finalised performance agreement is signed by the employee and by their Delegated Officer. 	
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> 4. Signed Performance Agreement Submitted </div>	<ul style="list-style-type: none"> Signed agreement submitted to the HR Section who will keep all agreements on file Delegated Officers and staff should each also retain a copy of the signed agreement 	<p><i>This step is to be completed no later than 25 June each year.</i></p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> 5. Performance Agreement Amended, Discussed, Agreed & Signed </div>	<ul style="list-style-type: none"> Revisions to performance agreement should be prepared based on revised Chief Executive Officer performance agreement or other changes in circumstances. Revisions discussed and agreed between employee and manager concerned Revision signed by same persons signing original agreement. Signed revision submitted to HR Section who appends revision to original agreement; Manager & employees do likewise with their copies. 	<p>Performance agreements are to be amended whenever:</p> <ul style="list-style-type: none"> the Chief Executive Officers performance agreement is amended and that affects the performance of the person concerned; or there is a change to the responsibilities or duties of the person concerned resulting from other factors.

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24. Conduct of Interim Performance Assessments

This policy and procedure applies to the conducting of interim performance assessments for Authority staff. Interim assessments are encouraged as a matter of policy in the Authority at least half-yearly or more often at the discretion of the Delegated Officer. However, they are good management practice and the Authority requires Delegated Officers to carry out at least one during the year on each employee.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 10px auto;"> 1. Draft Interim Performance Assessment Prepared </div> <div style="text-align: center; margin-top: 20px;">↓</div>	<ul style="list-style-type: none"> A draft interim performance assessment is prepared by the employee's Delegated Officer. 	<ul style="list-style-type: none"> The interim assessment is to be prepared using the template provided by the HR Section Performance is to be assessed against the agreed performance agreement (as revised) on the basis of actual performance achieved in that period. The interim assessment is to have a significant forward looking component that focuses on the performance to be achieved in the remainder of the year. <i>This step is to be completed no later than 28th February.</i>
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 10px auto;"> 2. Interim Self Assessment Prepared </div> <div style="text-align: center; margin-top: 20px;">↓</div>	<ul style="list-style-type: none"> Employee prepares his/her own interim self assessment of his/her performance for the period and the performance focus for the remainder of the year. 	<ul style="list-style-type: none"> The self assessment is personal and confidential to the employee concerned. Employees are not to be required to provide a copy to their Delegated Officer.
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 10px auto;"> 3. Draft Interim Performance Assessment Discussed </div> <div style="text-align: center; margin-top: 20px;">↓</div>	<ul style="list-style-type: none"> Delegated Officer and employee meet and discuss interim assessment 	<ul style="list-style-type: none"> Assessment discussion is to be conducted in an open manner which allows the employee as well as the manager to discuss his/her point of view.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">5. Interim Assessment Finalised & Signed</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The draft interim performance assessment is amended (where applicable) to reflect the results of the discussion. • The finalised performance agreement is signed by the employee and by their Delegated Officer. 	
<p style="text-align: center;">5. Finalised Interim Assessment Submitted</p>	<ul style="list-style-type: none"> • Signed interim assessments submitted to the HR Section who will keep all interim assessments on file • Delegated Officers and staff should also retain a copy of the signed interim assessment 	<p><i>This step is to be completed no later than 28 working days after the end of the quarter concerned.</i></p>

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25. Conduct of Annual Performance Assessments

This policy and procedure applies to the annual performance assessment process with Authority staff.

Process Step	Procedure to be Followed	Policy to be Applied
<p>1. Department/Section Annual Report Prepared & Finalised (internally)</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> Report prepared as part of normal management & budgeting reporting 	
<p>2. Draft Annual Performance Assessment Prepared</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> A draft annual performance assessment for each employee is prepared by the employee's Delegated Officer. 	<ul style="list-style-type: none"> The annual assessment is to be prepared using the template provided by the HR Section Performance for the year is to be assessed against the agreed performance agreement (as revised) on the basis of performance achieved in that period. Elements of the employee's performance are to be based on objective evidence gathered by the Delegated Officer and shared with the employee. <i>This step is to be completed no later than 31 August each year.</i>
<p>3. Self Assessment Prepared</p> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> Employee prepares his/her own self assessment of his/her performance for the year. 	<ul style="list-style-type: none"> The self assessment is personal and confidential to the employee concerned. Employees are not to be required to provide a copy to their Delegated Officer.

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Process Step	Procedure to be Followed	Policy to be Applied
<p data-bbox="121 256 569 285">4. Draft Annual Assessment Discussed</p> 	<ul data-bbox="741 248 1354 305" style="list-style-type: none"> • Delegated Officer and employee meet and discuss draft assessment 	<ul data-bbox="1388 248 2001 367" style="list-style-type: none"> • Assessment discussion is to be conducted in an open manner which allows the employee as well as the Delegated Officer to discuss his/her point of view.
<p data-bbox="142 467 548 524">5. Annual Assessment Finalised & Signed</p> 	<ul data-bbox="741 459 1354 646" style="list-style-type: none"> • The draft annual performance assessment is amended (where applicable) to reflect the results of the discussion. • The finalised performance agreement is signed by the employee and by their Delegated Officer. 	
 <p data-bbox="163 776 527 833">6. Finalised Annual Assessment Submitted</p>	<ul data-bbox="741 711 1354 898" style="list-style-type: none"> • Signed annual assessments submitted to the HR Section via the Sr. Manager who will keep all annual assessments on file • Delegated Officers and staff should also retain a copy of the signed interim assessment 	<ul data-bbox="1388 711 2001 946" style="list-style-type: none"> • <i>This step is to be completed no later than 15 September each year.</i> • If a employee leaves the Authority during the year, or is promoted or transferred to a new position within the Authority during the year, an “annual assessment” is to be completed at that time.

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26. Disciplining Staff for Minor Misconduct or Inadequate Performance

This policy and procedure applies to the discipline of staff on the grounds of misconduct or inadequate performance.

Misconduct is acting in a dishonest or illegal manner, failing to comply with the Public Servant's Code of Conduct, failing to comply with conditions of employment or failing to comply with workplace rules.

Minor misconduct is misconduct other than gross or serious misconduct. Most acts of misconduct will fall into this category, for example regular lateness or failing to perform specified tasks. However, continued and repeated minor misconduct after a reasonable period of warnings could progress to serious misconduct.

For the purposes of this policy and procedure a "workplace" is any physical location where an employee is required to carry out his/her duties.

The Delegated Officer and HR Director are to ensure that the steps followed are consistent with the principles of natural justice.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>1. Collection of evidence</p> </div> <div style="text-align: center; margin-top: 10px;">  </div>	<ul style="list-style-type: none"> • Delegated Officer collects evidence to establish whether there is a case of poor performance or misconduct • Delegated Officer reviews evidence and satisfies them self that inadequate performance or misconduct exists. • Delegated Officer consults with the HR Director and obtains specific approval to move to step 2. 	<ul style="list-style-type: none"> • Evidence must: <ul style="list-style-type: none"> ○ be either written or documented in writing; and ○ relate directly to the performance or misconduct issue and the period in which it occurred. <p>The approval of the HR Director is required before any action is taken in relation to suspension or dismissal.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Inform the Employee </div> <div style="text-align: center; margin-top: 20px;">  </div>	<ul style="list-style-type: none"> • Delegated Officer verbally advises the employee of the concerns: 	<ul style="list-style-type: none"> • The Delegated Officer should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential disciplinary action may result; ○ Indicate a meeting location and time to discuss the concerns; ○ Provide copies of any documents/evidence to be discussed at the meeting. • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . • In setting the meeting time, the nature of the misconduct may necessitate dealing with the matter quickly (possibly on the same day).
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Meeting to Discuss the Concerns </div> <div style="text-align: center; margin-top: 20px;">  </div>	<p>Delegated Officer holds meeting with employee to:</p> <ul style="list-style-type: none"> • discuss the performance or misconduct concerns and the evidence that supports those concerns; • inform the employee of the ultimate disciplinary action that will be taken against them if the case is proven; • allow the employee to provide an explanation, ask questions and present evidence of his/her own. • provide the employee with a letter advising the employee of their concerns. 	<ul style="list-style-type: none"> • An HR representative must be present at the meeting • The employee should be given every opportunity to express his/her views in a non-threatening environment. • The Delegated Officer is to remain unbiased in the meeting and be open to the employees explanation • The letter should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential disciplinary action or dismissal that may result; • No final decision will be made at this meeting until all representation has been considered

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> 4. Delegated Officer Decision </div> <p style="text-align: center;">↓ ↓ ↓</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>No case: go to step 5</p> <p style="text-align: center;">↓</p> </div> <div style="width: 30%;"> <p>Case: go to step 6</p> <p style="text-align: center;">↓</p> </div> <div style="width: 30%;"> <p>Serious misconduct case, go to procedure 27 Gross Misconduct Case /: go to step Procedure 28</p> <p style="text-align: center;">↓</p> </div> </div>	<ul style="list-style-type: none"> • The Delegated Officer is to: <ul style="list-style-type: none"> ○ consider the explanation provided by the employee in light of the concerns and evidence established in step 1; and ○ decide whether the concern about misconduct or poor performance is justified. • If the Delegated Officer considers the employee's explanation is satisfactory, then proceed to step 5. • If the Delegated Officer considers that minor misconduct or poor performance has occurred, then proceed to step 6. • If the Delegated Officer considers that serious misconduct or significantly inadequate performance has occurred, then proceed to procedure 27. • If the Delegated Officer considers that gross misconduct has occurred, then proceed to procedure 28. 	<ul style="list-style-type: none"> • In making this decision the Delegated Officer is to act as independently as possible and is to avoid underweighting the employee's explanations merely because the Delegated Officer was involved in step 1. • If the Delegated Officer feels he/she is unable to make the decision objectively he should consult with an HR Officer.
<div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> 5. Finalisation Meeting </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer meets with the employee and: <ul style="list-style-type: none"> ○ advises him/her that the explanation is accepted and the matter is now at an end; and ○ provides the employee with a letter confirming this decision. 	<p>An HR representative must be present at the meeting</p> <p>The letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the employee's given explanation; • outline the Delegated Officer's decision; • thank the employee for his/her cooperation.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> 6. Issue First Formal Warning </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer prepares a first warning letter • The Delegated Officer then meets with the employee and advises him/her: <ul style="list-style-type: none"> ○ that the Delegated Officer is satisfied that misconduct or inadequate performance has occurred; ○ that this meeting constitutes a first warning that if corrective action is not taken on the part of the employee, disciplinary action could be taken; ○ that a employee will be provided with a reasonable amount of time and a reasonable amount of support to take corrective action, and exactly what that time and resources are; ○ of the disciplinary action that will be taken if corrective action does not occur • Following the meeting the Delegated Officer issues the first warning letter confirming the discussion at the meeting. • Employee to sign copy of the letter to confirm receipt. If the employee refuses to sign, then this fact should be noted by the Delegated Officer, and the employee informed that this is still taken as 	<p>The first warning letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the misconduct or performance problem; • the improvement that is required; • the timescale for achieving the improvement and the review date; • the nature of the support that will be provided to assist the employee achieve the improvement; • outline the employee's given explanation; • the disciplinary action that will be taken if there is inadequate improvement <p>The disciplinary options include:</p> <ul style="list-style-type: none"> ○ issue a written reprimand; ○ re-assign the employee to alternate duties; ○ suspend the employee either without pay, or up to half pay, for a period of no more than one month <ul style="list-style-type: none"> • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . • An HR representative must be present at the meeting • Any training needs identified as being required to support the employee should be delivered in line with the Authority's training procedure.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">7. First Warning Review and Decision</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>↓</p> <p>Sufficient improvement: go to step 8</p> <p>↓</p> </div> <div style="text-align: center;"> <p>↓</p> <p>Insufficient improvement: go to step 9</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> • The Delegated Officer (in consultation with the Senior Manager) is to: <ul style="list-style-type: none"> ○ consider the conduct/performance of the employee over the review period in light of the concerns documented in step 6; and ○ decide whether sufficient improvement has occurred. • If the Delegated Officer considers sufficient improvement has occurred, then proceed to step 8. • If the Delegated Officer considers that insufficient improvement has occurred, then proceed to step 9. 	<p>In making this decision the Delegated Officer is to act as independently as possible.</p> <p>The Delegated Officer should consult with the senior manager; however, if the Delegated Officer still feels unable to make the decision objectively they should consult with an HR manager.</p> <p>The review should take place within 2 weeks of the completion of the period of time allowed for improvement.</p>
<p style="text-align: center;">8. Finalisation Meeting with Employee</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>↓</p> <p>If no further warning: stop</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If further warning: go to step 16.</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> • Delegated Officer meets with the employee and advises him/her that there has been sufficient improvement during the warning period and that either: <ul style="list-style-type: none"> ○ the warning period has expired; or ○ the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action being re-commenced from this point. • Following the meeting the Delegated Officer is to provide the employee with a letter confirming this decision. • If a further warning period is set, go to step 16. 	<p>An HR representative must be present at the meeting</p> <p>A further warning period is only to be used if the Delegated Officer has reasonable grounds to believe the improvement during the warning period was an aberration and the employee is likely to revert to misconduct or poor performance as soon as the warning is removed.</p> <p>The confirmation letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the Delegated Officer's decision and the basis for it; • confirm whether or not the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action. • thank the employee for his/her cooperation.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;">9. Issue Second and Final Warning</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer prepares a draft final warning letter and provides a copy to the employee together with details of the meeting to discuss the letter. • The Delegated Officer then meets with the employee and <ul style="list-style-type: none"> ○ advises him/her: <ul style="list-style-type: none"> ○ that the Delegated Officer is not satisfied that adequate improvement has occurred during the first warning period; ○ that this meeting constitutes a second and final warning that if corrective action is not taken immediately, disciplinary action will be taken; ○ that the employee will be provided with a reasonable amount of time and a reasonable amount of support to take corrective action, and exactly what that time and resources are; ○ of the disciplinary action that will be taken if corrective action does not occur <p>Allows the employee to provide an explanation and ask questions.</p> <ul style="list-style-type: none"> • Employee to sign copy of the letter to confirm receipt. If the employee refuses to sign, then this fact should be noted by the Delegated Officer, and the employee informed that this is still taken as • Following the meeting the Delegated Officer issues the second warning letter confirming the discussion at the meeting. 	<ul style="list-style-type: none"> • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . • An HR representative must be present at the meeting <p>The second and final warning letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the misconduct or performance problem; • the failure to improve over the first warning period and the evidence to support this conclusion; • the fact that this is a second and final warning; • the improvement that is required immediately; • the timescale for achieving the improvement and the second & final review date; • outline the employee's given explanation; • the nature of the support that will be provided to assist the employee achieve the improvement; • a reminder of the disciplinary action that will be taken if there is inadequate improvement. <p>The planned disciplinary action is to be the same as that advised with the first warning.</p> <p>The length of the second warning period is to be sufficient to allow the improvement but in general should be shorter than the first warning period.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 0 auto; width: 80%;"> 10. Second Warning Review and Decision </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center; width: 45%;"> <p>Sufficient improvement: go to step 11</p> </div> <div style="text-align: center; width: 45%;"> <p>Insufficient improvement: go to step 12</p> </div> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer (in consultation with the Senior Manager) is to: <ul style="list-style-type: none"> ○ consider the conduct/performance of the employee over the second review period in light of the concerns documented in steps 6 & 9; and ○ decide whether sufficient improvement has occurred. • If the Delegated Officer considers sufficient improvement has occurred, then proceed to step 11. • If the Delegated Officer considers that insufficient improvement has occurred, then proceed to step 12. 	<p>In making this decision the Delegated Officer is to act as independently as possible.</p> <p>If the Delegated Officer feels he/she is unable to make the decision objectively he should consult with an HR Officer.</p> <p>The review should take place within 2 weeks of the completion of the period of time allowed for improvement.</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; margin: 0 auto; width: 80%;"> 11. Finalisation Meeting with Employee </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center; width: 45%;"> <p>If no further warning: stop</p> </div> <div style="text-align: center; width: 45%;"> <p>If further warning: go to step 16.</p> </div> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer meets with the employee and advises him/her that there has been sufficient improvement during the second warning period and that either: <ul style="list-style-type: none"> ○ the warning periods have now expired; or ○ the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action. • Following the meeting the Delegated Officer is to provide the employee with a letter confirming this decision. • If a further warning period is set, go to step 16. 	<p>An HR representative must be present at the meeting</p> <p>A further warning period is only to be used if the Delegated Officer has reasonable grounds to believe the improvement during the warning period was an aberration and the employee is likely to revert to misconduct/poor performance when the warning is removed.</p> <p>The confirmation letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the Delegated Officer's decision and the basis for it; • confirm whether or not the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action; • thank the employee for his/her cooperation.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 12. Disciplinary Meeting with Employee </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center; width: 45%;"> <p>If no disciplinary action: go to step 13.</p> <p style="text-align: center;">↓</p> </div> <div style="text-align: center; width: 45%;"> <p>If disciplinary action: go to step 14.</p> <p style="text-align: center;">↓</p> </div> </div>	<ul style="list-style-type: none"> • The HR Director then meets with the Delegated Officer/manager employee and <ul style="list-style-type: none"> ○ advises him/her: <ul style="list-style-type: none"> ○ that the Delegated Officer is not satisfied that adequate improvement has occurred during the second warning period together with the evidence to support that opinion; ○ of the disciplinary action that will be taken if the employee cannot provide an adequate explanation. ○ Allows the employee to provide an explanation and ask questions. • After considering the employee's explanation, the Delegated Officer then decides whether to undertake disciplinary action or not. • If action is not to be taken, go to step 13, if action is to be taken go to step 14. 	<p>The planned disciplinary action is to be the same as that advised with the first and second warnings.</p> <p>In making the final disciplinary decision after hearing the employee's explanation the Delegated Officer is to act as independently as possible. This may require an adjournment of the meeting to allow an objective consideration.</p>
<div style="border: 1px solid black; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 13. Finalisation Meeting with Employee </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center; width: 45%;"> <p>If no further warning: stop</p> <p style="text-align: center;">↓</p> </div> <div style="text-align: center; width: 45%;"> <p>If further warning: go to step 16</p> <p style="text-align: center;">↓</p> </div> </div>	<ul style="list-style-type: none"> • If disciplinary action is not to be taken, the Delegated Officer continues or reconvenes the meeting with the employee and: <ul style="list-style-type: none"> ○ advises the employee of his decision and the reason for it; and ○ that either: <ul style="list-style-type: none"> ○ the warning has now expired ; or ○ the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action. • Following the meeting the Delegated Officer is to provide the employee with a letter confirming this decision • If a further warning period is set, go to step 16. 	<p>An HR representative must be present at the meeting</p> <p>The confirmation letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the Delegated Officer's decision and the basis for it; • outline the employee's given explanation; • confirm whether or not the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in disciplinary action. • thank the employee for his/her cooperation.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 14. Final Disciplinary Meeting with Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • If disciplinary action is to be taken the HR Director and Delegated Officer continue or reconvene the meeting with the employee and advise the employee of: <ul style="list-style-type: none"> ○ his decision and the reason for it; and ○ the disciplinary action that will be taken, the details of that action and the effective date. ○ any administrative procedures that will now be instituted to give effect to the decision • Employee to sign copy of the letter to confirm receipt. If the employee refuses to sign, then this fact should be noted by the Delegated Officer, and the employee informed that this is still taken as • The Delegated Officer is to provide the employee with a disciplinary or dismissal letter in the course of the meeting. 	<p>The disciplinary letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the misconduct or performance problem; • the process followed • the failure to improve over the first and second warning period and the basis for/evidence to support this conclusion; • the disciplinary action that will be taken and the specific details of that action, for example: <ul style="list-style-type: none"> ○ for a reassignment of duties: the new duties, Delegated Officer and commencement date. ○ for a suspension: the dates of suspension, and applicable pay rates. ○ Such other disciplinary actions as are provided for under Orders or Rules issued under the Health Services Law.
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 15. Take Administrative Action </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Stop</p>	<p>The HR Director undertakes the administrative actions necessary to give effect to the disciplinary decision e.g.:</p> <ul style="list-style-type: none"> • For re-assignment of duties: arrange the change in duties. • For suspension: arrange the suspension and implement the change in pay. • Inform the Health Practice Council if appropriate. <p>HR section ensures that the disciplinary actions are documented and recorded on the employee's personal file.</p>	<p>No administrative action to effect the disciplinary or dismissal action is to be undertaken before step 14 is completed. Once step 14 has been completed the administrative actions should occur as quickly as possible.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From steps 8, 11 & 13</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <p>16 Delegated Officer Considers Further Instances</p> </div> <p style="text-align: center;">↓ ↓</p> <p style="text-align: center;">If not a disciplinary offence: stop If a disciplinary offence: go to step 12.</p>	<ul style="list-style-type: none"> • Delegated Officer collects evidence to establish that a further instance of inadequate performance or misconduct has occurred during the further warning period. • Delegated Officer reviews evidence and satisfies them self that a further instance has occurred and that this justifies disciplinary action. • If not a disciplinary offence: no further action. • If a disciplinary offence and action to be taken: go to step 12 	<p>This step only applies to employees who have been advised of a further warning period in steps 8, 11 or 13.</p>

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27. Disciplining Staff for Serious Misconduct or Significant Inadequate Performance

This policy and procedure applies to the discipline and potential dismissal of staff on the grounds of serious misconduct or significant inadequate performance

Serious misconduct is misconduct that is serious in nature or magnitude, but falls short of gross misconduct in that it is, in the opinion of the Delegated Officer, conduct for which there exists a reasonable prospect of immediate correction without lasting damage to the employment relationship.

For the purposes of this policy and procedure a “workplace” is any physical location where a employee is required to carry out his/her duties.

The Delegated Officer and HR Director are to ensure that the steps followed are consistent with the principles of natural justice.

