

## **LETTER OF UNDERSTANDING #7**

### **RE: RETENTION & RECRUITMENT INITIATIVES**

WHEREAS the parties agree that:

- Recruitment is a critical factor in addressing retention and workload concerns of current Employees.
- It is anticipated that over the next 10 years, large numbers of senior Employees will retire. Succession planning must address the loss in numbers, as well as the loss of experience. Simultaneously, there will be an increased demand for Services to the system, given the changing demographics.
- Recruitment approaches must balance the need for new Employees, while respecting current Employees.
- It is desirable to recruit and retain both experienced Employees and Employees entering the workforce.
- The retention of current Employees and recruitment of new Employees are shared priority issues.
- Increased Service expansion will create challenges on how to maintain current Service requirements while adding additional capacity.
- Rural and urban Services may have differing human resource needs.
- There is value in early collaboration for effective problem solving.
- In addition to improved working terms and conditions in the current Collective Agreement, additional strategies will be required to address the nursing shortage.
- Decisions made at the Local level are more effective in meeting the needs of the Employer and Employee.

In recognition of these factors, the parties agree to undertake recruitment and retention initiatives as follows:

#### **I. TRANSITIONAL GRADUATE NURSE RECRUITMENT PROGRAM**

##### **1. Key Principles:**

- (a) Recruitment initiatives will have a positive impact on the work environment of current and prospective Employees and will improve the quality of patient/resident/client care;
- (b) Recruitment of new nursing graduates is critical to the sustainability of health care services;

- (c) AHS has committed to have sufficient numbers of regular and temporary positions greater than six (6) months available to be able to hire at least 70% of the Alberta nursing student graduates;
- (d) The Transitional Graduate Nurse Recruitment Program (TGNRP) has been proven to be successful in recruiting and retaining new nursing graduates and supporting the development of confidence and competence to enable new nurses to work independently;
- (e) The TGNRP serves as an employment transition and learning opportunity for Graduate Nurses;
- (f) Mentorship is an important element for success of the TGNRP and will be supported as part of the TGNRP; and
- (g) Transitional Graduate Nurses learn and develop confidence and competence at varying rates depending upon the individual and the Unit/Program, and the TGNRP needs to be sufficiently flexible to accommodate these differences.

2. The Program:

The Employer shall create at least 20 and up to 1000 regular positions in each year of the Collective Agreement.

- (a) A maximum of 25% of the above positions may be regular Part-time positions of no less than 0.7 FTE.
  - (b) These positions shall not be part of the baseline staff count. There shall be no reduction in the number of nursing hours worked on any Unit as a result of the creation of these positions.
  - (c) The parties agree that these positions are created for the purpose of providing employment and learning opportunities for Graduate Nurses.
3. The competition for these positions shall be restricted to Graduate Nurses, Graduate Psychiatric Nurses, Registered Nurses and Registered Psychiatric Nurses who have graduated within the 12 months prior to commencement of the TGNRP and who have not yet obtained a regular position with AHS.
  4. Successful applicants for these positions will be covered by all of the provisions of the Collective Agreement except as provided for in Item 6 below.
  5. Successful applicants for these positions shall work under the guidance of a Registered Nurse, Registered Psychiatric Nurse, Clinical Educator or Clinical Supervisor on each Shift worked. The Employer will make every reasonable attempt to assign a consistent mentor to support each TGNRP participant.
  6. TGNRP positions will be posted for a maximum duration of nine (9) months. Recognizing that TGNRP participants will develop confidence and competence at varying rates:

- (a) The TGNRP participant and the manager and/or assigned mentor will have ongoing discussions regarding the TGNRP participant's progress and, on at least a monthly basis, will review the TGNRP participant's readiness to independently assume the full scope of RN or RPN practice.
- (b) Once the TGNRP participant and the manager/mentor have determined that the TGNRP participant is ready to independently assume the full scope of RN or RPN practice:
  - (i) The TGNRP participant will be required to make application for available vacant positions of no less than 0.5 FTE. It is agreed that these Employees shall not receive special consideration for vacant positions. Experience gained in the Graduate Nurse and Graduate Psychiatric Nurse positions shall not be used as the deciding factor in the selection of candidates for vacant positions in accordance with Article 14: Promotions, Transfers & Vacancies.
  - (ii) The TGNRP participant can be offered relief hours or shifts paid at the applicable rate of pay when there are no Regular, Temporary or Casual Employees available to work the hours or shifts at the Basic Rate of Pay.
- 7. TGNRP participants who do not achieve a regular position, within nine (9) months of their initial appointment, will be transferred to casual status.
- 8. Where Employers have hired graduates under this Letter of Understanding, a review of the progress and implementation of the TGNRP shall be provided to the Joint Committee.
- 9. The Employer shall provide available, relevant information to the Union and Local(s) in a timely manner and, in any event, no later than 14 days from the date of the initial request for information.

## **II. EXTRAORDINARY TEMPORARY POSITIONS FOR INTERNATIONAL RECRUITMENT**

WHEREAS the parties agree that it may be of mutual benefit to the Employees and the Employer to staff extraordinary temporary positions to meet current and projected short-term human resources requirements and provide assistance relative to workloads, vacation absence coverage and improve quality of worklife for current Employees, and

WHEREAS staffing of extraordinary temporary positions will be limited to the Employer's out-of-country recruitment initiative as approved by Human Resources and Social Development, and Citizenship and Immigration Canada;

NOW THEREFORE the parties agree that the Collective Agreement be amended by the following:

- 1. The definition of Temporary Employee under Article 2.04(c) is amended to include (iv) "Extraordinary Temporary Employee" is one who is hired under the terms of this Letter of Understanding for a specific job of more than 12 months but less than 24 months.

