OBJECTIVES

- To standardize processes and provide direction to fill temporary Alberta Health Services (AHS) Non-Union Exempt Employee (NUEE) work reassignments across Emergency Medical Services (EMS) Zones and programs.

- To align with the AHS Non-Union Exempt Employees Terms & Conditions of Employment, AHS Salary Management Guidelines Senior Leadership, Management and Non-Union Exempt Employees, AHS Recruitment and Employment Practices Policy, and the principles of diversity and inclusion.

APPLICABILITY

Compliance with this document is required by all Alberta Health Services employees, members of the medical and midwifery staffs, students, volunteers, and other persons acting on behalf of Alberta Health Services (including contracted service providers as necessary).

ELEMENTS

1. Special Considerations

   1.1 Where the AHS Non-Union Exempt Employees Terms & Conditions of Employment or AHS Salary Management Guidelines Senior Leadership, Management and Non-Union Exempt Employees vary from the provisions of this Procedure, the former prevails.
1.2 This Procedure shall apply to temporary NUEE work reassignments in EMS Operations, EMS Provincial Programs, and EMS Employee Programs.

2. **NUEE Temporary Work Reassignment**

2.1 A work reassignment may occur to:

a) provide developmental opportunities for NUEE staff;

b) backfill NUEE staff who are on an extended absence; or

c) backfill NUEE staff who are also temporarily reassigned elsewhere.

2.2 Developmental opportunities require approval at the Executive Director level.

2.3 Backfilling NUEE positions in a Zone or program subsequent to the scenarios in Section 2.1 requires approval at the Associate Executive Director level.

3. **Expressions of Interest (EOI)**

3.1 Filling the temporary NUEE work reassignment shall adhere to the AHS *Recruitment and Employment Practices Policy* and the principles of diversity and inclusion, and should be done by one of the following means:

a) **General Expressions of Interest (EOI):** Canvass staff by issuing a general EOI to obtain a list of those interested. Submissions can then be adjudicated for best fit.

b) Recruitment: Issue a formal EOI to staff with a detailed recruitment and selection process. Candidates must submit resumes and supporting documents, and are screened based on pre-determined criteria, i.e., interview and ranking. This process should be designed to support those not selected so they may have direction on how to grow to achieve success at this level.

c) Direct Source: Seek recommendations from the applicable NUEE level qualified to fill the temporary NUEE work assignment, and provide the opportunity to the selected individual directly. Recommend additional considerations such as performance reviews, disciplinary records, and 360 degree feedback be taken into account when making appointment decisions in this manner.

3.2 The process to fill a temporary NUEE work reassignment at the Associate Executive Director level, or a **provincial development role**, must be determined by the Executive Director.

3.3 The process to fill a temporary NUEE role at the Director level or lower in a Zone or program, must be determined by the Associate Executive Director.
3.4 Notwithstanding Sections 3.2 and 3.3 of this Procedure, the direct source must only be used:

a) where specific, specialized skills are required;

b) where the organization mandates a temporary assignment; or

c) where the term of the reassignment is less than the time to conduct an open EOI process.

4. Compensation

4.1 For NUEE staff conducting temporary project roles, such as developmental opportunities, the appointed NUEE staff must retain the compensation level of their original position, with no additional pay.

a) Where NUEE staff filling temporary, unclassified roles have compression pay built into their regular compensation, they must retain supervisory accountability for in-scope staff while taking on the additional responsibilities of the temporary role.

b) Where the regular position of NUEE staff referred to in Section 4.1a) is backfilled, doing so with an acting, in-scope employee, supervisory accountability remains with that NUEE staff.

4.2 For NUEE staff temporarily reassigned to fill a classified position, such as acting in a more senior role, the appointed NUEE staff must retain the compensation level of their original position with the potential for additional responsibility pay or acting pay as per the AHS Salary Management Guidelines Senior Leadership, Management and Non-Union Exempt Employees, Appendix A: Additional Compensation Criteria, and Sections 4.3 and 4.4 of this Procedure.

a) If NUEE staff filling temporary, classified roles have compression pay built into their regular compensation, they must retain supervisory accountability for in-scope staff while taking on the additional responsibilities of the temporary role.

b) If the regular position of NUEE staff referred to in Section 4.1a) is backfilled, doing so with an acting, in-scope employee, supervisory accountability remains with that NUEE staff.