Employees should note that they are required to inform the HR Director of any police investigation or arrest or filing of Criminal Charges against them, whether related directly to their employment or not.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin-bottom: 10px;"> 1. Collection of evidence </div> 	<ul style="list-style-type: none"> • Delegated Officer collects evidence to establish whether: <ul style="list-style-type: none"> • there is a case of poor performance or misconduct • Delegated Officer reviews evidence and satisfies him/herself that inadequate performance or misconduct exists. • Delegated Officer consults with the HR Director via the Senior Manager and obtains specific approval to move to step 2. 	<ul style="list-style-type: none"> • Evidence must: <ul style="list-style-type: none"> ○ be either written or documented in writing; and ○ relate directly to the performance or misconduct issue and the period in which it occurred. <p>The approval of the HR Director is required before any action is taken in relation to dismissal.</p> <ul style="list-style-type: none"> • The HR Director and Delegated Officer are to consider whether legal or professional HR advice should be sought before proceeding to step 2.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">2. Inform the Employee</p> 	<ul style="list-style-type: none"> • Delegated Officer verbally advises the employee of the concerns: 	<ul style="list-style-type: none"> • The Delegated Officer should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; ○ Indicate a meeting location and time to discuss the concerns; ○ Provide copies of any documents/evidence to be discussed at the meeting. • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . • In setting the meeting time, the nature and severity of the misconduct may necessitate dealing with the matter quickly (possibly on the same day).
<p style="text-align: center;">3. Meeting to Discuss the Concerns</p> 	<p>Delegated Officer holds meeting with employee to:</p> <ul style="list-style-type: none"> • discuss the performance or misconduct concerns and the evidence that supports those concerns; • allow the employee to provide an explanation, ask questions and present evidence of his/her own. • provide the employee with a letter advising the employee of their concerns. 	<ul style="list-style-type: none"> • An HR representative must be present at the meeting • The employee should be given every opportunity to express his/her views in a non-threatening environment. • The Delegated Officer is to remain unbiased in the meeting and be open to the employees explanation • The letter should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; • No final decision will be made at this meeting until all representation has been considered

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> 4. Delegated Officer Decision </div> <p style="text-align: center;">↓ ↓ ↓</p> <p>No case: go to step 5 Case: go to step 6 Minor misconduct case, go to procedure 26 Gross Misconduct Case /: go to step Procedure 28</p>	<ul style="list-style-type: none"> • The Delegated Officer is to: <ul style="list-style-type: none"> ○ consider the explanation provided by the employee in light of the concerns and evidence established in step 1; and ○ decide whether the concern about misconduct or significantly inadequate performance is justified. • If the Delegated Officer considers the employee's explanation is satisfactory, then proceed to step 5. • If the Delegated Officer considers that minor misconduct, or inadequate performance has occurred, then go to procedure 26. • If the Delegated Officer considers that gross misconduct has occurred, then go to procedure 28. 	<ul style="list-style-type: none"> • In making this decision the Delegated Officer is to act as independently as possible and is to avoid underweighting the employee's explanations merely because the Delegated Officer was involved in step 1. • If the Delegated Officer feels he/she is unable to make the decision objectively he should consult with an HR Officer. • The HR Director should notify the Chief Executive Officer and the Senior. Manager..
<div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> 5. Finalisation Meeting </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer meets with the employee and: <ul style="list-style-type: none"> ○ advises him/her that the explanation is accepted and the matter is now at an end; and ○ provides the employee with a letter confirming this decision. 	<p>An HR representative must be present at the meeting</p> <p>The letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the employee's given explanation; • outline the Delegated Officer's decision; • thank the employee for his/her cooperation.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; background-color: #e0f7fa; padding: 10px; width: fit-content; margin: 0 auto;"> 6. Issue Formal Warning </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The HR Director prepares a first warning letter • The HR Director then meets with the Delegated Officer and employee and advises him/her: <ul style="list-style-type: none"> ○ that the Delegated Officer is satisfied that serious misconduct or significantly inadequate performance has occurred; ○ that this meeting constitutes a warning that if corrective action is not taken on the part of the employee dismissal will occur; ○ that a employee will be provided with a reasonable amount of time and a reasonable amount of support to take corrective action, and exactly what that time and resources are; ○ of the dismissal that will be taken if corrective action does not occur, and that there will be no further warnings. • Following the meeting the Delegated Officer issues the warning letter confirming the discussion at the meeting. • Employee to sign copy of the letter to confirm receipt. If the employee refuses to sign, then this fact should be noted by the Delegated Officer, and the employee informed that this is still taken as official notification. 	<p>The first warning letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the misconduct or performance problem; • the improvement that is required; • the timescale for achieving the improvement and the review date; • the nature of the support that will be provided to assist the employee achieve the improvement; • outline the employee's given explanation; • the dismissal action that will be taken if there is inadequate improvement <p>The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. .</p> <p>An HR representative must be present at the meeting</p> <p>Any training needs identified as being required to support the employee should be delivered in line with the Authority's training procedure.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">7. Warning Review and Decision</p> <p style="text-align: center;">Sufficient improvement: go to step 8 Insufficient improvement: go to step 9</p>	<ul style="list-style-type: none"> • The Delegated Officer (in consultation with the Senior Manager) is to: <ul style="list-style-type: none"> ○ consider the conduct/performance of the employee over the review period in light of the concerns documented in step 6; and ○ decide whether sufficient improvement has occurred. • If the Delegated Officer considers sufficient improvement has occurred, then proceed to step 8. • If the Delegated Officer considers that insufficient improvement has occurred, then proceed to step 9. 	<p>In making this decision the Delegated Officer is to act as independently as possible.</p> <p>The Delegated Officer should consult with the senior manager; however, if the Delegated Officer still feels unable to make the decision objectively they should consult with an HR manager.</p> <p>The review should take place within 2 weeks of the completion of the period of time allowed for improvement.</p>
<p style="text-align: center;">8. Finalisation Meeting with Employee</p> <p style="text-align: center;">If no further warning: stop If further warning: go to step 20.</p>	<ul style="list-style-type: none"> • Delegated Officer meets with the employee and advises him/her that there has been sufficient improvement during the warning period and that either: <ul style="list-style-type: none"> ○ the warning period has expired; or ○ the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in the dismissal process being re-commenced from this point. • Following the meeting the Delegated Officer is to provide the employee with a letter confirming this decision. • If a further warning period is set, go to step 20. 	<p>An HR representative must be present at the meeting</p> <p>A further warning period is only to be used if the Delegated Officer has reasonable grounds to believe the improvement during the warning period was an aberration and the employee is likely to revert to serious misconduct or significantly inadequate performance as soon as the warning is removed.</p> <p>The confirmation letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the Delegated Officer's decision and the basis for it; • confirm whether or not the warning will remain in force for a further period (specify the period and review date) and that further instances during this time will result in dismissal.. • thank the employee for his/her cooperation.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 9. Inform the Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer verbally advises the employee of the Disciplinary meeting to take place under step 10. 	<ul style="list-style-type: none"> • The Delegated Officer should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; ○ Indicate a meeting location and time to discuss the concerns; ○ Provide copies of any documents/evidence to be discussed at the meeting. • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . <p>In setting the meeting time, the nature and severity of the misconduct may necessitate dealing with the matter quickly (possibly on the same day).</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 10. Disciplinary Meeting with Employee </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>↓</p> <p>If no dismissal: go to step 11.</p> <p>↓</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If dismissal action: go to step 12.</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> • The HR Director then meets with the Delegated Officer/manager employee and <ul style="list-style-type: none"> ○ advises him/her: <ul style="list-style-type: none"> ○ that the Delegated Officer is not satisfied that adequate improvement has occurred during the warning period together with the evidence to support that opinion; ○ of the dismissal action that will be taken if the employee cannot provide an adequate explanation. ○ Allows the employee to provide an explanation and ask questions. • After considering the employee's explanation, the Delegated Officer then decides whether to undertake disciplinary action or not. • If action is not to be taken, go to step 11. • If action is to be taken go to step 12. 	<p>In making the final dismissal decision after hearing the employee's explanation the HR Director and Delegated Officer are to act as independently as possible. This may require an adjournment of the meeting to allow an objective consideration.</p> <p>If the decision is for dismissal, the Chief Executive Officer is to be consulted before proceeding past this step.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 12. Final Disciplinary Meeting with Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • If dismissal action is to be taken the HR Director and Delegated Officer continue or reconvene the meeting with the employee and advise the employee of: <ul style="list-style-type: none"> ○ their decision and the reason for it; and ○ the dismissal action that will be taken, the details of that action and the effective date. ○ any administrative procedures that will now be instituted to give effect to the decision • The Delegated Officer is to provide the employee with a dismissal letter in the course of the meeting. 	<p>The dismissal letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the serious misconduct or significantly inadequate performance problem; • the process followed • the failure to improve over the warning period and the basis for/evidence to support this conclusion; • the dismissal action that will be taken and the specific details of that action: <p>The effective date for dismissal is to be as soon as is practical, preferably with immediate effect.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 13. Take Administrative Action </div> <p style="text-align: center;">↓</p>	<p>The HR Director undertakes the administrative actions necessary to give effect to the dismissal decision e.g.:</p> <ul style="list-style-type: none"> • .Arrange for immediate removal from the payroll, removal of computer and workplace access, inform the pensions board etc; <p>HR section ensures that the dismissal is documented and recorded on the employee's personal file.</p>	<p>No administrative action to effect the disciplinary or dismissal action is to be undertaken before step 12 is completed. Once step 12 has been completed the administrative actions should occur as quickly as possible.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 14. Notification of dismissal to statutory bodies </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Stop</p> </div> <div style="text-align: center;"> <p>Employee decides to appeal against the dismissal decision</p> </div> </div> <p style="text-align: center;">↓</p>	<p>The HR Director prepares a report to the Chair of the HR sub-committee of the HSA board documenting the dismissal, the grounds for this dismissal and the process followed.</p> <p>Depending on the position held by the employee and their immigration status, the fact of their dismissal should be communicated to the Health Practice Council and/or the Immigration Department</p> <p>These reports are to be forwarded via the Chief Executive Officer.</p>	
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 15. Compile complaint and submit to the Chief Executive Officer </div> <p style="text-align: center;">↓</p>	<p>If the employee wishes to appeal, he or she submits the appeal, in writing and signed, to the Chief Executive Officer, including the reason why they believe the result of the first appeal was incorrect. The employee may seek assistance in compiling the appeal.</p>	<ul style="list-style-type: none"> ○ An appeal must be made within 20 days of written notification of the decision (which is the decision now being disputed)
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 16. Appeal Hearing </div> <p style="text-align: center;">↓</p>	<p>The Chief Executive Officer appoints an HR Appeals Committee made up of a member of the HSA Board and two senior managers who were not involved at any point in the dismissal process and have no conflict of interest.</p> <p>The HR Appeals Committee meets with the appellant and the managers of the HSA to hear the appeal and the evidence that supports it.</p> <p>A comprehensive record of the discussion is to be taken by a member of the HR Section who has had no involvement in the dismissal process.</p>	<p>The employee is to be advised in writing of the time and date of the meeting, given sufficient advance warning to allow them to prepare, and advised that they are entitled to be accompanied by a HSA Colleague..</p> <p>The meeting is to be held in an open and constructive manner with the employee given every opportunity to explain his/her appeal and say how they think it should be settled. The Managers of the HSA are to be provided with a similar opportunity. If necessary, the HR Appeals Committee may adjourn the meeting (to seek advice or for further investigation, for example).</p>
Process Step	Procedure to be Followed	Policy to be Applied

<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; background-color: #e0f7fa;"> 17. Consideration of Appeal </div> <p style="text-align: center;">↓</p>	<p>The Appeals Committee considers the appeal and the evidence and decides whether to confirm the dismissal decision, overturn it or take some other appropriate action.</p>	<p>The Appeals Committee is to take into consideration the information provided by:</p> <ul style="list-style-type: none"> ○ The appellant; ○ The HR Director ○ The Delegated Officer; and Senior Manager ○ Any other information the Appeals Committee considers relevant. <p>The Appeals Committee is to make their decision on the basis of the facts presented to them in the appeal process.</p> <p>The decision, and the basis for it, is to be documented.</p>
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; background-color: #e0f7fa;"> 18. Notify Appeal Decision </div> <p style="text-align: center;">↓</p>	<p>The HR Appeals Committee notifies the appellant, the Chief Executive Officer and the HR Director of their decision in writing.</p>	<p>The HR Appeals Committee is to render a decision within 30 days</p> <p>The decision of the HR Appeals Committee is final as far as the Authority is concerned.</p> <p>The suspension/dismissal letter is to set out:</p> <ul style="list-style-type: none"> • The decision of the HR Appeals Committee • the nature of the appeal made • the process followed • the basis for/evidence to support the decision; the action that the HR Appeals Committee have ordered.
<div style="text-align: center; border: 1px solid black; padding: 5px; background-color: #e0f7fa;"> 19. Documentation of Appeal Process </div>	<p>The HR Appeals Committee, with the support of the HR Section if necessary, ensures that the complete appeals process is documented through an appeal report signed by the members of the HR Appeals Committee who have dealt with the appeal.</p> <p>A copy of this report is to be given to the appellant.</p>	<p>The appeal report is to document:</p> <ul style="list-style-type: none"> ○ The process; ○ Meetings held, their dates & times and attendees; ○ Arguments & evidence presented ○ The decision of the HR Sub-Committee and the rationale for it; <p>Communications with the appellant.</p>

Process Step	Procedure to be Followed	Policy to be Applied
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<p>From steps 8 & 11</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <p>20 Delegated Officer Considers Further Instances</p> </div> <p style="text-align: center;">↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>↓</p> <p>If not a disciplinary offence: stop</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If a disciplinary offence: go to step 9.</p> </div> </div>	<ul style="list-style-type: none"> • Delegated Officer collects evidence to establish that a further instance of significantly inadequate performance or serious misconduct has occurred during the further warning period. • Delegated Officer reviews evidence and satisfies them self that a further instance has occurred and that this justifies disciplinary or dismissal action. • If not a disciplinary offence: no further action. • If a disciplinary or dismissal offence and action to be taken: go to step 9 	<p>This step only applies to employees who have been advised of a further warning period in steps 8, 11 or 13.</p>
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28. Disciplining Staff for Gross Misconduct

This policy and procedure applies to the dismissal of staff on the grounds of gross misconduct. It includes:

- Dismissal on the grounds of gross misconduct not involving criminal activity
- Dismissal on the grounds of gross misconduct involving criminal activity within the workplace
- Dismissal on the grounds of gross misconduct involving criminal activity outside the workplace

Gross misconduct is misconduct that is of such a serious nature or magnitude that, in the opinion of the Delegated Officer, the employee should be dismissed with immediate effect. Gross misconduct includes (but is not limited to) theft; patient abuse; falsification of documents; breach of confidentiality; violent behaviour (verbal or physical); sexual harassment; uttering threats; professional misconduct; jeopardizing the health or safety of H.S.A. employees, patients or visitors; lewd behaviour in the course of employment; being under the influence of alcohol or a controlled substance (other than one lawfully prescribed by a health practitioner) during working hours; and/or any conduct which demonstrates that the employment relationship cannot reasonably be expected to continue.

Criminal activity means any act that is contrary to a Law or Regulation – and can be a disciplinary/dismissal issue whether occurring inside or outside of the workplace.

For the purposes of this policy and procedure a “workplace” is any physical location where an employee is required to carry out his/her duties.

The Delegated Officer and HR Director are to ensure that the steps followed are consistent with the principles of natural justice.

Employees should note that they are required to inform the HR Director of any police investigation, arrest or filing of Criminal Charges against them, whether related directly to their employment or not.



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Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="96 240 594 386" style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; margin-bottom: 10px;"> 1. Collection of evidence </div> <div data-bbox="344 396 369 802" style="text-align: center;"> </div>	<ul style="list-style-type: none"> • Delegated Officer collects evidence to establish whether: <ul style="list-style-type: none"> • there is a case of misconduct; • criminal activity occurred and if so, • whether or not it took place in the workplace. • Delegated Officer reviews evidence and satisfies him/herself that gross misconduct exists. • Delegated Officer consults with the HR Director via the Senior Manager and obtains specific approval to move to step 2. 	<ul style="list-style-type: none"> • Evidence must: <ul style="list-style-type: none"> ○ be either written or documented in writing; and ○ relate directly to the misconduct issue. • As soon as it becomes apparent that criminal activity may have taken place the police (or other appropriate enforcement authority) should be consulted immediately and their advice on how to proceed with the rest of the process should be followed throughout. • If criminal activity takes place outside the workplace, then action is only to be taken if the employee is charged by the Police/enforcement body and if it brings the service into disrepute. <p>The approval of the HR Director is required before any action is taken in relation to dismissal.</p> <ul style="list-style-type: none"> •

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Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Inform the Employee </div> <div style="text-align: center; margin-top: 10px;">  </div>	<ul style="list-style-type: none"> • Delegated Officer verbally advises the employee of the concerns: • If appropriate in a case of suspected gross misconduct, Delegated Officer removes the employee from current duties and/or the workplace until the matter is resolved. 	<ul style="list-style-type: none"> • The Delegated Officer should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; ○ Indicate a meeting location and time to discuss the concerns; ○ Provide copies of any documents/evidence to be discussed at the meeting. • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . • In setting the meeting time, the nature and severity of the misconduct may necessitate dealing with the matter quickly (possibly on the same day).
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Meeting to Discuss the Concerns </div> <div style="text-align: center; margin-top: 10px;">  </div>	<p>The HR Director and Delegated Officer holds meeting with employee to:</p> <ul style="list-style-type: none"> • discuss the misconduct concerns and the evidence that supports those concerns; • inform the employee of the ultimate dismissal action that will be taken against them if the case is proven; • allow the employee to provide an explanation, ask questions and present evidence of his/her own. • provide the employee with a letter advising the employee of their concerns. 	<ul style="list-style-type: none"> • The employee should be given every opportunity to express his/her views in a non-threatening environment. • The HR Director and Delegated Officer are to remain unbiased in the meeting and be open to the employees explanation • The letter should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; • No final decision will be made at this meeting.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 4. Delegated Officer Decision </div> <p style="text-align: center;">↓ ↓ ↓</p> <p>No case: go to step 5 Case: go to step 6 Minor misconduct case, go to procedure 26 Serious Misconduct Case : go to step Procedure 27</p> <p style="text-align: center;">↓ ↓ ↓</p>	<ul style="list-style-type: none"> • The Delegated Officer and HR Director are to: <ul style="list-style-type: none"> ○ consider the explanation provided by the employee in light of the concerns and evidence established in step 1; and ○ decide whether the concern about misconduct is justified. • If the employee's explanation is satisfactory, then proceed to step 5. • If the Delegated Officer considers that gross misconduct, has occurred, then proceed to step 6. • If the Delegated Officer considers that minor misconduct has occurred, then go to process 26. • If the Delegated Officer considers that minor misconduct has occurred, then go to process 27. 	<ul style="list-style-type: none"> • In making this decision the Delegated Officer and HR Director are to act as independently as possible and is to avoid underweighting the employee's explanations merely because the Delegated Officer was involved in step 1. • If Criminal activity is alleged to have taken place outside the workplace, then the employee may be suspended on full-pay until either (a) charges are not proceeded with or (b) if charges are proceeded with, and a verdict is rendered.. • If criminal activity has taken place, and the employee has been charged, then they may be suspended on full-pay until the case is decided • If the Delegated Officer feels he/she is unable to make the decision objectively he should consult with an HR Officer. • The Delegated Officer should notify the Chief Executive Officer via the Senior. Manager. • In making this decision, a zero tolerance to criminal activity in the workplace is to be applied
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 5. Finalisation Meeting </div>	<ul style="list-style-type: none"> • HR Director and Delegated Officer meets with the employee and: <ul style="list-style-type: none"> ○ advises him/her that the explanation is accepted and the matter is now at an end; and ○ provides the employee with a letter confirming this decision. 	<p>The letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the employee's given explanation; • outline the Delegated Officer's decision; • thank the employee for his/her cooperation.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 6. Inform the Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer verbally advises the employee of the Disciplinary meeting to take place under step 7. 	<ul style="list-style-type: none"> • The Delegated Officer should: <ul style="list-style-type: none"> ○ Outline the concerns; ○ Outline the potential dismissal that may result; ○ Indicate a meeting location and time to discuss the concerns; ○ Provide copies of any documents/evidence to be discussed at the meeting. • The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee. . <p>In setting the meeting time, the nature and severity of the misconduct may necessitate dealing with the matter quickly (possibly on the same day).</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 7. Disciplinary Meeting with Employee </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>↓</p> <p>If no dismissal : go to step 8.</p> <p>↓</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If dismissal action: go to step 9.</p> <p>↓</p> </div> <div style="text-align: center;"> <p>↓</p> <p>Minor misconduct case, got to procedure 26 Serious Misconduct Case : go to step Procedure 27</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> • The HR Director then meets with the Delegated Officer/manager employee and <ul style="list-style-type: none"> ○ advises him/her: <ul style="list-style-type: none"> ○ that the they are satisfied that gross misconduct has occurred together with the evidence to support that opinion; ○ of the suspension/dismissal action that will be taken if the employee cannot provide an adequate explanation. ○ Allows the employee to provide an explanation and ask questions. • After considering the employee's explanation, the Delegated Officer then decides whether to undertake suspension/dismissal or not. • If suspension/dismissal is not to be taken, go to step 8, if dismissal is to be taken go to step 9. • If the Delegated Officer considers that minor misconduct has occurred, then go to process 26. • If the Delegated Officer considers that Serious misconduct has occurred, then go to process 27. 	<p>In making the final suspension/dismissal decision after hearing the employee's explanation the Delegated Officer is to act as independently as possible. This may require an adjournment of the meeting to allow an objective consideration.</p> <p>If the decision is for suspension/dismissal, the Chief Executive Officer is to be consulted before proceeding past this step.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 8. Finalisation Meeting with Employee </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Stop</p>	<ul style="list-style-type: none"> • If suspension/dismissal action is not to be taken, the HR Director and Delegated Officer continue or reconvene the meeting with the employee and advises the employee of the decision and the reason for it. • Following the meeting the Delegated Officer is to provide the employee with a letter confirming this decision. 	<p>The confirmation letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the decision and the basis for it; • outline the employee's given explanation; • thank the employee for his/her cooperation.
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 9. Final Disciplinary Meeting with Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • If suspension/dismissal action is to be taken the HR Director and Delegated Officer continue or reconvene the meeting with the employee and advise the employee of: <ul style="list-style-type: none"> ○ his decision and the reason for it; and ○ the suspension/dismissal action that will be taken, the details of that action and the effective date. ○ any administrative procedures that will now be instituted to give effect to the decision • The HR Director is to provide the employee with a suspension/dismissal letter in the course of the meeting. 	<p>The suspension/dismissal letter is to set out:</p> <ul style="list-style-type: none"> • the nature of the misconduct • the process followed • the basis for/evidence to support this decision; • the action that will now be taken and the specific details of that action. <p>Where the final letter is to suspend a employee after gross misconduct it should also include a firm but courteous instruction to remain away from the workplace, and the reminder that if convicted they will be dismissed.</p> <p>The effective date for suspension/dismissal is to be as soon as is practical. Unless extenuating circumstance apply, dismissal or suspension for gross misconduct should be immediate and take effect that day.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 10. Take Administrative Action </div> <p style="text-align: center;">↓</p>	<p>The HR Director undertakes the administrative actions necessary to give effect to the suspension or dismissal decision e.g.:</p> <ul style="list-style-type: none"> • For suspension: arrange the suspension and implement the change in pay. • For dismissal, arrange for immediate removal from the payroll, removal of computer and workplace access, inform the pensions board etc; • Inform the Health Practice Council if appropriate. <p>HR section ensures that the suspension or dismissal actions are documented and recorded on the employee's personal file.</p>	<p>No administrative action to effect the suspension or dismissal action is to be undertaken before step 9 is completed. Once step 9 has been completed the administrative actions should occur as quickly as possible.</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 11. Notification of dismissal to statutory bodies </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>↓</p> <p>If no criminal activity - Stop.</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If criminal activity in the workplace go to step 12.</p> <p>↓</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If criminal activity not in the workplace go to step 13.</p> <p>↓</p> </div> </div>	<p>The HR Director prepares a report to the Chair of the HR sub-committee of the HSA board documenting the dismissal, the grounds for this suspension/dismissal and the process followed.</p> <p>Depending on the position held by the employee and their immigration status, the fact of their suspension/dismissal should be communicated to the Health Practice Council and/or the Immigration Department</p> <p>These reports are to be forwarded via the Chief Executive Officer.</p>	

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">12. Police Action</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">If not charged: Stop.</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">If charged: go to step 13.</p> <p style="text-align: center;">↓</p>	<p>The Police will have conducted their investigations and decided whether to lay criminal charges or not at this step.</p> <p>If the employee is charged: proceed to step 13.</p> <p>If the employee is not charged: proceed to step 21.</p>	<p>HSA staff are to provide full cooperation and assistance to the Police during their investigation.</p>
<p style="text-align: center;">13. Suspension with Pay</p> <p style="text-align: center;">↓</p>	<p>If the employee is charged:</p> <ul style="list-style-type: none"> • the HR Director: <ul style="list-style-type: none"> ○ advises the employee in writing that he/she is being suspended with pay from the date the charges were laid; ○ advises the Delegated Officer of the employee's suspension with pay. • the HR Director takes the appropriate payroll action and ensures that the suspension is documented and recorded on the employee's personal file. 	<p>The employee is to be suspended with pay as soon as the Police decision to charge the employee is known.</p> <p>The employee is to be advised before the payroll action is taken.</p>
<p style="text-align: center;">14. Conviction or Acquittal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">If acquitted: Stop</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">If convicted: go to step 15.</p> <p style="text-align: center;">↓</p>	<p>The Court convicts or acquits the employee of the criminal offence. This step maybe delayed in the case of appeals through the courts by the employee.</p>	

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 15. Dismissal </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Employee decides to appeal against the dismissal decision</p> <p style="text-align: center;">↓</p>	<p>If the employee is convicted the HR Director advises:</p> <ul style="list-style-type: none"> ○ the employee in writing that he/she is being dismissed from the date of the conviction in accordance with the terms of his/her employment agreement; ○ Depending on the position held by the employee and their immigration status, the fact of their dismissal should be communicated to the Health Practice Council and/or Immigration; ○ the Delegated Officer. <ul style="list-style-type: none"> • the HR Director takes the appropriate payroll action and ensures that the dismissal is documented and recorded on the employee's personal file. 	<p>The dismissal letter to the employee is to:</p> <ul style="list-style-type: none"> • advise that consequent to the conviction, the employee is being dismissed in accordance with the terms of his/her employment agreement; • Specify the date of the dismissal as the date of conviction.
<div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 16. Compile complaint and submit to the Chief Executive Officer </div> <p style="text-align: center;">↓</p>	<p>If the employee wishes to appeal, he or she submits the appeal in writing and signed, to the Chief Executive Officer.</p>	<ul style="list-style-type: none"> ○ An appeal must be made within 20 days of written notification of the decision I (which is the decision now being disputed); and ○
<div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 17. Appeal Hearing </div> <p style="text-align: center;">↓</p>	<p>The Chief Executive Officer appoints an HR Appeals Committee made up of a member of the HSA Board and two senior managers who were not involved at any point in the dismissal process and have no conflict of interest.</p> <p>The HR Appeals Committee meets with the appellant and the managers of the HSA to hear the appeal and the evidence that supports it.</p> <p>A comprehensive record of the discussion is to be taken by a member of the HR Section who has had no involvement in the dismissal process.</p>	<p>The employee is to be advised in writing of the time and date of the meeting, given sufficient advance warning to allow them to prepare, and advised that they are entitled to be accompanied by a HSA colleague.</p> <p>The meeting is to be held in an open and constructive manner with the employee given every opportunity to explain his/her appeal and say how they think it should be settled. The Managers of the HSA are to be provided with a similar opportunity. If necessary, the HR Appeals Committee may adjourn the meeting (to seek advice or for further investigation, for example).</p>
Process Step	Procedure to be Followed	Policy to be Applied

<p style="text-align: center;">18. Consideration of Appeal</p> 	<p>The HR Appeals Committee considers the appeal and the evidence and decides whether to confirm the dismissal decision, overturn it or take some other appropriate action.</p>	<p>The HR Appeals Committee is to take into consideration the information provided by:</p> <ul style="list-style-type: none"> ○ The appellant; ○ The HR Director ○ The Delegated Officer; and Senior Manager ○ Any other information the HR Appeals Committee considers relevant. <p>The HR Appeals Committee is to make their decision on the basis of the facts presented to them in the appeal process.</p> <p>The decision, and the basis for it, is to be documented.</p>
<p style="text-align: center;">19. Notify Appeal Decision</p> 	<p>The HR Appeals Committee notifies the appellant, the Chief Executive Officer and the HR Director of their decision in writing.</p>	<p>The HR Appeals Committee is to render a decision within 30 days</p> <p>The decision of the HR Appeals Committee is final as far as the Authority is concerned.</p> <p>The suspension/dismissal letter is to set out:</p> <ul style="list-style-type: none"> ● The decision of the HR Appeals Committee ● the nature of the appeal made ● the process followed ● the basis for/evidence to support the decision; ● the action that the HR Appeals Committee have ordered.
<p style="text-align: center;">20. Documentation of Appeal Process</p>	<p>The HR Appeals Committee, with the support of the HR Section if necessary, ensures that the complete appeals process is documented through an appeal report signed by the members of the HR Appeals Committee who have dealt with the appeal.</p> <p>A copy of this report is to be given to the appellant.</p>	<p>The appeal report is to document:</p> <ul style="list-style-type: none"> ○ The process; ○ Meetings held, their dates & times and attendees; ○ Arguments & evidence presented ○ The decision of the HR Appeals Committee and the rationale for it; ○ Communications with the appellant.

29. Retiring Staff Early on Medical Grounds

This policy and procedure applies to the compulsory retirement of staff early on medical grounds where the employee has a permanent disability.

Permanent disability is a disability which is likely to render a participant incapable by means of infirmity of mind or body of discharging the duties of his office, which infirmity is certified by the Chief Medical Officer as is likely to be permanent.

It is likely that a employee who is being considered for early retirement on medical grounds, is sufficiently ill or disabled to be taking significant amounts of sick leave. In this case, sick leave provisions are covered in the employee's terms and conditions.

This process may be initiated by either the employee or the management of the Authority

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>1. Collect Evidence</p>  </div>	<p>The Delegated Officer:</p> <ul style="list-style-type: none"> collects evidence concerning the employee's disability and their performance. 	<ul style="list-style-type: none"> Early retirement on medical grounds can only occur when the disability is preventing the employee performing duties in a substantial way. The evidence must therefore show which duties are not being performed and how significant this is in relation to the job requirement. Depending on the nature of the illness/disability, not all of the steps in this process maybe appropriate. Sensitivity and compassion should be employed throughout whilst still allowing due process to protect the employee.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Inform Employee </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officers informs employee of consultation with HR re Medical Board • Delegated Officer advises the employee of the concerns as follows: <ul style="list-style-type: none"> ○ Delegated Officer in consultation with HR prepares a letter outlining the concerns and advising of a meeting to discuss them. ○ Delegated Officer gives the employee the letter in a short face-to-face meeting with the employee, and advises the employee of its contents. 	<p>The letter should:</p> <ul style="list-style-type: none"> • Outline the impact the disability is having on the employee's ability to carry out his/her duties; • Advise that early retirement on medical grounds is being considered but that the employee will be provided with an opportunity to show that they can perform the duties before any action is taken; • Propose a meeting location and time to discuss these matters; • Advise the employee that he/she may be accompanied by a HSA colleague. • Provide copies of any documents/evidence to be discussed at the meeting. <p>The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee.</p>
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Consultation Meeting </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer holds meeting with employee to:</p> <ul style="list-style-type: none"> • consult with the employee and allow him/her an adequate opportunity to state his/her position. • Offer the employee an opportunity to perform the required duties satisfactorily. <p>Following the meeting the Delegated Officer provides the employee with a letter confirming:</p> <ul style="list-style-type: none"> • the discussion; • the period for the employee to show he is able to perform the duties; and • the support to be provided during that period. 	<p>A 2nd person from the Management team and an HR representative must be present at the meeting</p> <ul style="list-style-type: none"> • Consultation meetings should be in private. <p>The employee should be given every opportunity to express his/her views in a non-threatening environment.</p> <ul style="list-style-type: none"> • The Delegated Officer is to maintain an open mind and be open to the employee's explanation. • The meeting is to agree the period of time for the employee to show that they are able to carry out the duties and the support to be provided by the Delegated Officer

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Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 15px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 4. Delegated Officer Decision </div> <div style="text-align: center; margin: 10px 0;"> </div>	<ul style="list-style-type: none"> • The Delegated Officer (always in consultation with the relevant Senior Manager): <ul style="list-style-type: none"> ○ considers the performance of the employee since step 3 and whether the disability has allowed the duties to be performed adequately; and ○ decide whether early retirement on medical grounds is justifiable. • If performance is satisfactory, then proceed to step 5. • If there are grounds for early retirement, then proceed to step 6. 	<p>In making this decision the Delegated Officer is to act as independently as possible. If the Delegated Officer feels he/she is unable to make the decision objectively he should consult with an HR Officer.</p>
<div style="border: 1px solid black; border-radius: 15px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 5. Finalisation Meeting </div>	<p>Delegated Officer meets with the employee and:</p> <ul style="list-style-type: none"> ○ advises him/her that his/her performance over the review period has been acceptable and provided that it continues like that the matter is now at an end; and ○ provides the employee with a letter confirming this decision. 	<p>A 2nd person from the Management team and an HR representative must be present at the meeting</p> <p>The letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the employee's given explanation; • outline the Delegated Officer's decision; • thank the employee for his/her cooperation.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 6. Second Consultation Meeting </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer meets with the employee and advises him/her: <ul style="list-style-type: none"> ○ that the performance during the review period has not been satisfactory and that in the Delegated Officer's opinion the disability is affecting the employee's ability to perform the required duties; ○ that the employee is required to appear before a medical board to have the disability assessed; and. ○ that if the medical board confirms the disability is permanent, the employee will be required to take early retirement. • Following the meeting the Delegated Officer provides the employee with a letter confirming the discussion at the meeting and outlining the arrangements for the medical board. 	<p>Before an employee can be early retired on medical grounds a medical board must confirm that the disability is permanent and likely to prevent the employee from satisfactorily carrying out his duties. The employee is to be made fully aware of this provision at the meeting.</p> <p>A second person from the management team is <u>always</u> also to attend the meeting. This should be the same person who attended earlier meetings (normally an HR Officer).</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 7. Medical Board </div> <p style="text-align: center;">↓</p>	<p>The HR Section:</p> <ul style="list-style-type: none"> • arranges with the Medical Director to convene a medical board to assess the employee; • A medical board shall be made up of the Medical Director and at least two other registered medical doctors; • advises the employee in writing of the date and time of the medical board assessment. 	<p>An employee who refuses or delays appearing before the medical board will be placed on an unpaid leave of absence until such time as the employee appears before the board or if the unpaid leave of absence has continued for more than 3 months, the employee will be terminated</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 5px; text-align: center; margin: 0 auto; width: 80%;"> 8. Advise Medical Board Results </div> <p style="text-align: center;">↓ ↓</p> <p style="text-align: center;">If no disability: go to step 9 If disability: go to step 10</p> <p style="text-align: center;">↓ ↓</p>	<p>Upon receipt of the medical board results, the HR Director and Delegated Officer/manager are to meet with the employee and:</p> <ul style="list-style-type: none"> • provide him/her with a copy of the medical board report; • advise him/her of the next steps. <p>If the medical board report states that the disability is not permanent or doesn't prevent the duties being performed, proceed to step 9.</p> <p>If the medical board confirms the disability, proceed to step 10.</p>	<p>The employee is advised in writing of the results of the medical board, in a timely manner. Accordingly, a copy of the medical board report is to be provided to the employee within 24 hours of receipt by HR of the decision .</p>
<div style="border: 1px solid black; background-color: #e0ffff; padding: 5px; text-align: center; margin: 0 auto; width: 80%;"> 9. Finalisation Meeting </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer meets with the employee and:</p> <ul style="list-style-type: none"> ○ advises him/her that in light of the medical board report, no further action will be taken to retire the employee on medical grounds and that the matter is now at an end; and ○ provides the employee with a letter confirming this decision. <p>The process may need to be revisited if the employee's condition deteriorates further in the future.</p>	<p>A 2nd person from the Management team and an HR representative must be present at the meeting</p> <p>The letter to the employee is to:</p> <ul style="list-style-type: none"> • outline the process followed; • outline the employee's given explanation; • the medical board's decision and the Delegated Officer's consequent decision; • thank the employee for his/her cooperation.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 10. Early Retirement Meeting </div> <p style="text-align: center;">↓</p>	<p>HR Director and Delegated Officer meets with the employee and:</p> <ul style="list-style-type: none"> • confirms that in light of the Medical Board Report, early retirement action on medical grounds is being considered; • provides the employee with a letter confirming the early retirement as part of the meeting. 	<p>The early retirement letter is to set out:</p> <ul style="list-style-type: none"> • That the employee is being retired early on medical grounds in terms of his/her employment agreement; • outline the employee's given explanation; • The date the early retirement will take effect, providing three month's notice. • Severance payment arrangements and any administration requirements <p>A employee who is retired early on medical grounds is entitled to severance pay.</p> <p>The period of notice for early retirement is 3 months.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 11. Administrative Arrangements </div>	<ul style="list-style-type: none"> • The HR Section takes the appropriate administrative actions relating to payroll, pensions, workplace and computer access etc. • The Delegated Officer arranges for the employee to leave the workplace. • The HR Section ensures that the actions are recorded on the employee's personal file. • Depending on the position held by the employee and their immigration status, the fact of their retirement should be communicated to the Health Practice Council and/or Immigration Department. 	<p>Staff are to be provided with the opportunity to leave the Authority in a dignified manner.</p> <p>Access cards, keys, any government owned property (such as cell phone, blackberries, laptops, vehicles), and all Authority files or records (in any media) are to be surrendered before the employee's departure.</p>

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30. Making Staff Redundant

This policy and procedure applies when making positions redundant. The process can be applied for the redundancy of one individual or several.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; margin-bottom: 10px;"> 1. Establish Redundancy Requirement </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>↓</p> <p>If not approved: stop</p> </div> <div style="text-align: center;"> <p>↓</p> <p>If approved: go to step 2</p> <p>↓</p> </div> </div>	<ul style="list-style-type: none"> • Delegated Officer establishes that the duties and functions of the position(s) are no longer required. This includes: <ul style="list-style-type: none"> ○ gathering data on the position especially concerning workload; ○ establishing that current functions will not be substantially transferred to another position; and ○ considering other alternatives. • Delegated Officer prepares paper for consideration by the Chief Executive Officer outlining the case for redundancy and why the alternatives to redundancy are not appropriate. • Chief Executive Officer considers paper and either approves progressing to step 2 or requires other options be used. If approved the Chief Executive Officer notifies the HR Sub-Committee of the HSA Board. 	<ul style="list-style-type: none"> • The redundancy may only take place in the following circumstances: <ul style="list-style-type: none"> ○ if the duties and functions assigned to the employee are no longer required; ○ those duties and functions will not be substantively transferred to another person or position in the civil service; and ○ there is no suitable vacant post in the Authority to which the employee could be transferred. • The assessment is to be objective and fair and focused on the need for the position not the person filling it. Redundancy is not to be used to address performance issues. • Other alternatives to be considered are: <ul style="list-style-type: none"> ○ Natural attrition ○ Restrictions on recruitment ○ Retraining & internal redeployment ○ Reduction or elimination of overtime ○ Increasing demand (where that can be influenced by the Authority). ○ Termination of temporary/contract staff.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Identify Specific Positions </div> <p style="text-align: center;">↓</p>	<p>Where two or more staff hold similar positions, the Delegated Officer (in consultation with the Senior Manager) is to establish which staff should be considered for redundancy.</p>	<ul style="list-style-type: none"> • The criteria are: <ul style="list-style-type: none"> ○ 1: staff who have volunteered to become redundant ○ 2: performance rating (from the performance assessment) over the last 24 months. ○ 3: staff who are over retirement age. ○ 4: Delegated Officer decides on employee's potential to contribute to the Authority in future. ○ Where staff are rated broadly equally, Caymanians are to be given preference • Where a Delegated Officer is required to decide on staff potential to contribute to the organization in future, he/she must ensure that the balance of skills and experience in the remaining workforce is appropriate to the organization's future needs. • Before compulsory redundancies, other options should be considered including: <ul style="list-style-type: none"> ○ Retirement of staff past retirement age. ○ Seeking of applicants for early retirement or voluntary redundancy.
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Call Meeting of Staff Involved </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer advises affected employees in a short face-to-face meeting that their positions are being considered for redundancy and that a meeting is being called to discuss the matter.</p> <p>A letter confirming the meeting is provided to the employees at the same time.</p>	<ul style="list-style-type: none"> • A second person from the management team is <u>always</u> also to attend the meeting. Normally this should be the Senior Manager, but an HR Officer should also attend. • The letter is to set out: <ul style="list-style-type: none"> ○ The broad redundancy proposal; ○ The proposed meeting location and time; ○ Alternate employment options and positions available within the Authority (if any). • As a general rule the meeting time should be set for the following day to allow time for staff to arrange an accompanying person.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 4. Initial Staff Consultation Meeting </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer undertakes initial consultation meeting with the staff being considered for redundancy.</p> <p>Staff are provided with a redundancy consultation document at the meeting and asked to consider it and provide comments to the Delegated Officer by a defined date or at the second consultation meeting.</p>	<ul style="list-style-type: none"> • A second person from the management team is <u>always</u> also to attend the meeting. This should be the same person(s) who attended earlier meetings (normally the Senior Manager, but an HR Officer should also attend). • Consultation is required for all redundancy situations, including voluntary redundancy. • The meeting and redundancy consultation document are to cover: <ul style="list-style-type: none"> ○ The reasons for the redundancy proposal; ○ Specify the staff under consideration ○ The method of selection of staff ○ The process for seeking volunteers for redundancy (where applicable); ○ The process for identifying other suitable positions in the Authority; ○ Proposed timeframes and implementation details; ○ How redundancy pay will be calculated; ○ An offer of reasonable support.
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 5. Provision of Staff Support </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer arranges for staff to gain advice and support from EAP or other support agency as appropriate.</p>	<p>Delegated Officer is to be proactive in organizing this support rather than wait until it is asked for.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 6. Identify Other Suitable Positions </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer consults within the Authority to establish whether there are other suitable positions available in those entities.</p>	

Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="96 272 596 418" style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center;"> <p>7. Second Consultation Meeting</p> </div> <div data-bbox="323 418 348 490" style="text-align: center;">  </div>	<p>Delegated Officer undertakes a second consultation meeting with the affected staff to:</p> <ul style="list-style-type: none"> ○ Obtain their feedback on the proposal and allow them an adequate opportunity to state their position; ○ Update them on any development including other suitable positions identified in the Authority. ○ Outline next steps 	<ul style="list-style-type: none"> • A second person from the management team is <u>always</u> also to attend the meeting. This should be the same person(s) who attended earlier meetings (normally the Senior Manager, but an HR Officer should also attend). • The purpose of the consultation meeting is to ensure that all options and alternatives are properly considered. Accordingly, the meeting should be as open and relaxed as possible and encourage free and frank discussion of the proposal. • If necessary additional consultation meetings are to be held to ensure all implications of the proposal are identified and fully considered. • Ongoing support to staff is to be provided during this consultation phase.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">8. Final Consultation Meeting</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">↓ ↓ ↓</p> <p style="text-align: center;">Voluntary Other Compulsory redundancy: positions: go redundancy: go to step 9. to step 10 go to step 11</p> <p style="text-align: center;">↓ ↓ ↓</p>	<ul style="list-style-type: none"> • Delegated Officer advises staff that the position(s) are to be abolished and: <ul style="list-style-type: none"> ○ Voluntary redundancy applications will now be considered; ○ Other positions in the Authority are available and staff are requested to indicate their interest; and/or ○ Compulsory redundancy will occur. • A letter confirming this decision is provided to each employee at the meeting. 	<p>A second person from the management team is <i>always</i> also to attend the meeting. This should be the same person(s) who attended earlier meetings (normally the Senior Manager, but an HR Officer should also attend).</p> <p>The meeting is to be held in a constructive atmosphere.</p> <p>The date for the final meeting should be set so that sufficient time has been made available for employees to consider the proposal and options, but not so long that the process becomes too drawn out for the employees.</p>
<p style="text-align: center;">9. Voluntary Redundancy</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Go to step 12.</p>	<ul style="list-style-type: none"> • Delegated Officer considers applications from affected employees for voluntary redundancy. • If accepted, Delegated Officer agrees redundancy date and exit arrangements with employee. • Delegated Officer in consultation with HR Section prepares letter of agreement with the employee and arranges for both parties to sign the letter. • Delegated Officer advises HR Section of voluntary redundancy. 	<p>The approval of the Chief Executive Officer is required before applications for voluntary redundancy are to be accepted. Not every application will be accepted.</p> <p>The letter is to:</p> <ul style="list-style-type: none"> • outline the basis of the redundancy, • outline the employee's given explanation; • specify the date; • specify the amount of the redundancy pay • thank the employee for his/her service.
<p style="text-align: center;">10. Transfer to Other Position</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Go to step 12.</p>	<ul style="list-style-type: none"> • Delegated Officer receives applications from employee(s) to transfer to a vacant post. • The Delegated Officer: <ul style="list-style-type: none"> ○ agrees the transfer with the employee and the date at which it will take effect; ○ in consultation with HR Section prepares letter of agreement with the employee and arranges for both parties to sign the letter; ○ advises HR Section of transfer. 	<p>Transfers are to be voluntary on the part of employees and no employee is to be forced to transfer. Compensation may need to be offered for any reduction in terms and conditions.</p> <p>Transfer arrangements are to be organised in conjunction with the Authority section the employee is transferring to, and should include the confirmation by the employee that they are voluntarily transferring.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 11. Compulsory Redundancy </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer, in conjunction with the HR Section, prepares redundancy letters. • The Delegated Officer and Senior Manager notifies the employee in a face to face meeting that they are to be made redundant. • The redundancy letter is provided to the employee at the meeting. 	<p>Compulsory redundancy is to be applied only where insufficient reduction occurs in steps 9 & 10.</p> <p>The redundancy letter is to set out:</p> <ul style="list-style-type: none"> • That the employee is being made redundant in terms of his employment agreement; • Outline the employee's given explanation; • The date the redundancy will take effect, providing three months' notice; • The amount of the redundancy payment. <p>A second person from the management team is <i>always</i> also to attend the meeting. This should be the same person(s) who attended earlier meetings (normally the Senior Manager, but an HR Officer should also attend).</p>
<p style="text-align: center;">From steps 9, & 10.</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 12. Administrative Arrangements </div>	<ul style="list-style-type: none"> • The Delegated Officer advises the HR Section that the employee has been transferred or made redundant. • The HR Section takes the appropriate administrative actions relating to payroll, pensions, workplace and computer access etc. • The Delegated Officer arranges for the employee to leave the workplace. <p>The HR Section ensures that the actions are documented and recorded on the employee's personal file.</p> <p>Depending on the position held by the employee and their immigration status, the fact of their dismissal should be communicated to the Health Practice Council and/or Immigration Department.</p>	<p>Staff are to be provided with the opportunity to leave the Authority in a dignified manner.</p> <p>Access cards, keys, any Authority owned property (such as cell phone, blackberries, laptops, vehicles), and all Authority files or records (in any media) are to be surrendered before the employee's departure.</p>

31. Terminating Staff Who Lose their Qualification, License or Certification

This policy and procedure applies when terminating staff where that employee was employed on the basis of a qualification, license or certificate required for his position and during the course of employment ceases to hold that license or certification

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>1. Collect Evidence</p> </div> <div style="text-align: center; margin: 10px 0;">  </div>	<p>The Delegated Officer:</p> <ul style="list-style-type: none"> • collects evidence to verify the employee's loss of license or certification. • consults with the Chief Executive Officer and obtains his approval to proceed to step 2. 	<p>Evidence is to show that the , license or certification was a requirement of the position and that the employee is no longer licensed, or certified.</p> <p>Evidence of all Health Practice Commission renewals must be provided to the HR Department by the employee by 31st January each year.</p> <p>Any late fee charges incurred by the HSA as a result of the late submission of documents for Health Practice Commission re-registration will be deducted from the employee's salary.</p> <p>It is the employee's responsibility to make themselves aware of the requirements for any type of re-registration.</p> <p>Health Practice Commission renewal must be submitted to HR Department by 31st October each year.</p>
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>2. Inform Employee</p> </div> <div style="text-align: center; margin: 10px 0;">  </div>	<ul style="list-style-type: none"> • Delegated Officer advises the employee of the concerns as follows: <ul style="list-style-type: none"> ○ Delegated Officer prepares a letter outlining the concerns and advising of a meeting to discuss them. ○ Delegated Officer gives the employee the letter in a short face-to-face meeting with the employee, and advises the employee of its contents. 	<p>The letter should:</p> <ul style="list-style-type: none"> • Advise that the , license or certification is a condition of employment. • Outline the evidence of the loss of , license or certification; • Advise that this is grounds for termination of employment. • Advise the proposed meeting details (location, date, time) • Provide copies of any documents/evidence to be discussed at the meeting. <p>An HR representative must be present at the meeting</p> <p>The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 3. Consultation Meeting </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Regain: go to step 4 Not regain: go to step 7</p> <p style="text-align: center;">↓</p>	<p>Delegated Officer holds meeting with employee to:</p> <ul style="list-style-type: none"> • Discuss the loss of , license or certification with the employee and allow him/her an adequate opportunity to explain why it was lost and what (if anything) he/she intends to do about it. • Offer the employee an opportunity to regain the qualification, license or certification. <p>If employee intends to regain, go to step 4.</p> <p>If employee does not wish to regain, go to step 7.</p>	<ul style="list-style-type: none"> • An HR representative must be present at the meeting. Normally this should be the Senior Manager, but an HR Officer should also attend. • Consultation meetings should be in private. • Discussion is to be held in as relaxed an atmosphere as possible with the employee given every opportunity to express his/her views in a non-threatened way. • The meeting format should allow for discussion of the problem and for feedback from the employee •
<div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 4. Regain Agreement </div> <p style="text-align: center;">↓</p>	<p>Following the meeting the Delegated Officer provides the employee with a letter confirming:</p> <ul style="list-style-type: none"> • the discussion; • outline the employee's given explanation; • the period for the employee to regain the , license or certification; • the support to be provided during that period by the Authority; • any variation in the employee's duties during the unqualified period. <p>The agreement is documented in the form of a letter signed by both the Delegated Officer and the employee.</p>	<p>The period of time and support is to take into account the nature of the, license or certification and the requirements to achieve it.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 5. Regain Review </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">If regained: go to step 6 If not regained: go to step 7</p>	<p>At the end of the agreed regain period, the Delegated Officer collects evidence to establish whether or not the employee has regained the , license or certification</p> <p>If employee has regained it, go to step 6.</p> <p>If employee has not regained it, go to step 7.</p>	
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 6. Finalisation Meeting </div>	<p>Delegated Officer meets with the employee and:</p> <ul style="list-style-type: none"> acknowledges that , license or certification has been regained and that no further action will be taken provided that , license or certification remains in force; and provides the employee with a letter confirming this decision. 	<p>The letter to the employee is to:</p> <ul style="list-style-type: none"> outline the process followed; outline the Delegated Officer's decision; thank the employee for his/her cooperation.
<p style="text-align: center;">From step 3 ↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 7. Termination Warning </div> <p style="text-align: center;">↓</p>	<p>If the employee does not wish to regain the , license or certification, or after a reasonable period of time does not do so, the Delegated Officer meets with the employee, and advises him/her that this failure will result in his/her employment being terminated.</p> <p>The Delegated Officer provides the employee with a letter confirming the warning.</p>	<p>This step constitutes a final warning and final opportunity for the employee to gain the, license or certification.</p> <p>A second person from the management team is <i>always</i> to attend the meeting. Normally this should be the Senior Manager, but an HR Officer should also attend.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 8. Termination Meeting </div> <div style="border-left: 1px solid black; border-right: 1px solid black; height: 200px; margin: 10px auto; width: 10%;"></div>	<p>Delegated Officer meets with the employee and:</p> <ul style="list-style-type: none"> • confirms that the employee has not regained the , license or certification; • allows the employee an opportunity to comment; • If there remains potential to regain the , license or certification, within a reasonable timeframe, the Delegated Officer may consider an extension of the review period • if the explanation is not satisfactory, advises him/her that in light of the employee's failure or lack of intention to regain the , license or certification he is being terminated in accordance with the terms of the employee's employment agreement. <p>The Delegated Officer provides the employee with a letter confirming this decision during the course of the meeting.</p>	<p>A second person from the management team is <i>always</i> to attend the meeting. Normally this should be the Senior Manager, but an HR Officer should also attend.</p> <p>The letter is to set out:</p> <ul style="list-style-type: none"> • that employment is being terminated in accordance with the terms of the employee's employment agreement; • outline the employee's given explanation; • the reason for the termination; • the process that has been followed; • the date the termination will be effective, noting that there is no entitlement to a period of notice or severance pay. • Any administrative requirements <p>Termination on these grounds does not require a period of notice, or severance pay.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; margin: 10px auto; width: 80%; text-align: center;"> 9. Administrative Arrangements </div>	<ul style="list-style-type: none"> • The Delegated Officer advises the HR Section that the employee is to be terminated • The HR Section takes the appropriate administrative actions relating to payroll, pensions, workplace and computer access etc. • The Delegated Officer arranges for the employee to leave the workplace. • The HR Section ensures that the actions are documented and recorded on the employee's personal file; • Depending on the position held by the employee and their immigration status, the fact of their dismissal should be communicated to the Health Practice Council and/or Immigration Department. 	<p>Staff are to be provided with the opportunity to leave the Authority in a dignified manner.</p> <p>Access cards, keys, any Authority owned property (such as cell phone, blackberries, laptops, vehicles), and all Authority files or records (in any media) are to be surrendered before the employee's departure.</p>

32. Staff Resigning from the Authority

This procedure applies when a employee resigns from the Authority or decides not to renew their fixed term employment agreement.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">1. Employee gives notice of resignation or non-renewal of fixed term contract</p> 	<p>Employee may either communicate that they wish to resign from their position with the Authority, or they may choose not to renew their fixed term contract when it is approaching its expiration date.</p>	<p>A employee who wishes to resign must do so in writing with appropriate notice required, as per contract.</p> <p>Discussions on the non-renewal of fixed term contracts will have come from P&P Section 20, page 32</p>
<p style="text-align: center;">2. Agreement of leaving date</p> 	<p>Delegated Officer meets with the employee and agrees:</p> <ul style="list-style-type: none"> • the date on which they will leave the employment of the Authority; • any leave entitlements that the employee would like to take before they leave; • discusses if they would be prepared to attend an exit interview with the HR Section – or if not whether they would be prepared to complete an exit questionnaire. 	<p>Before meeting, Delegated Officer to discuss with the HR Section (and if appropriate with the Senior Manager) the desirability or otherwise of the employee leaving the Authority immediately with their notice paid up due to confidentiality or team moral issues.</p> <p>If the above policy does not apply, then employee should be encouraged to remain working for the Authority as long as possible in order reduce disruption in services and allow as much time as possible for a replacement to be inducted.</p>
<p style="text-align: center;">3. Exit interview or questionnaire</p> 	<p>HR Section meets with the employee and either:</p> <ul style="list-style-type: none"> • conducts an exit interview; or • asks them to complete a questionnaire. <p>Subjects explored should include:</p> <ul style="list-style-type: none"> • the employee's motivation for leaving • which employer(if any) they are now going to; • views, observations and concerns held; and • what improvements the Authority could consider (operationally, technically or managerially). 	<ul style="list-style-type: none"> • The meeting should always be conducted one-on-one. Normally this should be with an HR Officer. • Consultation meetings should be in private. • Discussion is to be held in as relaxed an atmosphere as possible with the employee given every opportunity to express his/her views.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 4. Administrative Arrangements </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Delegated Officer advises the HR Section that the employee is resigning • The HR Section takes the appropriate administrative actions relating to payroll, pensions, workplace and computer access etc. • The Delegated Officer arranges for the employee to leave the workplace. • The HR Section ensures that the actions are documented and recorded on the employee's personal file; • Depending on the position held by the employee and their immigration status, the fact of their resignation should be communicated to the Health Practice Council and/or Immigration Department. 	<p>Staff are to be provided with the opportunity to leave the Authority in a dignified manner.</p> <p>Access cards, keys, any Authority owned property (such as cell phone, blackberries, laptops, vehicles), and all Authority files or records (in any media) are to be returned before the employee's departure.</p> <p>The Delegated Officer should coordinate with the Public Relations Officer if a farewell function is required and should be referred to the Staff Farewell Policy (Apeendix D).</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 5. HR Advice </div>	<p>HR Section advises the Delegated Officer of any items for continuous improvement that may have been highlighted (either explicitly or implicitly) in the exit process.</p> <p>HR Section provides an analytical report annually (or more frequently if circumstances make it necessary) to the Chief Executive Officer and the HR Sub-Committee on trends in the issues raised, motivation and destination of employees leaving the authority.</p>	<p>Where possible, the advice given to Delegated Officers after exit interviews should be de-personalised.</p> <p>Annual report maybe included in an annual HR reporting pack delivered by the HR section: however, if significant trends emerge during the year, this report should be generated sooner so as to advise the Chief Executive Officer and the HR Sub-Committee of the pattern of behaviour and recommend mitigating steps.</p>

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33. Staff Training & Development Procedures

The Authority's general policy on training and development is set out in section 9 on page 12 of this Manual. This section establishes the specific policies and procedures that are to be applied to the identification and provision of training and development for staff of the Authority.

Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="94 407 594 553" style="border: 1px solid black; border-radius: 10px; padding: 10px; background-color: #e0f7fa; text-align: center;"> <p>1. Identification of Development Needs</p> </div> <div data-bbox="317 553 344 626" style="text-align: center;">  </div>	<ul style="list-style-type: none"> • Employee's Delegated Officer identifies development needs of employee • Employee considers own development needs <p><i>Note: This step, together with step 2, should be undertaken as part of the annual performance agreement process each year.</i></p>	<ul style="list-style-type: none"> • The Delegated Officer's identification of the employee's development needs is to take into account: <ul style="list-style-type: none"> ○ The competencies required of the employee over both the short and medium term; the current competencies; and the consequential skills and abilities gap that needs to be developed; and ○ The Authority's staff succession plan and its applicability to the employee concerned; ○ The future training and skills development needs of the employee identified as part of the last performance assessment with the employee. • The skills and abilities required in the future are to be based on an assessment of the future competency requirements of the Section/Division/Authority. Accordingly they should reflect a medium term, strategic view of the future outputs and production processes the employee will contribute to, together with any managerial attributes that might be required over the medium term.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 2. Provisionally Agree Annual Development Programme </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officer & employee meet to discuss and provisionally agree a development programme for the forthcoming year. <p><i>Note: This step, together with step 1, should be undertaken as part of the annual performance agreement process each year.</i></p>	<ul style="list-style-type: none"> • The annual development programme is to be documented in the performance agreement form and agreed as part of the process of agreeing the agreement. • The annual development programme is to consider the best ways to develop the necessary competencies including both training options and other means (e.g. mentoring, on-the-job support). • Where the development programme includes a training component it is to specify the nature and subject matter of the training but does not need to identify the specific training course unless such a course is to be specifically targeted. • In agreeing annual development programmes, Delegated Officers are to: <ul style="list-style-type: none"> ○ consider the effectiveness of previous development programs for that employee; ○ ensure that the programme conforms with Authority's policy on training & development specified in section 9 on page 12; ○ take into account their section's budget for training & development and only agree programmes that can be met from that budget. • The annual development programmes are not to be confirmed/finally agreed with the employee concerned until step 4 (i.e. until after step 3 has been completed). <p>Note: this step is to be completed within the timeline established for the development of staff performance agreements – see section 23 on page 38.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 3. Aggregated Portfolio Programme Developed & Approved </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section collects the Development Programmes for all staff in the Authority (and follows up with the relevant Delegated Officer if any haven't been completed). • HR Section aggregates the individual Development Programmes into an overall one for the Authority as a whole. • Aggregate development programme is considered by Training and Development Committee who: <ul style="list-style-type: none"> ○ Confirm the plan is consistent with the Authority's training & development policy; ○ Confirm it appropriately supports the Authority's staff succession plan prepared in accordance with P&P 37; ○ Prioritise training where necessary; ○ Agree the specific training and development solutions. ○ Consider, prioritise where necessary, and approve <u>in principle</u> study leave for relevant employees in accordance with the aggregate programme. • Aggregate development plan is finalised and approved by the Chief Executive Officer. 	<ul style="list-style-type: none"> • The aggregate Authority development programme is to: <ul style="list-style-type: none"> ○ Consider the focus of the development programmes in the context of the short and medium term capability needs of the Authority as a whole; ○ Identify common training needs across the Authority; ○ Identify specific training solutions/courses to address those needs; ○ Identify specific solutions to other development options (like mentoring); ○ Summarise and prioritise requests for study leave included in the development programmes and assess their impact on short-term and medium-term capability and their contribution to succession plans; ○ Identify the budgetary implications of the aggregate development programme; ○ In the case of study leave proposals, identify the short-run capacity implications for the Authority and how the duties of the employee(s) will be covered while they are on study leave. • In identifying specific training solutions the following are to be considered: <ul style="list-style-type: none"> ○ Outsource training vs provide in-house training with resident expert ○ Alternative modes of training delivery e.g. classroom, online, on-the-job, one-on-one, group, self-directed (books, interactive CD, etc.). <p>Note: This step is to be completed no later than 31 July each year.</p>

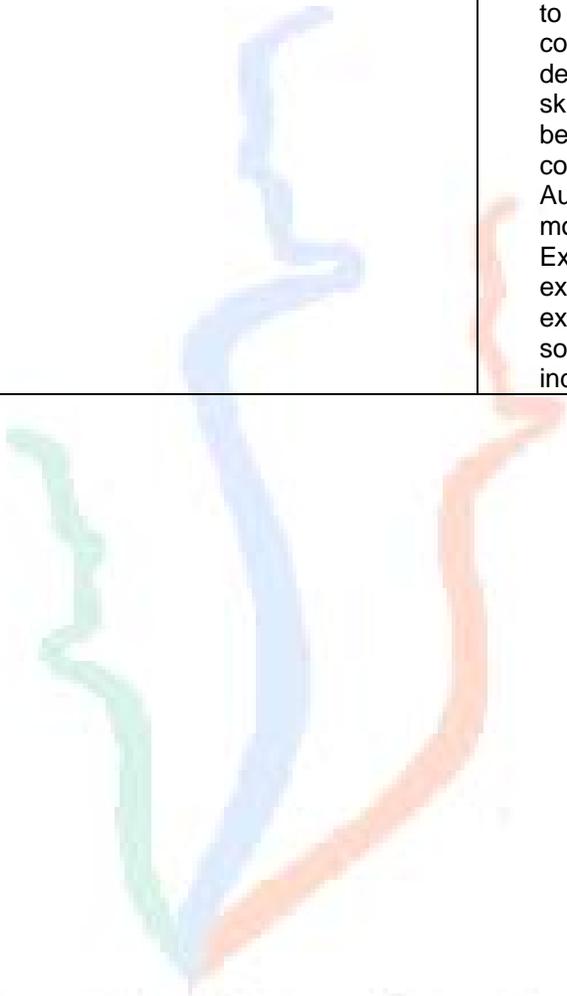
Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 4. Approved Development Plan Communicated </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Study Leave: go to P&P 35 Other: go to step 5</p>	<ul style="list-style-type: none"> • HR Section advises Delegated Officers of approved aggregate development plan as it affects their sections. • Delegated Officers confirm individual development plans with their employees. • HR Section signs Training Support Agreements with employees on expensive or long term training programmes (see Section 9. on page 12) 	<p>Any training involving study leave is to be dealt with in accordance with P&P 34 on page 97.</p> <p>Training should follow the prescribed template approved by the HR section.</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 5. Organise & Deliver Training </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section, in collaboration with Delegated Officer organises: <ul style="list-style-type: none"> ○ Enrolment of staff on external training courses in accordance with agreed development plan; ○ In-house training courses in accordance with agreed development plan; • HR Section works with Delegated Officer to ensure other development actions (e.g. mentoring) are put in place in accordance with agreed development plan. 	<p>Employees attending training courses may be required to make presentations to collegiate groups on their return</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 6. Monitoring of Training & Development Implementation </div>	<ul style="list-style-type: none"> • HR Section: <ul style="list-style-type: none"> ○ monitors implementation of training & development during the year against the agreed aggregate development programme; ○ prepares quarterly report / analysis of development programme implementation for consideration by the Training and Development Committee. • Training and Development Committee considers implementation progress and agrees adjustments as necessary and appropriate. 	<p>Quarterly reports are to be provided to the Training and Development Committee for their first meeting following the end of each quarter.</p>

34. Approval of Staff Training Involving Study Leave

This section establishes the specific policies and procedures that are to be applied to the approval of training involving study leave. This section only applies to part-time or full-time leave from the workplace to undertake study for an elapsed period of 30 days or more. Training for a period less than 30 days is treated as normal duties and does not require study leave (although it does require approval of the training).

Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="94 454 598 600" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>1. Staff Development Options involving Study Leave Identified Prior to Training & Development Programme Year</p> </div> <div data-bbox="346 609 367 673" style="text-align: center;">  </div> <div data-bbox="231 722 462 755" style="text-align: center;"> <p>To step 2 of P&P 33</p> </div>	<ul style="list-style-type: none"> • Staff development options involving part-time or full-time study leave for staff identified by a employee or his/her Delegated Officer. • The relevance and value of these training options in developing the skills and abilities of the employee are considered by the employee and his/her Delegated Officer as part of the development an Annual Development Programme for employees in step 2 of P&P 33. 	<ul style="list-style-type: none"> • Staff development involving part-time or full-time study leave will only be considered if they conform with the Authority's policy on training and development specified in section 9 on page 12. • Accordingly, the Authority will only consider applications for study leave if it involves a course of study directly related to the nature and scope of business of the Authority, and for which a tangible pay-back to the Authority (in terms of its overall capability) is likely. • Although employees are encouraged to identify development options for themselves at any time during the year, unless exceptional circumstances exist, <i>applications for study leave will only be considered once a year as part of the annual staff development programme process</i> specified in P&P 34. This is to ensure that training involving study leave is considered as part of the wider staff development and succession planning process. • • The employee's request is to contain: <ul style="list-style-type: none"> ○ Whether the education is Full-Time or Part-Time ○ Details of the specific course and school of study; ○ The exact amount of study leave requested; ○ The exact type and amount of study costs requested.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From step 3 of P&P 33</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> <p>2. Study Leave Approved in Principle</p> </div> <p style="text-align: center;">↓</p>	<p>Chief Executive Officer approves the granting of study leave for a defined course of study as part of the process of approving the aggregate Authority Development Programme in step 3 of P&P 33.</p>	<ul style="list-style-type: none"> • Leave may be approved for two types of study: <ul style="list-style-type: none"> ○ <i>part-time study</i> which means undertaking a course by way of correspondence or distance learning, or at an educational institution in the Cayman Islands, on a part-time basis while also undertaking normal employment duties; or ○ <i>full-time study</i> which means undertaking a full-time course at an approved educational institution either in the Cayman Islands or overseas while being absent from normal employment duties during the period of the course. <p>Due to the cost to the Authority, a high threshold (in terms of the benefit to the Authority) is to be applied to granting of leave for full-time study. The Training Committee shall:</p> <ul style="list-style-type: none"> ○ Ensure the educational institution is an approved institution that delivers courses of a satisfactory quality; ○ Consider and agree the amount of paid and unpaid study leave to be granted; ○ consider and agree the amount of the study costs to be reimbursed (in addition to the study leave); ○ Consider the financial cost to the Authority (i.e. the study leave, study costs, and the cost of covering the employee's duties while on leave) is within the budgetary allocation for this specific training initiative approved as part of step 3 of P&P 33. <ul style="list-style-type: none"> • In accordance with step 3 of P&P 33, before approving study leave, the Chief Executive Officer will consider the budgetary and short-term capacity implications of study leave proposals.

		<ul style="list-style-type: none">• In the case of full-time study, the proportion of paid to unpaid study leave and the proportion of study costs to be met by the Authority, are to be determined by considering the transportability of the skills to be acquired, and the proportion of the benefits generated personally for the employee compared to those likely to be received by the Authority. If the Authority's contribution is to be more than 50% the specific approval of the Chief Executive Officer is to be obtained. Except in exceptional circumstances, employees are to be expected to make a contribution to study costs, as some benefit nearly always accrues to the individual.
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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 3. Application for Study Leave and Study Costs Submitted </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Employee submits written request for study leave and (where applicable) financial support to his/her Delegated Officer. <p><i>NB: This step is to be completed at least 3 months prior to the deadline for enrolment in the specified course</i></p>	
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 4. Study Leave & Study Cost Approved </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer reviews the application and forwards to HR Section</p> <p>HR Section reviews the application and approves:</p> <ul style="list-style-type: none"> • the amount of paid and/or unpaid study leave for the employee; and • the amount of study cost reimbursement to be provided to the employee. 	<ul style="list-style-type: none"> • Before approving the request the HR Section is to: <ul style="list-style-type: none"> ○ ensure the course of study complies with that agreed as part of step 2; ○ ensure that the financial cost to the Authority is within the budgetary allocation granted in step 2 of this procedure.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 5. Training Support Agreement Executed </div> <p style="text-align: center;">↓</p>	<p>HR Section prepares and executes with the employee concerned a "Training Support Agreement".</p>	<p>The Training Support Agreement is to be a contract between the Authority and the employee and is to set out the:</p> <ul style="list-style-type: none"> • specific course of study to be undertaken, the dates of that course and the educational institution providing it; • amount and dates of any paid or unpaid study leave to be provided by the Authority; • conditions attached to the continued provision of study leave (e.g. the ongoing achievement of acceptable pass marks); • specific study costs, and the maximum amount thereof, to be reimbursed by the Authority; • conditions attached to reimbursement of study costs (e.g. passing of the course; provision of receipts); • any obligations on the employee to repay any financial support should he/she voluntarily withdraw from the course of study; • the amount of any bond or period of required employment with Authority relating to the study leave or financial support provided by the Authority; • any other matters relating to the study leave or provision of financial support that ought to be documented and agreed between the parties.
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 6. Administrative Actions </div> <p style="text-align: center;">↓</p>	<p>HR Section undertakes necessary administrative actions:</p> <ul style="list-style-type: none"> • Updates payroll HRIRIS as appropriate; • Ensures all documentation put on personal file; • Notifies CFO of likely payment profile; • Provides employee or educational institution with a sponsorship/financial support letter as necessary; • In collaboration with CFO organises payment of travel advances or other upfront payment as necessary. 	

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">7. Monitoring of Study Achievement</p> <p style="text-align: center;">If not complying: go to step 8</p> <p style="text-align: center;">If study completed: go to step 9</p>	<p>HR Section:</p> <ul style="list-style-type: none"> • monitors compliance with Training Support Agreement and the study achievement of staff on study leave including obtaining proof of course completion (or progress) from employee periodically, but increments no greater than every 6 months; • provides the Training and Development Committee with an update on the progress of staff on study leave as part of the quarterly report on the implementation of the Authority's Staff Development Programme (see step 6 of P&P 33). <p>If a employee is not complying with the terms of the Training Support Agreement: go to step 8.</p> <p>If a employee is progressing satisfactorily or completes the course of study the terms of the Training Support Agreement: go to step 9.</p>	
<p style="text-align: center;">8. Withdraw or Amendment to Study Support</p>	<ul style="list-style-type: none"> • Training and Development Committee considers study performance or other failure to comply with Training Support Agreement and agrees what action to take. • HR Section advises employee that study leave and study support is being amended or withdrawn and arranges a return to work (or such other actions as are necessary). • HR Section undertakes necessary administrative actions: <ul style="list-style-type: none"> ○ Advises the employee's manager of the return to work and agrees a date; ○ Updates payroll HRIRIS as appropriate; ○ Takes action to obtain repayment of amounts refundable to the Authority; ○ Advises the CFO of any debtor to be recorded; ○ Ensures all documentation put on personal file. 	<p>Before withdrawing or amending study support arrangements, the Training Committee should make reasonable attempts to contact and obtain the views and perspective of the employee to be taken into account.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p>From step 7</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>9. Process Reimbursements</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Employee submits reimbursement claims, together with supporting evidence; • HR Section reviews claims and ensures they comply with the provisions of the Training Support Agreement; • HR Section submits claims to CFO for payment. 	<ul style="list-style-type: none"> • Only reimbursements that comply with the provisions of the Training Support Agreement are to be made. • Evidence to support all amounts claimed is to be provided.
<div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>10. Study Completed</p> </div>	<ul style="list-style-type: none"> • Employee satisfactorily completes course of study. • HR Section contacts employee and agrees date for return to work (full-time study only) and makes arrangements with the employee's Delegated Officer accordingly. • HR Section undertakes necessary administrative actions: <ul style="list-style-type: none"> ○ Arranges for letter of congratulations from Chief Executive Officer; ○ Updates payroll HRIRIS as appropriate; ○ Ensures all documentation put on personal file. 	

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35. Induction Training

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 1. Employee Appointed </div> <div style="text-align: center; margin: 5px 0;">↓</div>	<p>Employee is appointed in accordance with the policies and procedures specified in P&P 19.</p>	
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 2. Prepare Induction Program </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> ↓ If recruited from overseas: go to step 3 </div> <div style="text-align: center;"> ↓ If recruited locally: go to step 4 </div> </div>	<ul style="list-style-type: none"> Delegated Officer, with assistance from the HR Section, establishes the employee's likely induction needs. Delegated Officer, with assistance from the HR Section, establishes an induction programme for the employee. Delegated Officer identifies an existing employee to act as "buddy" for the new employee. 	<ul style="list-style-type: none"> The assessment of induction needs is to take into account whether the employee: <ul style="list-style-type: none"> is from Cayman or from overseas; his/her work experience is from the public or private sectors; is an internal promotion within the Authority or is transferring from another Civil Service Entity or Public Authority; is already in full-time employment or is returning to work after a period of absence from the workplace (for example – maternity leave or studying leave); is being employed for the first time (for example: a school leaver). The induction program is to include: <ul style="list-style-type: none"> a pre-arrival assistance component (for staff recruited from overseas only - see step 3); an "Island orientation" component (for staff recruited from overseas only - see step 6); a workplace induction component (for all staff - see step 8); and adequate time for the employee to complete settling in related personal administrative tasks during business hours (for staff recruited from overseas only).

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> 3. Provide Pre-Arrival Assistance </div> <p style="text-align: center;">↓</p>	<p>Buddy establishes email and/or phone contact with the employee and provides pre-arrival information and assistance.</p> <p>HR Section confirms passage arrangements, lodging accommodations and transportation.</p>	<p>HR Section, with copy to Buddy, provides employee with information and advice to ease the relocation to the Cayman Islands. This should include:</p> <ul style="list-style-type: none"> • Relocation information – immigration regulations, customs allowances, baggage & freight allowances, relocation allowance, hotel allowance; • Island Information - link to on-line New resident, Cayman Compass, Net News, cost of living, culture, weather, banking & cash, mail, transportation, bringing family to Cayman, safety, accommodation, social activities, schools, pets. • Information about the Authority & link to www.hsa.ky website; • Information about health care coverage; • Information about arrival procedure and initial accommodation arrangements; • Information about travel and hotel bookings; • Information about accommodation options & costs, including on-line links to websites; • Assistance and advice on transportation/ freight of possessions; • Advice on what documents to bring (car insurance no claims bonus, bank letter of reference, birth certificate, marriage certificate, driving licence), cash for first few days; <p>HR Section introduces employee to Buddy assigned.</p> <p><i>NB: This step only applies to employees recruited from overseas. It should commence as soon as the appointment is confirmed.</i></p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 4. Arrival Preparation </div> <p style="text-align: center;">↓ ↓</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>If recruited from overseas: go to step 5</p> </div> <div style="text-align: center;"> <p>If recruited locally: go to step 7</p> </div> </div>	<ul style="list-style-type: none"> • The HR Section advises the pending arrival of the employee to the Delegated Officer, Senior Manager and Buddy • Delegated Officer issues the finalised induction program. • The HR Section confirms arrangements for the orientation training are in place (for step 8): <ul style="list-style-type: none"> • rooms and equipment booked; • confirms availability of all those involved; • ensures all documentation is available and up-to-date. 	
<div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 5. Employee Met on Arrival </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Buddy meets the employee and any family members at the airport when they arrive in Cayman • The HR Section advises all Authority employees of the new employee's arrival 	<p>As part of this step the buddy is to:</p> <ul style="list-style-type: none"> • Welcome the employee and family to Cayman; • Provide transport to lodgings; • Confirm the duration of stay in lodgings or the hotel allowances; • Provide the buddy's local contact details; • Confirms the content and timings of the island orientation phase of the induction.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 6. Island Orientation </div> <p style="text-align: center;">↓</p>	<p>Buddy:</p> <ul style="list-style-type: none"> • provides the employee (and family) with an island orientation; • confirms the employees start date in the office and the workplace induction program. 	<p>The Island orientation is to include:</p> <ul style="list-style-type: none"> • A tour of the Island including places of interest such as schools, supermarkets, ATMs, shops, restaurants, sports locations, beach. • Assistance with finding accommodation; • Assistance with setting-up: <ul style="list-style-type: none"> ○ bank account ○ water, electric, phone, mobile phone ○ mail post box ○ TV ○ insurance • Assistance with buying a car / other transport • Assistance with getting a driving license, car coupon, car license etc. • Assistance with confirming freight arrival details. <p><i>NB: This step only applies to employees recruited from overseas. It may be executed in parallel with steps 7 & 8.</i></p>
<div style="text-align: center; border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> 7. First Day </div> <p style="text-align: center;">↓</p>	<p>Buddy:</p> <ul style="list-style-type: none"> • Meets the employee at the agreed location and time on the start date; • Escorts the employee to the initial first day meeting location; and • Introduces the employee to the Delegated Officer; <p>Delegated Officer holds an initial meeting with the employee.</p>	<p>Delegated Officer's initial meeting with employee is to:</p> <ul style="list-style-type: none"> • Welcome employee • Review the induction process • Discuss: <ul style="list-style-type: none"> ○ Administration requirements ○ The Employment Agreement ○ Mutual expectations for the first week ○ Communication and feedback ○ Any issues or concerns the employee may have.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; width: 150px; height: 40px; margin: 0 auto; text-align: center; padding: 5px;"> 8. Workplace Induction </div> <p style="text-align: center;">↓</p>	<p>The Workplace Induction is provided to the employee in accordance with the established induction program.</p> <p>The Delegated Officer meets with the employee at the beginning and end of the day for the first week and regularly for the rest of this induction phase to review information given and received, encourage and reassure the employee and answer any questions</p> <p>The Delegated Officer ensures that during the induction period the employee:</p> <ul style="list-style-type: none"> • has frequent access to the buddy • has company for breaks and meals • is escorted between work locations; • has meaningful work to be completed during this phase. <p>Employee attends mandatory Orientation Training.</p> <p>Induction program must be completed prior to end of probationary period.</p>	<p>Workplace Induction is to include:</p> <ul style="list-style-type: none"> • Staff introductions: Authority and other relevant personnel, reception,; • Duties induction: own role and responsibilities(from up to date JD), initial tasks, future tasks, working relationships; • Office induction: layout, desk /chair, stationary, door key, passes, car parking, office hours, out of hours working and access, toilets, breaks, lunch, health & safety, equipment use, filing, housekeeping, telephone extension & voicemail, e-mail address and directory <p>Orientation Training is to include:</p> <ul style="list-style-type: none"> • Government Induction: history, structure, organization, roles, departments; • Authority Induction: Vision, Mission and Values and organizational structure of the HSA, outputs, reporting lines; • Administration requirements: Pay, bank account, holidays, health insurance, sickness, absence, pension, overtime / comp. time, PC access and passwords, helpdesk information, , security, risk management, Credit union; • HR Policies & Procedures, performance requirements & assessments, feedback, support & advice, grievance & appeals; • Work ethics and behaviour: Civil Service code of conduct, workplace rules, general conduct, punctuality, dress, cultural considerations, discipline, counselling / EAP.
<div style="border: 1px solid black; border-radius: 10px; width: 150px; height: 40px; margin: 0 auto; text-align: center; padding: 5px;"> 9. Induction Review & Feedback </div>	<p>Training Officer meets with employee to formally review the completed induction process and to identify areas:</p> <ul style="list-style-type: none"> • requiring further clarification, information or training • where improvements can be made • where information could be provided sooner. 	<p>This step is to be completed at the end of the induction period.</p>

36. Succession Planning

This section establishes the specific policies and procedures that are to be applied to succession planning in the Authority, and specifies the content and approach to be taken in developing the plan.

The purpose of the succession plan is to develop a pool of Caymanians within the Authority with the skills and experience that would make them realistic candidates for key managerial and technical positions in the Authority should they choose to apply for those positions when they became vacant.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>1. Identify Positions for Succession Plan</p> <p>↓</p> </div>	<p>HR Section, in consultation with Chief Executive Officer, Senior Managers and Delegated Officers, identifies the positions to be covered in the Authority Staff Succession Plan.</p> <p>The list of positions identified for succession planning is to be signed off by the HR Sub-committee of the Board before proceeding.</p>	<p>The positions identified are to be the key <u>managerial</u> and <u>technical</u> positions in the Authority for which maintaining capability is vital to the operation of the Authority. This will include all Delegated Officers and above, together with any other positions that meet this criteria.</p>
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>2. Identify Skills for Succession Positions</p> <p>↓</p> </div>	<p>HR Section, in consultation with Delegated Officers, identifies the competencies required in the positions identified in step 1.</p>	<p>In identifying the competencies required, the following factors are to be taken into account:</p> <ul style="list-style-type: none"> • Likely future nature and scope of business of the Authority; • Likely future organisational ethos and management culture within the Authority; • Likely strategic ownership goals and objectives of the Authority; • The consequent likely future job requirements for the specific positions; • The consequent skills and other core competencies necessary for those job requirements.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 3. Select/Revise Pool of Caymanians to be Developed </div> <p style="text-align: center;">↓ ↓</p> <p style="text-align: center;">If not practical or feasible: go to step 5 If practical: go to step 4</p> <p style="text-align: center;">↓</p>	<p>HR Section, in consultation with Delegated Officers, identifies at least two Caymanians from within the Authority to be developed for each of the positions identified in step 1.</p> <p>If, due to the technical skills required, it is not practical or feasible to identify at least two Caymanians to be developed for a technical position identified in step 1, then go to step 5. Otherwise go to step 4.</p>	<p>The Caymanians selected as part of this step are to be selected:</p> <ul style="list-style-type: none"> • on the basis of their existing competencies and their potential to carry-out the duties of the managerial or technical position they are to be developed for; and • taking into account the requirements to provide opportunities for the enhancement of the abilities of all individual employees and to recognise the employment requirements of women and persons with disabilities. <p>In making the selection, the HR Section and Delegated Officer are to ensure that they act in a fair and unbiased manner.</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> 4. Identify Means of Building Skills </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">Go to step 5</p>	<p>HR Section, in consultation with Delegated Officers, identifies the means to develop the necessary skills and competencies in the designated pool of Caymanian staff.</p>	<p>When identifying the means to develop the competencies, the following options are to be considered:</p> <ul style="list-style-type: none"> • formal training courses (including qualification courses); • on-the-job training; • cross-training; • mentoring of the employees; • involvement in tasks or projects requiring the desired competencies; • secondments to other organisations (including those in other public sectors or the private sector); • opportunities to act in other/more senior positions; • such other options as may be appropriate.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From step 3 ↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 10px; text-align: center; margin: 10px auto; width: fit-content;"> <p>5. Identify Alternative Succession Approach</p> </div> <p style="text-align: center;">↓</p>	<p>The HR Section, in consultation with Delegated Officers, identifies alternative approach to developing capability for technical positions in relation to which step 3 if not feasible or practical.</p>	<p>This step only applies to situations where, due to the technical skills required, it is not practical or feasible to identify at least two Caymanians to be developed for a <u>technical</u> position identified in step 1. In this situation an alternative means and process for developing Caymanians for those positions is to be identified.</p> <p>Alternative succession approaches to be considered are to include:</p> <ul style="list-style-type: none"> • recruitment; • targeted technical training for an existing specific employee; • developing a potential employee through educational scholarship support (and related bonding); • head-hunting staff in other parts of the wider public service with the potential to develop the necessary skills and providing technical training and/or scholarship support for that person.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From steps 4 & 5 ↓</p> <div style="border: 1px solid black; background-color: #e0ffff; padding: 10px; text-align: center; margin: 10px auto; width: fit-content;"> <p>6. Portfolio Succession Plan Prepared/Updated</p> </div> <p style="text-align: center;">↓</p>	<p>HR Section prepares/updates the Authority Succession Plan.</p>	<ul style="list-style-type: none"> • The Succession Plan is to specify: <ul style="list-style-type: none"> ○ The positions targeted for succession (as per step 1); ○ The skills and competencies required for each of those positions (as per step 2) ○ The persons targeted for development for each of those positions (as per step 3); ○ The skills/competencies of each of the persons to be developed and the specific means to be used to do so (as per step 4); ○ The alternative succession approach to be used where identifying a pool of Caymanians is not feasible or practical (as per step 5); ○ For each targeted employee these specific development actions to be taken in the next financial year and which are to be reflected in the employee's annual development programme prepared in accordance with P&P 33. • This will require the HR Section to liaise with the HSA Board who are responsible for executive succession planning. • The actions specified in the Succession Plan are to be costed as far as is possible, and should be reviewed in an iterative process against the financial constraints – with the cost of implementing the final Plan falling within the budget.

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 7. Succession Plan Adopted </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • The Authority Senior Management Team reviews and updates the Succession Plan. • The HR Sub-Committee of the HSA Board reviews & adopts the Succession Plan. • Chief Executive Officer formally approves Authority Succession Plan. 	<ul style="list-style-type: none"> • As the Succession Plan informs the development of the Aggregate Authority Staff Development Programme (see P&P 33), this step is to be completed no later than 30 May each year. • <i>NB: The Succession Plan is to be reviewed, updated and (re)adopted on an annual basis.</i>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 8. Portfolio Succession Plan Reflected in Staff Development Programmes </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • HR Section ensures that the contents of the Succession Plan are communicated to relevant Delegated Officers. • Delegated Officer incorporate the specific development actions from the Succession Plan into the relevant employee's annual performance agreement (P&P 23) for the following year prepared and discussed with the employee in accordance with P&P 23. • HR Section, in consultation with Delegated Officers, implements alternative succession approaches not involving the development of existing staff as per step 5. 	
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 9. Monitoring of Succession Plan Implementation </div>	<ul style="list-style-type: none"> • HR Section: <ul style="list-style-type: none"> ○ monitors implementation of Succession Plan during the year; ○ prepares annual report / analysis of succession plan implementation for consideration by the Authority Senior Management Team. • Authority Senior Management Team considers implementation progress and agrees adjustments as necessary and appropriate. 	<p>The annual report of progress against the plan is to be provided to the Senior Management Team no later than 30 April each year i.e. at least one month prior to the presentation of the updated Succession Plan for the year under steps 6 & 7. This is to allow SMT to consider progress for the previous year so that this can inform the preparation and consideration of the updated succession plan for the next year.</p>

37. Grievance Procedure

This policy and procedure establishes the process to be followed by Authority staff when filing a grievance and the process to be followed by Authority managers when considering the grievance.