4.3 Responsibility pay may be granted in the following circumstances:

a) Where retaining their current role and taking on approximately 5% additional responsibilities for a period equivalent to or greater than 20 consecutive working days to a maximum of six (6) months, an increment of 5% may be approved by the Associate Executive Director.

b) Where retaining their current role and taking on approximately 10% additional responsibilities for a period equivalent to or greater than 20
consecutive working days to a maximum of six (6) months, an increment of 10% may be approved by the Associate Executive Director.

4.4 Acting pay may be granted in the following circumstances:

a) Where assuming the full responsibilities of the higher position for a minimum of 21 consecutive working days, an increment of 5% may be approved by the Associate Executive Director.

b) Where assuming the full responsibilities of the higher position at an exceptional level for a period equivalent to or greater than 20 consecutive working days to a maximum of six (6) months, an increment of 10% may be approved by the Associate Executive Director.

c) Any acting pay shall not put the acting person’s compensation above the lowest-paid incumbent at that same assigned level (e.g., an Acting Manager shall not be paid more than the lowest paid Manager in that department or program area).

5. Documentation

5.1 For NUEE staff filling temporary work reassignments on a project or developmental opportunity, no organizational charts or signing authorities must change. NUEE staff reassigned to these roles or the resulting backfill must be given a reassignment letter detailing the start date, projected end date, and confirming no changes in compensation.

5.2 For NUEE staff filling temporary work reassignments of regular, classified positions, such as acting in a more senior role, decisions on organizational chart and signing authorities must be determined by the Associate Executive Director, or Executive Director, as appropriate. Regardless of that decision, the appointed NUEE staff must be given a reassignment letter detailing the start date, projected end date, and any changes in compensation.

DEFINITIONS

Compression pay means a supplemental salary to ensure a differential between NUEE staff and the employees they supervise.

Expression of Interest (EOI) means an opportunity for staff to present themselves in a clear, professional document. It is an opportunity to provide important information and to demonstrate their suitability, interest, and availability in relation to the temporary AHS Non-Union Exempt work assignment.

Provincial development role means a temporary reassignment undertaking activities that cross zones, and are intended to develop the incumbent’s leadership skills and prepare them for career advancement.
REFERENCES

- Appendix A: Additional Compensation Criteria
- Alberta Health Services Governance Documents:
  - Recruitment and Employment Practices Policy (#1116)
- Alberta Health Services Resources:
  - Non-Union Exempt Employees Terms & Conditions of Employment
  - Salary Management Guidelines Senior Leadership, Management and Non-Union Exempt Employees

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### APPENDIX A

**Additional Compensation Criteria**

<table>
<thead>
<tr>
<th>Responsibility Pay – When retaining regular responsibilities (21 working days to six months)</th>
<th>5% Increase</th>
<th>10% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Additional 5% duties</td>
<td>• Additional 10% duties</td>
<td>• Performing both regular and additional work fully</td>
</tr>
<tr>
<td>• Performing both regular and additional work fully</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Acting Pay – When assuming full responsibility of higher position (21 working days to six months)</th>
<th>5% Increase</th>
<th>10% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Full responsibility at an entry level</td>
<td>• Full responsibility at an exceptional level</td>
<td></td>
</tr>
<tr>
<td>• Not to exceed lowest-paid incumbent at assigned level</td>
<td>• Not to exceed lowest-paid incumbent at assigned level unless clearly outperforming</td>
<td></td>
</tr>
<tr>
<td>• Consultation with HRBP required</td>
<td>• Consultation with HRBP required</td>
<td></td>
</tr>
</tbody>
</table>

**No Pay Increase**

- Assigned to a specific project
- Assigned to a developmental or educational role
- Assuming additional responsibilities, but a commensurate portion of regular responsibilities removed