A grievance is a matter which relates to workplace conditions or safety, the behaviour of another employee in the workplace, or the compliance of other employees with the Public Servant's Code of Conduct and this manual; and which the employee wishes to be addressed.

The grievance process should not be confused with the appeal process specified covered by P&P 38.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="text-align: center;"> <p>1. Informal Resolution</p>  </div>	<p>The employee tries to resolve a problem informally by discussing it with his/her Delegated Officer.</p>	<p>Informal resolution is to be encouraged as a first measure in all instances. Should this approach not resolve the problem to the employee's satisfaction, the employee is entitled to raise it formally as a grievance (i.e. move to step 2).</p> <p>Accordingly, Delegated Officers are to take seriously any initial approach from a employee. It is the Authority's view that early resolution of conflict and difficulties will foster enhanced job satisfaction.</p> <p>The Delegated Officer must take all reasonable steps to ensure that the Employee is protected from any repercussions resulting from the filing of a complaint.</p> <p>Employees are to keep their involvement and complaint confidential (failure to do so may result in disciplinary action);</p>
<div style="text-align: center;"> <p>2. Grievance Submitted to Manager</p>  </div>	<p>The employee submits the grievance, in writing and signed, to his/her Delegated Officer.</p> <p>The complainant should state their proposed resolution.</p>	<p>The employee may seek assistance from the HR Section in writing the grievance.</p> <p>If the grievance is about the Delegated Officer, the grievance is to be submitted to the next level of management.</p>
<div style="text-align: center;"> <p>3. Arrange Grievance Meeting</p>  </div>	<p>The Delegated Officer arranges a meeting with the aggrieved employee, advising them they may be accompanied by a colleague who must be an HSA employee.</p>	<p>A mutually agreeable time and place for the meeting is to be agreed. The location is to allow privacy.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 4. Grievance Meeting(s) </div> <p style="text-align: center;">↓</p>	<p>Delegated Officer meets with employee to discuss grievance</p> <p>Delegated Officer meets with related parties, as appropriate.</p>	<p>Discussion is to be held in as relaxed atmosphere as possible).</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 5. Resolution by Manager </div> <p style="text-align: center;">↓</p>	<p>The Delegated Officer gives the grievance careful consideration and determines an appropriate resolution.</p> <p>The Delegated Officer meets with the employee to explain the resolution decision and provides a letter confirming the decision.</p> <p>Copy of the letter should be submitted to the Senior Manager and HR.</p>	<p>The letter is to outline:</p> <ul style="list-style-type: none"> • the nature of the grievance; • the facts as the Delegated Officer sees them; • the Delegated Officer's decision/proposed resolution and the basis for that decision; • the process for taking the grievance further if the employee is not satisfied with the Delegated Officer's decision. <p>This step to be completed within 5 working days of receipt of the grievance by the Delegated Officer.</p>
<div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 6. Grievance Re-submitted to Senior Manager </div> <p style="text-align: center;">↓</p>	<p>If the employee is not satisfied that the grievance has been resolved, the employee re-submits the grievance, in writing and signed, to his/her Senior Manager.</p>	<p>If the grievance involves the Senior Manager, the grievance is to be submitted to the Chief Executive Officer.</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 15px; background-color: #e0ffff; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> 7. Grievance Meeting(s) </div> <p style="text-align: center;">↓</p>	<p>The Senior Manager arranges a meeting with the aggrieved employee, advising them they may be accompanied by a colleague who must be an HSA employee.</p> <p>Senior Manager meets with the Delegated Officer and other related parties, as appropriate.</p>	<p>A mutually agreeable time and place for the meeting is to be agreed. The location is to allow privacy.</p> <p>Discussion is to be held in as relaxed atmosphere as possible with the employee given every opportunity to explain their complaint and say how they think it should be settled in a non-threatened way. If necessary, the Senior Manager may adjourn the meeting (to seek advice or for further investigation, for example).</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 8. Resolution by Senior Manager </div> <p style="text-align: center;">↓</p>	<p>The Senior Manager gives the grievance careful consideration and determines an appropriate resolution.</p> <p>The Senior Manager meets with the employee to explain the resolution decision and provides a letter confirming the decision.</p> <p>Copy of the letter should be submitted to the Delegated Officer and HR.</p>	<p>The letter is to outline:</p> <ul style="list-style-type: none"> • the process to date and the nature of the grievance; • the facts as the Senior Manager sees them; • the Senior Manager's decision/proposed resolution and the basis for that decision; • the process for taking the grievance further if the employee is not satisfied with the Senior Manager's decision. <p>This step to be completed within 5 working days of receipt of the grievance by the Senior Manager.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 9. Grievance Re-submitted to Chief Executive Officer </div> <p style="text-align: center;">↓</p>	<p>If the employee is not satisfied that the grievance has been resolved, the employee re-submits the grievance, in writing and signed, to the Chief Executive Officer.</p>	<p>If the grievance involves the Chief Executive Officer, the grievance is to be submitted to the HR Sub-Committee of the HSA Board.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 10. Grievance Meeting(s) </div> <p style="text-align: center;">↓</p>	<p>The Chief Executive Officer arranges a meeting with the aggrieved employee, advising them they may be accompanied by a colleague who must be an HSA employee.</p> <p>Chief Executive Officer meets with the Senior Manager, Delegated Officer and other related parties, as appropriate.</p>	<p>A mutually agreeable time and place for the meeting is to be agreed. The location is to allow privacy.</p> <p>Discussion is to be held in as relaxed atmosphere as possible with the employee given every opportunity to explain their complaint and say how they think it should be settled in a non-threatened way. If necessary, the Chief Executive Officer may adjourn the meeting (to seek advice or for further investigation, for example).</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 11. Resolution by Chief Executive Officer </div>	<p>The Chief Executive Officer gives the grievance careful consideration and determines an appropriate resolution.</p> <p>The Chief Executive Officer meets with the employee to explain the final resolution decision and provides a letter confirming the decision.</p> <p>Copy of the letter should be submitted to the Senior Manager, Delegated Officer and HR.</p>	<p>The letter is to outline:</p> <ul style="list-style-type: none"> • the process to date and the nature of the grievance; • the facts as the CEO sees them; • the CEO decision/proposed resolution and the basis for that decision; • the fact that no further resolution action is now possible. <p>This step to be completed within 10 working days of receipt of the grievance by the Chief Executive Officer.</p>

38. Appeals to the Chief Executive Officer

This policy and procedure specifies how appeals to the Chief Executive Officer of the Authority against a decision of a Delegated Officer are to be managed. Employees of the Authority may make such appeals in relation to any appointment, re-appointment, promotion, transfer, findings of minor misconduct or inadequate performance, remuneration, terms and conditions, or performance assessment decision.

This process does not apply to appeals against dismissal decisions. These are dealt with in sections 22 and 28 of this policy manual.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 10px auto;"> 1. Compile complaint and submit to the Chief Executive Officer </div> <div style="text-align: center; margin: 10px auto;">  </div>	<p>The employee submits the appeal, in writing and signed, to the Chief Executive Officer.</p>	<ul style="list-style-type: none"> ○ An appeal must be made within 20 working days of written notification of the decision which is being appealed; and ○ The onus is on the appellant to provide the evidence to show that the Delegated Officer has acted unfairly, in a biased manner or in a manner that is inconsistent with the requirements of the Policies and Procedures manual
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 10px auto;"> 2. Meeting to Discuss Appeal </div> <div style="text-align: center; margin: 10px auto;">  </div>	<p>The Chief Executive Officer meets with the appellant and the Delegated Officer to discuss the appeal and the evidence that supports it.</p>	<p>The meeting date and time should be established in liaison with the employee and should allow reasonable preparation time for the employee.</p> <p>The meeting is to be held in an open and constructive manner with the employee given every opportunity to explain his/her appeal and say how they think it should be settled. The Senior Manager is to be provided with a similar opportunity. If necessary, the Chief Executive Officer may adjourn the meeting (to seek advice or for further investigation, for example).</p> <p>A comprehensive record of the discussion is to be taken.</p> <p>An HR representative must be present at the meeting who is not related to the case. It should be emphasised that their role is purely to record the meeting.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">3. Consideration of Appeal</p> 	<p>The Chief Executive Officer considers the appeal and the evidence and decides whether to confirm the Senior Manager decision, overturn it or take some other appropriate action.</p>	<p>The Chief Executive Officer is to take into consideration the information provided by:</p> <ul style="list-style-type: none"> ○ The appellant; ○ The Delegated Officer; and ○ Any other information the Chief Executive Officer considers relevant. <p>The Chief Executive Officer is to make their decision on the basis of the facts presented in the appeal process.</p> <p>The decision, and the basis for it, is to be documented.</p>
<p style="text-align: center;">4. Notify Appeal Decision</p> 	<p>The Chief Executive Officer, with the support of the HR Section, ensures that the complete appeals process is documented through an appeal report signed by the Chief Executive Officer</p> <p>Chief Executive Officer's notifies the appellant and the Senior Manager of their decision in writing to the appellant and the Delegated Officer.. A copy should also be sent to the HR Director.</p> <p>A copy of this report is to be given to the appellant.</p>	<p>The Chief Executive Officer is to render a decision within 20 working days</p> <p>The decision of the CEO is final as far as the Authority is concerned.</p> <p>The appeal report is to document:</p> <ul style="list-style-type: none"> ○ The process; ○ Meetings held, their dates & times and attendees; ○ Arguments & evidence presented ○ The decision of the Chief Executive Officer and the rationale for it; ○ Communications with the appellant.

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39. Personnel Files

This policy and procedure specifies how personnel files and records are to be maintained by the Authority. It is the HR Director's responsibility that complete and accurate employment and performance management records are kept for the staff. The minimum content and form of these records is specified below.

Process Step	Procedure to be Followed	Policy to be Applied
<div data-bbox="111 483 611 630" style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;"> <p>1. Personnel File Obtained or Created</p> </div> <div data-bbox="348 630 359 974" style="text-align: center;">  </div>	<p>HR Section obtains or creates personnel file for employee.</p> <p>Senior Managers and Delegated Officers may also keep their own copies of some or all of the records relating to the employee. However; the file kept by the HR Section is the 'official' file of the Authority and all the records kept in other files should also be kept in this 'official file' <i>It is the responsibility of any Delegated Officer raising personnel records to submit the original to the HR Section.</i></p>	<p>If no personnel file exists, a personnel file is to be opened upon appointment to position.</p> <p>If the employee's most recent job was outside the Authority but they were previously employed in the Authority their previous personnel file is to be obtained and re-opened.</p> <p>Personnel files are to be maintained by the HR Section in a secure location and appropriate action taken to safeguard the files as part of the disaster preparedness plans of the Authority.</p> <p>Where feasible, personnel files are to be maintained in digital as well as hard copy form.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> 2. Records Filed </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Delegated Officers provide HR Section with copies of personnel documents and correspondence. • HR Section ensures that all records relating to the employment or performance of employees are filed on the electronic and hard copy personnel file of that employee. 	<p>The following information is to maintained on the personnel file:</p> <ul style="list-style-type: none"> • Appointment information (see P&P 19): <ul style="list-style-type: none"> ○ Application form ○ Proof of qualifications, references & background checks, medical report ○ Birth Certificate, Marriage Certificate, Spouse's Birth Certificate, Child/ Children Birth Certificate (where applicable); ○ Professional licence where relevant ○ Police and Immigration clearances (where applicable); ○ Declaration of Secrecy; • Employment Agreements, renewed Employment Agreements, any revisions or amendments to Agreements (see P&P 19, 20, & 21) ; • Letters of appointment to acting positions (see P&P 22); • Remuneration & Payroll information: <ul style="list-style-type: none"> ○ Remuneration and its components, and any changes there to; ○ Authorisation to make deductions; ○ Salary advance agreements & acknowledgement of repayment; ○ Pensions Information • Annual performance agreements (see P&P 23); • Interim performance assessments (see P&P 24); • Annual performance assessments (see P&P 25); • Annual staff development plan (see P&P 33); • Training Support Agreements (see P&P 33); <p style="text-align: right;"><i>continued</i></p>

Process Step	Procedure to be Followed	Policy to be Applied
<p>Step 2 continued</p>		<p><i>continued from previous page</i></p> <ul style="list-style-type: none"> • Letters and warnings provided as part of disciplinary, dismissal or other termination processes (see P&P 26, 27 and 28); • Grievances filed by the employee and letters of resolution (see P&P 37); • Appeals filed by the employee and letters of resolution (see P&P 38) • Any correspondence to, or from, the employee relating to their employment, remuneration, terms and conditions, training and development, or performance; • File notes or any other documents relating to employment or performance of the employee; <p>The files are to be maintained in an up to date form and the above information is to be filed on the relevant personnel file within 5 days of the document being produced.</p>
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0ffff; border-radius: 10px; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> <p>3. Personnel Files Accessed</p> </div> <p style="text-align: center;">↓</p>	<p>Delegated Officers access personnel files for their staff as required.</p>	<p>HR Files can only be viewed under the control of the HR Section</p> <p>In accordance with Authority's general policy on personnel records, employees may review their own personnel file under the supervision of the HR Section.</p> <p>Employees are entitled to copies of any document on their file.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 4. Pension Information Sent to Pensions Board </div> <p style="text-align: center;">(Separate Policy Required)</p> <p style="text-align: center;">↓</p>	<p>HR Section sends pension related information to Pensions Board on a monthly basis.</p> <ul style="list-style-type: none"> • If the information is held in HR IRIS and has been updated during the month this can be provided electronically. • If no changes occur in a month a nil return is to be provided. 	<ul style="list-style-type: none"> • The following information for employees belonging to the Public Service Pension Scheme is to be submitted to the Pensions Board: <ul style="list-style-type: none"> ○ date of birth; ○ date of first employment in the Authority; ○ employment agreements and any amendments thereto; ○ any breaks in employment (service); ○ any non-pensionable remuneration; ○ letters of resignation, termination or retirement; ○ date of retirement; ○ salary or wages at the date of resignation, termination or retirement; • The HR Section is to provide any new information or changes to the above information for staff in the Authority by the <i>last working day of each month</i>.
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> 5. Personal File Transferred or Closed </div>	<p>HR Section closes personnel file upon resignation or retirement of employee.</p>	<p>Where a employee retires or resigns from the Authority the personnel file for that employee is to be closed and sent for long-term storage six months after the employee has left the authority.</p> <p>Note: Before the file is closed all final documentation relating to the employee is to be put on file.</p>

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40. Leave Management and Recording

This policy and procedure relates application, approval and recording of leave. The Authority's terms and conditions specify the leave entitlements of employees as follows: annual leave, sick leave, maternity/paternity leave and jury leave. In addition employees may be granted bereavement leave, compassionate leave, special leave and leave without pay at the discretion of their Delegated Officers.

Process Step	Procedure to be Followed	Policy to be Applied
 <p>1. Employee Applies for Leave</p> <p>↓</p>	Employee applies to his/her Delegated Officer to take leave	<p>All Leave must be applied for as soon as the need is known</p> <p>Applications for annual leave and elective sick leave are to be made using the standard leave form. Applications for other leave are to be made via a letter. Appropriate supporting documentation (e.g. Doctor Certificate) is to be provided with the application.</p>

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Process Step	Procedure to be Followed	Policy to be Applied
<p data-bbox="178 256 560 289">2. Leave Application Considered</p> <p data-bbox="352 386 373 451">↓</p>	<p data-bbox="657 224 1245 280">Delegated Officer considers leave application and approves or declines the leave.</p>	<p data-bbox="1325 224 1959 248">As part of this step the following are to be considered:</p> <ul data-bbox="1325 256 1976 500" style="list-style-type: none"> <li data-bbox="1325 256 1913 313">• The employee's eligibility for the type of leave requested; <li data-bbox="1325 321 1938 410">• The availability of the requested leave within the employee's (remaining) entitlement for the year (where applicable); <li data-bbox="1325 418 1976 500">• The implications for the ability of the section to deliver its outputs and carry out any other functions during the employee's absence; <p data-bbox="1325 524 1938 662">In accordance with the Authority's HR philosophy outlined in P&P 3, while it is appropriate to take into account the need to maintain the services of the Authority, the approval of leave is to not to be unnecessarily withheld.</p>
<p data-bbox="178 816 560 849">3. Decision Notified to Employee</p> <p data-bbox="352 930 373 995">↓</p>	<p data-bbox="657 735 1192 760">Employee is advised in writing of the decision</p>	<p data-bbox="1325 703 1959 760">In the case of annual or sick leave, a copy of the approved leave form will suffice as written notification.</p> <p data-bbox="1325 784 1959 898">In the case of other leave a letter approving the leave, together with the dates and any terms and conditions applying is to be prepared and provided to the employee.</p> <p data-bbox="1325 922 1990 1036">If the leave is declined, the basis for this decision is to be provided in writing to the employee and a mutually suitable time to take the leave agreed with the employee (if applicable).</p> <p data-bbox="1325 1060 1948 1109">The Chief Executive Officer is to be consulted before approving extended sick leave, or leave without pay.</p>
<p data-bbox="216 1198 525 1230">4. Leave Records Updated</p>	<p data-bbox="657 1149 804 1174">HR Section:</p> <ul data-bbox="657 1182 1287 1304" style="list-style-type: none"> <li data-bbox="657 1182 1234 1206">• Updates leave records (annual & sick leave); <li data-bbox="657 1214 1287 1304">• Files copies of letters/documents provided to the employee approving or declining the leave on the employee's personnel file. 	

41. Maintenance of Employee & Payroll Data in HR IRIS

This policy and procedure relates to maintenance of data in the HR IRIS system.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From P&P 19</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> <p>1. Enter Data upon Appointment</p> </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">To P&P 42 & 43</p>	<p>Upon appointment of a new employee HR Section enters employee data into HR IRIS.</p>	<p>The HR Section “sets up” the position in the HR IRIS system when the position is evaluated.</p> <p>The specific employee data can be entered against that position at any point after that but data entry is to be completed no later than 5 working days before the employee’s first payroll (see P&P 19).</p> <p>The Authority wishes to maximise the value to be gained from HR IRIS. Therefore all applicable voluntary fields are also to be used to record relevant data.</p> <p>Only the HR Section and any other persons with specific delegated responsibility from the Chief Executive Officer are to have data entry access to HR IRIS for the Authority.</p>
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> <p>2. Change of Personal Circumstances</p> </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">To step 4</p>	<p>Employees provide HR Section with information about changes in personal circumstances</p>	<p>A change in personal circumstances is to be notified to the HR Section using the “Change in Circumstances” form.</p> <p>A change in personal circumstances is any of the following:</p> <ul style="list-style-type: none"> • Change of name (through marriage or deed pool); • Change of contact address or phone numbers; • Obtaining Caymanian Status; • Marriage (gaining a dependent spouse); • Having/adopting a child or becoming a step-parent (gaining a dependent child); • Divorce or death of spouse (losing a dependent spouse); • Death of child or child under 19 commencing employment (losing a dependent child).

Process Step	Procedure to be Followed	Policy to be Applied
<p>From P&P 20, 21, 22, 26, 27, 28, 29, 30, 31, 32, 38 44</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">From other sources</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <p>3. Change of Payroll Data Identified</p> </div> <p style="text-align: center;">↓</p>	<p>HR Section identifies and accumulates data requiring payroll actions</p>	<p>Changes to payroll data will be necessitated by:</p> <ul style="list-style-type: none"> • Appointment to an interim or acting position; • Payment of an extra duties allowance; • Payment of overtime; • Adjustments to remuneration agreed between staff and their Delegated Officers; • Discipline of a employee; • Suspension of a employee; • Retirement, dismissal or other termination of a employee; • Granting of leave without pay; • Cost of living adjustments; • Changes to deductions from wages or salary authorized by the employee; <p>Appropriate documentation to support payroll changes is to be provided to the HR Section.</p> <p>The following reimbursements of expenses incurred by employees are <u>not</u> to be paid through payroll but are to be paid through accounts payable:</p> <ul style="list-style-type: none"> • reimbursement of costs for employees recruited overseas; • reimbursement of costs incurred in the course of duties and • reimbursement of study costs.
<p style="text-align: center;">From steps 2 & 3</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <p>4. Updated Data Entered into IRIS</p> </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">To P&P 42 (Payroll)</p>	<p>HR Section enters updated employee data (from step 2) into HR IRIS</p> <p>HR Section enters updated payroll data into HR IRIS</p>	<p>Changes in personal circumstances data is to be entered at least on a weekly basis and completed by 5pm on each Thursday.</p> <p>Changes to data affecting payroll is to entered by the deadline published by Finance.</p>

42. Payroll Processes

This policy and procedure relates to processing of payroll for staff of the Authority. HR IRIS is to be used for paying all wages, salary and other dollar based remuneration components to employees.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From P&P 41</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>1. Payroll Data Entered in HR IRIS</p> </div> <p style="text-align: center;">↓</p>	<p>Payroll data entered into HR IRIS (see P&P 36)</p>	<ul style="list-style-type: none"> All payroll data is to be entered by the deadline published by Finance. Only the HR Section, Chief Financial Officer and any other persons with specific delegated responsibility from the Chief Executive Officer are to have data entry access to HR IRIS payroll module. In accordance with P&P 7 (Pay Periods and Methods), all Authority staff (both salaried and wage workers) are to be paid by direct deposit into their bank account.
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>2. Payroll Data Check</p> </div> <p style="text-align: center;">↓</p>	<p>HR Section reviews & signs off payroll data by the 'payroll changes return date' published by Finance.</p> <p>Chief Financial Officer ensures that the Authority's payroll bank account is funded with the required amount on the day of the payroll run.</p>	<p>These are mandatory checks that are to be completed before the payroll is run by Finance.</p>
<div style="border: 1px solid black; border-radius: 10px; background-color: #e0f7fa; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>3. Payroll Run</p> </div>		<p>The responsibility for physically running payroll and providing direct credit details to the Bank(s) rests with Finance.</p> <p>Payroll is run according to a schedule published by Finance at the beginning of each financial year.</p>

43. Administration of Health Benefits

This policy and procedure relates to administration of health benefits for staff of the Authority. The terms and conditions in the standard employment agreement specify the medical, dental and optical benefit entitlements of Authority employees. These benefits are provided by way of Authority medical facilities if in the Cayman Islands, and at associated medical facilities overseas. Employees entitlements to health care coverage appear in Appendix 1.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">From P&P 41</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> <p>1. Recipient Data Entered Into HR IRIS</p> </div> <p style="text-align: center;">↓</p>	<p>HR Section ensures that data about the employee, spouse and dependent children entitled to health benefits is entered into HR IRIS at the time the employee is appointed (see P&P 41)</p>	<p>The data required is included in the mandatory fields in HR IRIS that must be completed in order to action payroll.</p> <p>The data required is:</p> <ul style="list-style-type: none"> • Name and date of birth of employee • Name and date of birth of each eligible dependent
<div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> <p>2. Updated Data Entered into HR IRIS</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Employee provides information about changes to dependents or other change of personnel circumstances data. • HR Section inputs this data into HR IRIS (see P&P 41) 	<p>All changes affecting health benefits are to be entered into HR IRIS as soon as possible.</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> <p>3. Health benefits approved/declined</p> </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • Medical Director approves/declines medical benefits applied for by employees and their dependents • The Chief Dental Officer has responsibility for approval of dental care outside the organisation 	<p>In making this decision the medical director should consider the entitlement of the employee.</p> <p>Approval must be obtained before any treatment is carried out in non-HSA facilities.</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; background-color: #e0f7fa;"> <p>4. Health treatments paid for</p> </div>	<ul style="list-style-type: none"> • Medical director approves invoices for medical care received by employees at external facilities. 	<p>Part time employees are entitled pro-rated benefits. For example; where an employee works 40% of normal working hours for that position – they would be entitled to 40% of the costs incurred – and would have to fund 60% themselves.</p>

44. Provision of Employee-Related Information

From time to time employees require documentation from their employer for outside organisations, for example as proof of employment, references for new jobs or remuneration to support opening of a bank account or loan application. This policy and procedure relates to provision of such employee-related information.

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>1. Request for Information</p>  </div>	<p>Employee requests the provision of employee-related information for outside organisations.</p>	<p>Requests are to be made to the HR Section by email or in writing. The request is to specify the information required and who it is to be provided to.</p> <p>Request should never be accepted verbally.</p>
<div style="border: 1px solid black; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>2. Provision of Information</p> </div>	<ul style="list-style-type: none"> • HR Section prepares & signs the letter or other document requested. • The HR Section provides the original letter/document either to the employee or directly to the outside organisation if requested by the employee to do so • The HR Section emails a copy of the document to the employee for their own records information • The HR Section files a copy of the document on the employee's personnel file (see P&P 41). 	<p>No employment information about a employee is to be provided to an outside organisation except with the written approval of the employee concerned.</p> <p>This policy does not apply to any information provided in accordance with a legal requirement.</p> <p>No information is to be provided verbally.</p> <p>Verbal verifications of information already provided in writing can be given.</p> <p>Job references for ex-employees must only include the dates of employment and the job title.</p>

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45. Management of Work Place Injuries

The Health and Safety Committee is responsible for establishing work place safety procedures. The Authority's general health and safety policy is specified in section 11 on page 13. This policy and procedure relates to dealing with injuries that happen in the work-place.

Definitions

For the purposes of this policy and procedure:

- a "workplace" is any physical location where a employee is required to carry out his/her duties;
- an "injury" includes an illness contracted in the work place.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">1. Injury Occurs</p> <p style="text-align: center;">↓</p>	Employee or visitor to the Authority is injured	
<p style="text-align: center;">2. Immediate Assistance Provided</p> <p style="text-align: center;">↓</p>	Delegated Officer, work colleagues or others in the vicinity provide immediate assistance to the injured employee/visitor/patient.	<p>The nature of the assistance will depend on the nature of the injury. If appropriate medical personnel should be called without delay.</p> <p>Providing assistance to an injured person is to take precedence over other duties. In the clinical setting, usual triage procedures apply.</p>
<p style="text-align: center;">3. Manager Advised</p> <p style="text-align: center;">↓</p>	<p>Injured employee or other employees who witnessed the accident/injury advise the department Manager/Delegated Officer of the accident/injury and the circumstances surrounding it.</p> <p>The Manager advises the Quality Assurance Coordinator of the accident/injury.</p>	The Manager/Delegated Officer is to be advised as soon as practical after the injury occurs and immediate assistance has been provided.
<p style="text-align: center;">4. Accident Report Prepared</p> <p style="text-align: center;">↓ ↓ ↓</p> <p style="text-align: center;">To step 5 To step 6 To step 7</p>	<p>Manager/Delegated Officer prepares an HSA Employee "Accident Report" or Incident Form as appropriate and submits to Quality Assurance Coordinator.</p> <p>QAC completes investigation</p> <p>Director of Clinical Support reviews & signs Accident/Incident Report</p>	<p>H.S.A. Incident Reporting policy is to be followed</p> <p>If the relevant forms are inadequate, accurate documentation may be submitted as a memorandum.</p>

Process Step	Procedure to be Followed	Policy to be Applied
<p>From step 4 ↓</p> <p>5. Report to Risk Management</p>	<p>QAC submits Accident Report to Risk Management Section of the Portfolio of Finance and Economics.</p>	<p>Report is to be submitted as soon as practical after the incident and in all cases no more than 2 working days.</p>
<p>From step 4 ↓</p> <p>6. Administrative Actions</p>	<p>HR Section initiates any necessary administrative actions:</p> <ul style="list-style-type: none"> • Leave on pay for period of injury; • File copies of Report and any subsequent correspondence or documentation on employee's personnel file; • Periodically checks on the welfare of the employee. 	
<p>From step 4 ↓</p> <p>7. Injury Log Updated</p> <p>↓</p>	<p>QAC updates the Authority Injury Log.</p>	<p>The purpose of the Injury Log is to track injuries in the Authority so as to establish whether a pattern exists.</p> <p>The Log is to be maintained electronically and record:</p> <ul style="list-style-type: none"> ○ The name of the employee; ○ The employee's section; ○ The nature of the injury; ○ The physical location where the accident happened; ○ The date & time of the accident; ○ The work being performed when the accident happened; ○ The safety equipment being worn (or not being worn) where applicable; ○ Any other important or relevant factors relating to the injury.

Process Step	Procedure to be Followed	Policy to be Applied
<p style="text-align: center;">↓</p> <div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 8. Risk Management Team Review </div> <p style="text-align: center;">↓</p>	<ul style="list-style-type: none"> • QAC prepares and submits a summarised Injury Report to Chief Executive Officer for consideration by the Risk Management Team. • Risk Management Team considers: <ul style="list-style-type: none"> ○ the Injury Report prepared by the HR Section; ○ what (if any) actions could have been taken to prevent the injury; ○ whether there is a systemic pattern of injuries; ○ what changes (if any) to the Authority's health and safety policy should be made; ○ what changes (if any) to specific work practices or safety procedures should be made. 	<p>The Injury Report submitted to the Senior Management Team is to:</p> <ul style="list-style-type: none"> • Summarise the nature and circumstances of the latest injury; • Identify any common features with other injuries in the Authority over the last 24 months; • Consider what changes (if any) could be made to reduce the risk of future similar injuries.
<div style="border: 1px solid black; background-color: #e0f7fa; padding: 10px; text-align: center; margin: 10px auto; width: 80%;"> 9. Updated Health & Safety Procedures Implemented </div>	<p>Where applicable, QAC:</p> <ul style="list-style-type: none"> • updates & reissues the Authority's health & safety policy; • advises and briefs all staff of: <ul style="list-style-type: none"> ○ changes to the Authority's health and safety policy; ○ changes to specific work practices or safety procedures that are to be made. • provides assistance and support to Delegated Officers in instituting new policies and work practices as necessary. 	<p>Updated policies and work practices are to be implemented by Delegated Officers as soon as is practical after the Senior Management Team decision.</p>

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46. Management of Extended Sick Leave

The Extended Sick Leave Committee is responsible for considering and granting any Extended Sick Leave at their discretion. It is part of their role to establish procedures and guidance for employees on the Extended Sick Leave arrangements. Extended sick leave is not an entitlement.

Extended Sick Leave will be considered by the committee in cases of serious illness or injury to full time employees with at least six months of continuous service who are temporarily unable to work due to a health-related circumstance and has exhausted or stands to exhaust all sick leave and for whom medical treatment is necessary over a period of 3 consecutive calendar days or more.

The employee is required to provide a sick certificate from a registered medical doctor to support any period of extended sick leave. Any remaining balance of regular sick leave will be applied to the employee's period of treatment before any Extended Sick Leave is awarded.

In determining whether an employee is eligible for extended sick leave, the Committee will consider a number of factors including:

- Length of employment with the H.S.A.
- Type or nature of the illness or disability.
- Current/past work performance.
- Past leave balances.
- Whether the employees intend to return to work.
- Whether the employee has used extended sick leave previously

Extended sick leave shall be granted according to the following schedule:

Years of Service	Max Eligible Weeks
Less than 6 months	0
More than 6 months	12

Process Step	Procedure to be Followed	Policy to be Applied
<div style="border: 1px solid black; padding: 5px; text-align: center;"> 1. Injury Occurs/Illness is Diagnosed </div> <div style="text-align: center; margin-top: 10px;">  </div>	Employee to notify their Delegated Officer as soon as possible of their illness or injury. In case of elective leave a lead time of 6 weeks is required.	

<p style="text-align: center;">2. Employee Applies for Extended Sick Leave</p> <p style="text-align: center;">↓</p>	<p>Employee applies to the Extended Sick Leave Committee (notifying their Delegated Officer) for Extended Sick Leave.</p> <p>The application must include a medical certificate, which shall contain the following:</p> <ul style="list-style-type: none"> • the date when the serious health condition began; • the probable duration of the condition; • the appropriate medical facts within the knowledge of the health care provider regarding the condition; • if the leave is due to the employee's serious health condition, the certificate must include a statement that the employee is unable to perform the functions of his or her position; • if planned medical treatment is the reason for the leave and the employee wants intermittent leave or leave on a reduced time schedule, the date when the treatment begins and the estimated duration of the treatment; or, • if the leave request is necessitated by a serious medical condition of the employee or the employee's child, spouse, or parent, the certificate shall state that there is a medical necessity for the leave and include an estimate of how long the leave will be needed. <p>The employee's attendance record, an Extended Sick Leave request form, and any other relevant supporting documentation may also be required.</p>	<p>Extended Sick Leave must be applied for as soon as the need is known</p>
<p style="text-align: center;">3. Leave Application Considered</p> <p style="text-align: center;">↓</p>	<p>Extended Sick Leave Committee meets monthly to consider the leave application and approves or declines the leave. The maximum time allowed for extended sick leave is 12 calendar weeks within a rolling 12 month period. ** Time in excess of the 12 weeks maximum will be considered on a case by case</p>	<p>As part of this step the following are to be considered:</p> <ul style="list-style-type: none"> • The employee's eligibility for Extended Sick Leave; • Any balance of the regular sick leave entitlement unused by the employee • Any amounts of any Extended Sick Leave already granted to the employee during the year; • The seriousness of the illness or injury;

	basis at the absolute discretion of the extended sick leave committee.	
<div style="border: 1px solid black; border-radius: 15px; padding: 10px; width: fit-content; margin: 0 auto;"> 4. Decision Notified to Employee </div>	The decision is sent to the HR section. HR is responsible for informing the employee and delegated officer. The delegated officer will update the employee's attendance record.	<p>A copy of the approved/declined Extended Sick Leave form, including the length of leave granted, will suffice as written notification.</p> <p>If the leave is declined, the basis for this decision is to be provided in writing to the employee.</p>

GRADUATED RETURN TO WORK

Following a period of long term sickness absence, it is important that an individual is properly supported in their return to work. In some circumstances it may be possible to put in place arrangements for the individual to return to work on a graduated basis in order to help them to acclimatise back into the workplace. Such arrangements may be made at the discretion of the line manager and will require medical certification.

The same principles will apply whether the individual is returning to their current role, or to alternative working arrangements on a temporary or permanent basis.

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Annex 1: Standard Terms and Conditions

Hours of Work

(1) The normal hours of work for employees shall be as indicated in their Employment Agreement

(2) An employee may take a reasonable amount of time for medical, optical or dental visits if these occur during normal working hours but shall provide evidence of such visits, if required by the Delegated Officer to do so, provided that prior notification is provided to the Delegated Officer and approved by the Delegated Officer.

(3) If an employee is a member of the Cayman Islands Civil Service Association, the employee may attend meetings of the Executive held during normal working hours, provided that-

- (a) prior notification is provided to the Delegated Officer; and
- (b) the normal requirement of service to the public is not adversely affected.

(4) An employee is entitled to two rest breaks of at least fifteen minutes and a meal break of at least 30 minutes in every working day of 7.5 hours or longer, provided that no remuneration is payable during a meal break.

(5) An employee who is absent from work without approval from his Delegated Officer will not receive remuneration for the period of absence and, in the case of employees of a civil service entity, may also be subject to disciplinary action.

Remuneration

(1) An employee's remuneration shall be an amount agreed between the HSA and the employee and that amount shall be made up of-

- (a) Wages or salary at a point within the remuneration band assigned by the Authority;
- (b) Such of the following standard allowances as are agreed between the Delegated Officer and the employee, at the following rates:
 - (i) Standby and call-out allowance: \$10 per day if the employee is required to standby in case of emergency or is subject to call-out in normal off duty hours. Employees called in will be paid at over time rates for the time worked during that day, with a minimum of at least one hour.
 - (ii) Motorcar upkeep allowance if the employee regularly uses his personal motor vehicle as part of his official duties. The amount of the allowance is to be \$1,500 per year.
 - (iii) Shift allowance: 3% of basic hourly rate for hours worked between 7 p.m. and 7 a.m.
 - (iv) Uniform allowance: \$25 per month.

- (c) for part-time employees, the pro-rated portion of the items specified in paragraphs (a) to (b) for the equivalent full-time position.

(2) An employee shall be entitled to the following items of remuneration in addition to the remuneration established in accordance with paragraph 1 –

- (a) Pension contributions for employees who are members of the Public Service Pension Scheme and required to contribute to it in accordance with the provisions of the Public Service Pension Law, as follows:

- (i) an employee pension contribution at the rate of 6% of wages or salary plus pensionable; and
 - (ii) an equivalent 6% employer contribution.
- (b) medical, dental and optical benefits in accordance with paragraph 9 of this Schedule; and
- (c) where the employee was already entitled to it on 30 June 2005, a five-year cash grant paid at the end of every five years of employment for an employee, his spouse and one additional person at the following rates –

Salary Grade on 1 October 1980	Amount of Five Year Grant
M 11 and above	\$1,250
M 30 -12	\$350
M 31 and below	\$160

(d) overtime or time-in-lieu for any hours worked in a week in excess of normal working hours of work as follows -

- (i) for managerial and physician level employees, no overtime or time-off-in-lieu ;
- (ii) for non-managerial and non-physician level employees whose normal working hours are not shift based
 - (I) overtime at time-and-a-half, which in the case of salaried employees shall be calculated under paragraph (3); or
 - (II) time-off-in-lieu on a one-to-one basis taken at the discretion of the Delegated Officer;
- (iii) for non-managerial and non-physician level employees whose normal working hours are shift based, overtime at time-and-a-half for any hours worked in excess of the normal hours worked over the shift cycle, regardless of the days of the week on which those hours were worked;

(iv) time-off-in-lieu accumulated must be taken before the end of the financial year, and should not be carried over into the following year;

(v) employees who are absent due to illness or who take time off during the week are not entitled to overtime, unless the actual hours worked exceeds 40 hours in a week;

(e) public holiday overtime pay as follows (in addition to their regular pay for the day) excluding those employees paid on-call allowance-

- (i) for non-managerial and non-physician level employees whose normal working hours are not shift based and who are required to work on a public holiday, that pay being -
 - (I) single time over time pay for any hours worked; or
 - (II) time-off-in-lieu on a one-to-one basis taken at the discretion of the Delegated Officer;
- (ii) for non-managerial and non-physician level employees whose normal working hours are shift based time-off-in-lieu on a one-to-one basis taken at the discretion of the Delegated Officer;

(f) when an employee is assigned in writing by their Delegated Officer to cover for additional duties for another employee who will be absent for a period of more than five (5) consecutive workdays, he or she may receive a duty allowance equivalent to \$500.00 per month or prorated if less than one month. These assignments are designed to cover various leaves of absence, which will usually not exceed one month.

(g) when an employee is assigned in writing by their Senior Manager to take over the full responsibilities of a higher paid vacant position or where the incumbent is absent for a period greater than one month, he or she is entitled to receive an acting allowance equivalent to \$500.00 per month.

Normally acting assignments should not exceed 8 months; however, there may be extenuating circumstances that require a longer term not to exceed 12 months. At the end of 12 months, the employee should be confirmed or reverted back to their original position.

If the delegated officer or employee requests to be reverted back to their original position, a notice of least 30 days must be given.

(h) any agreed performance incentive remuneration.

(3) (a) Overtime to be paid to salaried employees under paragraph (d)(ii) shall be calculated by dividing the employee's normal monthly salary by the standard hours worked per month;

(b) The standard hours worked per month shall be calculated using the formula: 21.75 (the average number of working days in a month) times Y; where Y is the number of normal work hours per day. For -

(i) employees whose normal hours of work are 37½ hours per week, Y is 7.5 (37½ divided by 5), and the standard hours worked per month is therefore 163.13 (21.75 times 7.5);

(ii) other employees, Y is the normal hours of work (calculated on a daily basis) agreed with the Delegated Officer in accordance with paragraph 2 of this Schedule; for example if the agreed normal hours of work are 40 hours per week then Y is 8 (40 divided by 5), and the standard hours worked per month is therefore 174 (21.75 times 8).

(4) (a) The period and method of payment of remuneration shall, unless the nature of the remuneration component requires otherwise, be as follows -

(i) Wages, salary and other dollar-based remuneration components will be paid-

(I) in arrears on a monthly or on a fortnightly basis; and

(II) by direct deposit into the employee's bank account (with the exception of visiting and locum staff, and staff who have been appointed 30 prior to the pay date);

(ii) Pension contributions will be remitted each pay period to the Public Service Pensions Board in the name of the employees who are employed on contracts of six months or longer;

(b) Where the employee has, for whatever reason, only worked part of a pay period, the remuneration for that period will be calculated and paid on a pro-rated basis according to the number of days worked in the pay period as a proportion of the total number of working days in the pay period;

(c) Remuneration will be payable from the date on which the employee takes up the position or duties to which the remuneration relates.

Paid holiday entitlements

An employee shall be entitled to public holidays observed under the Public Holidays Law on full pay (or in the case of part-time employees and wage workers, the basic wage he would have received if he had normally worked on that day).

Annual leave entitlement

(1) An employee is entitled to annual leave:

(a) As indicated in their Employment Agreement

(b) For employee's whose hours of attendance are shift based, the number of days specified in subparagraph (a) but calculated as the number of hours and reflecting the average normal hours of work over the shift cycle;

(c) For part-time employees, the full-time employee entitlement prorated for the proportion of a full-time position worked; and

(d) For employees on full-time study, no annual leave entitlement but the employee may take normal school breaks while undertaking the course.

(2) The following conditions apply to annual leave entitlements

(a) The annual leave year is the financial year and the annual entitlement accrues to the employee at the beginning of the year, provided that on first appointment or on leaving the employment of the Authority, the employee's annual leave entitlement shall be pro-rated to the completed months of service;

(b) The employee may take annual leave at times agreed with his Delegated Officer;

(c) Annual leave must be taken by the end of the annual leave year, except that the Delegated Officer may approve the carrying forward of leave to the following leave period in such amount as the Delegated Officer may determine; in making such approvals an Delegated Officer will not unreasonably deny a request for a carry forward of leave if the employee has been prevented from taking leave during the year up to a maximum of five days;

(d) If the employee becomes ill during his annual leave, he will be regarded as being on sick leave during the period of illness in accordance with paragraph 6 of this Annex; and

(e) On leaving the employment of the Authority, the employee is entitled to a payment equal to the amount of any annual leave due but not taken on the date employment ceases, and if he has taken annual leave in excess of the entitlement he will refund, by deduction from final salary or wages, the excess number of days pay.

Sick leave

(1) An employee is entitled to sick leave as follows

(a) For full-time employees who have been employed for at least 6 months

(i) In the event of illness or injury to the employee, the employee is entitled to 10 working days paid sick leave per leave year, together with sufficient additional unpaid sick days as necessary; and

(b) Employees who have not completed a probationary period or 6 months employment are not entitled to paid sick leave.

(c) Employees who suffer an injury or contract an illness as a result of their duties and provided the employee is not at fault for the injury, are entitled to sick leave on full pay for the period of the injury or illness or until their retirement on the recommendation of a Medical Board.

(d) For part-time employees, the full-time employee entitlement prorated for the proportion of a full-time position worked.

(2) Regardless of paragraph (1), if the employee suffers an injury or contracts an illness as a result of his duties, he is entitled to sick leave on normal pay for the period of the injury or illness or until they are retired on the recommendation of a medical board;

(3) If required to do so by the Delegated Officer, an employee shall provide a medical certificate from a registered medical doctor to support any period of sick leave;

Extended Sick Leave

- (1) An employee is entitled to Extended Sick Leave at the discretion of the Extended Sick leave committee;
- (2) Extended Sick Leave will be considered by the committee in cases of serious illness or injury to the employee, the treatment of which would normally occur over a period of 3 consecutive calendar days or more;
- (3) The employee is required to provide a sick certificate from a registered medical doctor to support any period of extended sick leave;
- (4) Any remaining balance of regular sick leave will be applied to the employee's period of treatment before any Extended Sick Leave is awarded. Extended Sick Leave may be awarded up to a maximum of 6 calendar weeks per year (in addition to any other leave entitlements under this Annex).

Other leave entitlements

An employee is entitled to other leave as follows-

- (a) maternity and paternity leave calculated as follows based on a 5 day working week -
 - (i) A female employee is entitled to 12 weeks maternity leave in any 12 month period. This is to be taken surrounding the birth or adoption of a child and this shall be made up of 30 working days on normal pay, and the remainder without pay (unless covered by taking vacation entitlement).;
 - (ii) A male employee who has completed at least twelve months continuous service is entitled to paternity leave of 12 working days in any 12 month period. This is to be taken surrounding the birth or adoption of a child and this shall be made up of 6 working days on normal pay and 6 working days without pay; or
 - (iii) An employee who has completed less than twelve months continuous service shall be entitled to maternity or paternity leave calculated on a pro-rated based for the time she or he has worked;
- (b) jury leave where the employee receives a summons to serve on a jury, the leave consisting of paid leave of absence for the time involved in jury selection or jury service, provided that the employee pays over to his civil service entity any juror allowance received.

Discretionary leave

- (1) An employee is entitled to the following types of leave at the discretion of the Delegated Officer-
 - (a) part-time study Leave where the employee is undertaking a course of part-time study that is related to his employment, that leave consisting of a reasonable amount of paid leave (as determined by the Delegated Officer) to attend classes and prepare for and sit examinations;
 - (b) full-time study leave where the employee is undertaking a course of full-time study, that leave consisting of paid leave, leave without pay, or a combination thereof during the period of study, provided that paid study leave will only be granted if the course of study directly relates to the employee's duties and the course of study is necessary to advance the civil service career of the employee.
 - (c) bereavement and compassionate Leave on the following basis -
 - (i) upon the death of a member of the employee's immediate family, (Spouse, Child, Father, Mother, Brother, Sister) paid bereavement leave of up to 10 working days in any 12 month period;
 - (ii) in the event of a life threatening illness to a member of the employee's immediate family, (Spouse, Child, Father, Mother, Brother, Sister) compassionate leave on full pay of up to 7 working days per year;

(d) official leave where the employee is selected to represent the Cayman Islands as a manager or member of a sporting or cultural body at a national meet, that leave being up to 10 working days per year with pay to attend the meet, provided that only employees who have six months' continuous service are entitled to paid special leave.

(e) leave without pay up to a maximum of 12 months where the employee applies to take unpaid leave; but it will only be granted in exceptional circumstances at the discretion of the HR Director. During the leave of absence there will be no accrual of or access to sick leave, compassionate leave, public holiday credits or vacation leave benefits and the employee must agree not to take up another employment during this time;

(2) The Delegated Officer (with the approval of the Chief Executive Officer if the period of leave is to be more than 30 days) may require an employee to go on Required Leave where the Delegated Officer deems it to be in the public interest for the employee to do so, and that leave shall be leave on full pay for such period as the Delegated Officer deems necessary; and

(3) Employees on probationary appointments or temporary work contracts are not entitled to paid discretionary leave.

Medical, dental and optical benefits

Employees and eligible dependents are entitled to medical, dental and optical benefits as set out in sections 1 - 4 below with the following exceptions. Casual and locum employees are not entitled to medical benefits. Part time employees are entitled to the pro-rated medical benefits. Benefits are only to be made available to a spouse who is unemployed and therefore not covered by their existing Health Insurance Provisions.

(1) Medical Benefit Entitlement

(a) Medical benefits if the services are prescribed by a qualified HSA physician and performed on the HSA premises. There is no coverage for procedures that in the opinion of the Medical Director are cosmetic.

(b) Where in the opinion of an HSA physician and with final approval of the Medical Director an employee, his dependent spouse or dependent children requiring medical care that is not available in the Cayman Islands will be sent to a facility overseas. The Medical Director will choose the facility and approve the level of care required.

(c) Employees who are traveling and require overseas emergency medical care must call the Overseas Referral Coordinator (345-949 – 8600 ext. 2508). Employees are required to travel with the Aetna group number which is on the back of the employee ID badges.

(d) An employee or dependent family member who is referred to an overseas hospital is entitled to free transportation to and from the overseas hospital. If medically indicated the Medical Director may approve transportation costs for a family member to accompany the person referred.

(d) If the employee, or dependent family member who is normally resident in the Cayman Islands, dies while being treated overseas, the Health Services Authority will meet the transportation costs of returning the body to the Cayman Islands or, if the employee was recruited overseas, the country of residence.

(2) Dental Benefit Entitlement

a) Employees and eligible dependents are entitled to the following benefits:

- b) Preventative, Basic and Major services which includes fillings (not gold) extractions, 50% the cost of denture in plastic or chrome cobalt (where in the opinion of the Chief Dental Officer plastic would not be practical) crowns but not bridges. Cosmetic dentistry is not covered;
- c) Orthodontia Services – the HSA will cover 50% of the treatment plan determined by the Chief Dental Officer. HSA will cover 50% of all appliances to a maximum cost a determined by the Chief Dental Officer. The age limitation on this treatment is birth to age 18;
- d) Periodontal Services – HSA will pay 50% of the treatment plan approved by the Chief Dental Officer;
- e) The Chief Dental Officer must preauthorize all dental treatment for orthodontia and periodontia surgery or the employee will be responsible for the full cost.

(3) Optical Entitlement

- a) Employees and eligible dependents are covered for the cost for an optical examination and for lenses up to a maximum of \$195 in each 24-month period. The coverage for lenses is limited to single vision, bi-focal or tri-focal (progressive) clear lens. Frames and extra features will be at the expense of employees and their eligible dependants. The equivalent value of regular prescription lenses can be used towards the cost of contact lenses if the employee/dependent so chooses, however, the total allowance will not be increased.
- b) The cost breakdown is as follows:
- c) CI\$45.00 for an eye examination once every 24 months;
- d) CI\$150.00 for lenses once every 24 months;
- e) Employees who require specialist ophthalmology services must attend at the Eye Clinic for assessment and follow the standard HSA policy for Medical Referrals where necessary.

(4) Prescription Drug Entitlement

- a) Employees and eligible dependents are entitled to receive free prescription drugs that are prescribed by a qualified physician employed by the HSA.
- b) With the approval of the Medical Director employees and eligible dependents may be entitled to receive free prescription drugs prescribed by a qualified physician that is not employed at the HSA.

Reimbursement of costs for employees recruited from overseas

An employee domiciled overseas at the time of his recruitment is entitled to the payment or reimbursement of the following costs-

- (a) expenses incurred in relocating the employee (and the employee's spouse and dependent children if they are also relocating to the Cayman Islands with the employee) to the Cayman Islands which are claimed within three months of travel as follows -
 - (i) the costs of air travel from the country of residence to the Cayman Islands and the return, together with 10 kilos per person of excess baggage.;
 - (ii) a freight allowance of up to 120 cubic feet or 1,000 pounds weight (whichever is greater) of personal effects to the Cayman Islands at the initial time of travel.

- (iii) up to 7 days hotel accommodation upon arrival in the Cayman Islands (all hotel arrangements will be made through the HSA) ; and
- (iv) provided that should the employee terminate his employment in accordance with paragraph 19 of this Annex, no return costs will be covered by the HSA.

Reimbursement of costs incurred in course of duties

(1) An employee is entitled to the reimbursement of the following reasonable employment-related costs incurred in the course of his duties-

- (a) The following costs of travel undertaken for official business -
 - (i) air travel in the least expensive economy class;
 - (ii) reasonable accommodation costs as pre-approved by the HR-Section;
 - (iii) a per diem of CI\$50 per day to cover meals, communication, taxi and any other miscellaneous costs. The flat rate must be approved in advance and where required will be paid in advance of travel. No per diem will be paid for day trips to Grand Cayman, Little Cayman, Cayman Brac or where travel is funded by any other agency.
- (b) The following costs incurred as a result of a transfer between the Islands-
 - (i)) air travel in the least expensive economy class for the employee and his family;
 - (ii) transportation costs for the employee and his family's personal effects and motor vehicles up to the value of CI \$1000;
 - (iii) Seven days in an accommodation approved by the HR Section;
- (c) For employees not receiving any vehicle-use compensation as part of their remuneration, a mileage reimbursement for the pre-approved use of personal vehicles for official purposes, paid at a per mile rate of 50 cents. Refer to mileage reimbursement policy

(2) Claims for reimbursement shall be made to the HR Section within 30 days of returning from the official business, and must include receipts or other evidence to support the claim (apart from the per diem cost).

Reimbursement of study costs

(1) An employee undertaking part-time or full-time study with the approval of the training committee is entitled to the reimbursement of study costs or a financial advance as follows-

- (a) in the case of an employee undertaking part-time study that is related to his employment, the tuition and examination fees for courses.
- (b) in the case of an employee undertaking full-time study, such portion of the costs as the training committee considers to be a reasonable contribution by the employer (provided that these costs are incurred by the employee and not covered by another organization or sponsor);

(2) Claims for reimbursement shall be made to the Training Committee and include receipts or other evidence to support the claim.

Vehicles provided to temporary or locum employees

(1) Where a vehicle is provided to a temporary or locum employee under the terms of their employment agreement then if the vehicle is damaged and it is determined that the driver is at fault, the driver is required to pay for the damage; and

(2) The keys to all such vehicles must be returned to the HR Section at the end of the period of employment.

Other conditions of employment

(1) An employee, as a condition of employment, is required to-

- (a) comply with the Public Servant's Code of Conduct, any workplace rules, and any reasonable instructions issued by his Delegated Officer;
- (b) provide the name and address of his next-of-kin to his Delegated Officer at the time of appointment and to update that information if it changes; and
- (c) submit to a medical examination if required to do so by his Delegated Officer to establish his fitness for duty or to test for excessive blood alcohol or use of illicit drugs.
- (d) inform the HR Director of any Criminal Charges that are laid against them; whether or not directly related to their employment.

(2) Failure to comply with these conditions of employment is grounds for discipline or dismissal.

Re-employment for a fixed-term

(1) Where an employee who was employed on a fixed-term employment agreement is re-employed on a fixed-term employment agreement for a further, the re-employment shall be a separate employment relationship from the initial employment and the terms and conditions of the first employment agreement shall not automatically roll-over to the second or subsequent employment agreements; except that years of service under previous open-term or fixed-term employment agreements shall be taken into account when establishing the leave entitlement of the employee.

(2) Where an employee is re-employed on a fixed-term employment agreement for a further period, entitlements to reimbursement of travel costs at the end of his tenure will apply at the end of each fixed-term employment agreement, but not before the first two years of employment has elapsed. First payment is a two year, after that each four year contract

Re-employment of an employee who becomes a Caymanian

Where a non-Caymanian employee becomes a Caymanian (by virtue of gaining Caymanian status)

- (a) the employee will be re-employed in the same position but with the terms and conditions applying to a resident Caymanian; and
- (b) any entitlements applying to the employee prior to becoming a Caymanian that are in excess of those applying to a resident Caymanian (including reimbursement of travel costs at the end of his period of employment) will be forfeited from the date he becomes a Caymanian.

Retirement age and benefits

(1) The compulsory retirement age is 60 years, provided that an Authority employee may be re-employed on a fixed-term employment agreement after reaching this age.

(2) Employees will cease to be members of the Public Service Pension Plan on their sixtieth birthday.

(3) An retiree, together with his spouse and dependent children, are entitled to medical, dental and optical benefits as specified in Public Service Pension Plan for the period from his retirement

to his death, or in the case of his spouse from the time of his retirement to the death of the spouse, or in the case of dependent children from the time of his retirement to the end of eligibility as a dependent child, provided that-

- (a) at the time the employee retired from government employment -
 - (i) he was entitled to a pension under the Public Service Pensions Law (2004 Revision);
 - or
 - (ii) if he was not a member of the Public Service Pension Scheme, he retired at an age where he would have been eligible for a pension under that scheme; and
- (b) the Authority was the employee's principal employer for 10 consecutive years.

Resignation

(1) The Chief Executive Officer must give three month's written notice of their resignation, or in the case of retirement by giving six month's written notice.

(2) Other employees on open-ended employment agreements may terminate their employment by giving one month's written notice of their resignation, or in the case of retirement by giving six month's written notice of their retirement date, to the HR Section via their Senior Manager and their Delegated Officer.

Professional or managerial 3 months (exception to 2 &3)

(3) Other employees on fixed-term employment agreements may terminate their employment by giving one month's written notice to the HR Section via their Senior Manager and their Delegated Officer.

(4) If the employee fails to give adequate notice, they shall make a payment in lieu of notice of an amount equal to the normal wage or salary for the period of short notice.

Termination of employment by employer

(2) The Authority Board may terminate the Chief Executive Officer's employment on the basis of-

- (a) dismissal for gross misconduct;
- (b) serious misconduct or significant inadequate performance;
- (c) early retirement on medical grounds.

(3) A Delegated Officer may terminate a employee's employment on the basis of -

- (a) dismissal for gross misconduct;
- (b) serious misconduct or significant inadequate performance;
- (c) early retirement on medical grounds;
- (d) redundancy; or
- (e) loss of qualification, license or certification.

(4) The period of notice to be given by the Delegated Officer to the employee on termination of employment is as follows -

- (a) dismissal for gross misconduct: no notice;
- (b) dismissal for serious misconduct or significant inadequate performance: no notice;
- (c) early retirement on medical grounds: three months;
- (d) redundancy: three months;
- (e) loss of qualification, license or certification: no notice.
- (f) employee dismissed whilst on probation : 24 hours

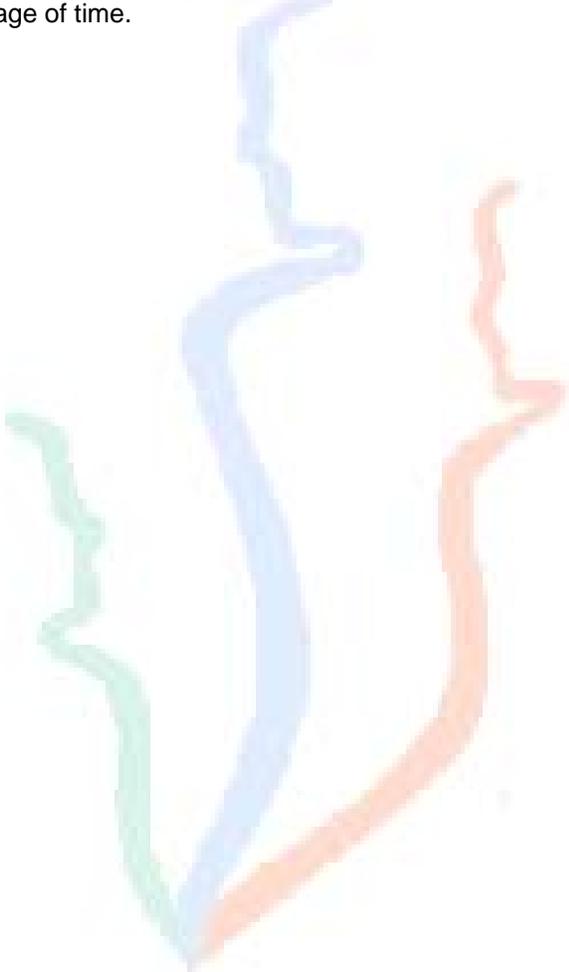
(5) The Authority may terminate an employee prior to the end of the period of notice established by subclause (4) by paying the employee the sum that he would have earned had he worked up to the end of the period of notice.

(6) An employee is entitled to severance pay if his employment is terminated on the basis of:

- (a) early retirement on medical grounds
- (b) redundancy

(7) Severance pay will be calculated in accordance with the following -

- (a) one week's salary for each completed twelve-month period of employment with the Authority up to a maximum of 12 years; or
- (b) for part-time employees: the pro-rated amount of the relevant full-time entitlement.
- (c) For the avoidance of doubt an employee is not entitled to severance pay if he has been employed on a fixed-term employment agreement and that agreement comes to a natural end as the result the passage of time.



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Annex 2: Definitions used in this Manual

Acting Allowance is paid when an employee is assigned to act fully in a position which is either vacant or where the incumbent is absent for a period greater than one month.

Caymanian has the same meaning as in section 2 of the Immigration Law, 2003;

Chief Medical Officer means the person appointed to the position of that title in the ministry responsible for health;

Child means the offspring of the employee, a step-child, a child legally adopted, or a foster child;

Delegated Officer employee of the Health Services Authority who has been delegated to carry out Human Resource processes as mandated in the Policies and Procedures manual

Dependent child means the offspring of the employee, a step-child, a child legally adopted or a foster child who is:

- under 18 years of age, unmarried and does not earn a living wage; or
- aged 18 and over but under 23 years of age, unmarried and in full time education at a university or other tertiary education institution;

Duty Allowance is paid when an employee is assigned to temporary cover the duties for another employee who will be absent for a period of more than five (5) consecutive workdays while still performing the duties of their own job.

Employment agreement means a written agreement between an employer and an employee by which a contract of service is instituted for either an open-ended or limited period;

Extended Sick Leave means any period of sick leave in excess of 3 continuous days after exhausting their 10 days sick leave allowance.

Extended Sick Leave Committee The Committee is comprised of the Medical Director, HR Director, CNO and CEO.

Financial year means a year ending on the 30th June or, in the case of a statutory authority or government company, such other date as the Cabinet may determine;

Fixed-term employment agreement means an employment agreement which has a defined date of cessation;

Foster child means a child who is cared for, and provided with accommodation by, someone other than:

- a parent of his;
- a person who is not a parent of his but who has de facto parental responsibility for him; or
- a relative of his.

Full-time study means undertaking a full-time course at an approved educational institution either in the Cayman Islands or overseas while being absent from normal employment duties during the period of the course;

Gross misconduct means misconduct that is of such a serious nature or magnitude that, in the opinion of the Delegated Officer, the employee should be dismissed with immediate effect;

Immediate family mean a spouse, child, father, mother, brother or sister;

Interim position means a position in a from which the substantive holder of the position is or is expected to be absent for a period longer than twelve months;

Internal output means an output produced by an individual and delivered within the entity rather than provided to persons external to the entity;

Medical board means a medical board appointed by the Chief Medical Officer;

Misconduct means acting in a dishonest or illegal manner, failing to comply with the Public Servant's Code of Conduct set out in section 5 of the Public Service Management Law (2005), failing to comply with conditions of employment, or failing to comply with workplace rules, and comprises "gross misconduct", "serious misconduct" and "minor misconduct" as defined in this section;

Minor misconduct means misconduct other than gross misconduct or serious misconduct;

On Call means being scheduled to be on standby to take up duties with the HSA if required at short notice

Open and fair employment process, -

- (a) in relation to appointment, reappointment or promotion, means a process which -
 - (i) provides an opportunity for any suitably qualified person to apply for the position;
 - (ii) ensures that all persons applying are considered for appointment in an unbiased manner; and
 - (iii) ensures that the person appointed, reappointed or promoted is the person whose qualifications, skills knowledge, experience and integrity make him the most suitable for the position, taking into account any requirement to give preference to Caymanians;

- (b) in relation to discipline, dismissal, retirement or termination of employment for any other reason, means a process which provides an opportunity for the employee concerned to be informed of all relevant matters and is afforded an opportunity to make representations in an environment that is neutral and unbiased towards that employee.

Open-term employment agreement means an agreement with no fixed date for the end of employment other than the date of retirement;

Outputs means the goods or services that are produced by an entity or other person;

Part-time study means the undertaking of a course by way of:

- (a) correspondence or distance learning; or
- (b) attendance at an educational institution in the Cayman Islands,

while also undertaking normal employment duties;

Performance Agreement means the agreement between an employee and their manager as to the performance that the employee will be expected to deliver during the financial year.

Permanent disability means a disability which is likely to render a participant incapable by reason of infirmity of mind or body of discharging the duties of his office, which infirmity is certified by the Chief Medical Officer as likely to be permanent;

Personnel arrangements means the engagement, employment and management of employees;

Principal employer means the employer (amongst two or more) who employs a person for more than 15 hours a week, or if no employer does this, the employer who first employed the employee;

Public servant means a person employed by a civil service entity or an employee of a statutory authority or government company;

Public Servant's Code of Conduct means the Code of Conduct specified in section 5 of the Public Service Management Law (2005);

Public service means the civil service and employees of statutory authorities and government companies;

Public Service Values means the values specified in section 4 of the Public Service Management Law (2005);

Registered medical doctor means a medical doctor who is a registered practitioner under the Health Practice Law (2005 Revision);

Remuneration means salary, wages, allowances and any benefits received by a Employee as a result of his employment as a Employee;

Remuneration level includes all elements of the Employee's remuneration;

Retirement age means the age referred to in paragraph 18 of Annex 1;

Serious misconduct means misconduct that is serious in nature or magnitude but is not so severe as to be gross misconduct;

Employees means persons who are working for the Health Services Authority including employees, volunteers, consultants and persons employed through agencies.

Statutory authority means an entity established by a law to carry out functions which are capable, under that law, of being funded, partly or entirely, by money provided by the Government, and for which the Governor, the Cabinet or the Government has the power to appoint or dismiss the majority of the Board or other governing body.

Tenure means the period of employment.

Workplace means the normal physical location(s) in which an employee carries out their duties.

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Appendix 3: Salary Advance Policy

Appendix 4: Public Sector Values and the Civil Servant's Code of Conduct

Appendix 5: IT Policy

Appendix 6: Staff farewell policy