2. The parties agree that the positions are created for the purpose of accommodating placement of nurses hired under the out-of-country recruitment initiative, and thus, competitions shall be restricted to nurses who are authorized to work under this program.
3. Positions created through this initiative, will be established in high needs areas defined as those with high vacancies, impacted by Service enhancements, subject to high relief or vacation relief that is not met by normal recruitment action. No Regular or Temporary Employee shall experience reduced regular hours as a result of this initiative.
4. Successful applicants for “Extraordinary Temporary Positions” shall be covered by all provisions of the Collective Agreement, pursuant to Article 30.02 in the Multi-Employer/UNA Collective Agreements.
5. An international nurse hired into an Extraordinary Temporary position who holds a temporary permit issued by the College of Registered Nurses of Alberta (CRNA) or the College of Registered Psychiatric Nurses of Alberta (CRPNA) on their date of employment, shall be placed on the appropriate step of the Graduate Nurse salary scale. Upon confirmation of registration by CRNA or CRPNA, the Employee shall be paid at the rate applicable to a Registered Nurse/Registered Psychiatric Nurse, retroactive to qualifying criterion in Article 25.02(a) or 25.02(b).
6. The Employer agrees to provide a progress and implementation review of the program initiative to the Union and Local at each affected site.

### **III. TIMELY EXPANSION OF SERVICE CAPACITY**

Where the Employer is expanding Service capacity which will require additional staff over and above the current staffing complement, and where the application of the terms and conditions of the Collective Agreement may delay the planned expansion, the parties shall meet prior to the planned expansion to discuss how the recruitment process will take place, review the current and required staffing complement and discuss other relevant factors.

### **IV. RETENTION OF EXPERIENCED EMPLOYEES**

The parties recognize that there are a number of senior, experienced Employees who are eligible for retirement currently, or in the near future. The parties recognize the contribution of these Employees and wish to take steps to encourage these Employees to remain in the system. Therefore, the following programs shall be implemented.

#### **1. Retention Recognition**

- (a) In addition to the rates of pay specified in the Salary Appendix, Employees with 20 or more calendar years of nursing service shall receive a 2% Long Service Pay Adjustment (LSPA). This shall form part of the Employee’s Basic Rate of Pay.
- (b) Calendar years of nursing service to determine eligibility for the LSPA will be based upon the calendar years registered with any nursing licensing body.
- (c) Within 90 days of:

- (i) date of employment; or
- (ii) achieving 20 calendar years of nursing service;

an Employee eligible for an LSPA in paragraph 1(a) above shall provide the Employer with reasonable proof of the Employee's calendar years of nursing service, as described in paragraph 1(b) above. An Employee who requires further time to obtain reasonable proof shall, within the 90 days above, provide the Employer with written notice of their efforts, in which case, the Employer shall provide a reasonable extension of time for providing such proof.

## 2. **Retirement Preparation Program**

An Employee who is eligible for an unreduced pension, or an Employee who has a combined age and years of nursing employment of 77 shall be eligible to participate in the Retirement Preparation Program (Program) in accordance with the following:

- (a)
  - (i) The Employee and the Employer may mutually agree to reduce the Employee's clinical hours of work while maintaining the Employee's FTE on either an ongoing or temporary basis. The clinical hours of work shall be reduced to no less than a 0.6 FTE. The balance of the Employee's FTE shall be spent performing project work for the Employer as mutually agreed. (Project work may include research, leadership assignments and special projects.) The Program shall include a written plan detailing how the non-clinical remainder of the FTE will be utilized.
  - (ii) For purposes of this program, "leadership assignments" shall mean "to act as a guide, role model, advisor or counselor who shares practical, day-to-day, applied knowledge with other Employees."
  - (iii) A formal leadership assignment as project work is distinguished from preceptorship under Article 16: Responsibility Allowance, Temporary Assignment and In-Charge in that the duties of the preceptor role are performed concurrently and in addition to the Employee's regular clinical duties. Where the non-clinical portion of this Program is utilized to provide leadership support, this work will be done over and above the regular staff count and there will be no regular clinical duties assigned for the leadership portion of the Program.
  - (iv) The Employer shall not unreasonably refuse such a request.
- (b)
  - (i) The Program shall be reviewed by the Employer and the Employee on at least an annual basis.
  - (ii) The Program may be terminated by either the Employee or the Employer by providing 60 days' notice in writing of such termination.
- (c) Upon reaching mutual agreement regarding the details of the Program, the Employee shall:

- (i) officially notify the Employer of their intended retirement date, such retirement date being up to four (4) years from the commencement date the Program as agreed by the Employee and the Employer; and
- (ii) after a period of up to four (4) years participating in the Program, commence retirement, unless otherwise agreed between the Employee and the Employer. The Employer shall inform the Local of all such agreements.
- (d) An Employee participating in the Program shall continue to earn salary at the Employee's pre-Program FTE and accrue benefits according to the Employee's FTE prior to Program participation for the period of participation in the Program.
- (e) All clinical hours vacated shall be filled in accordance with Article 14.15.

### 3. **Pre-retirement FTE Reduction**

- (a) The parties agree that a Regular Employee for whom the Employer has approved a reduction of the Employee's FTE in accordance with Article 14.15 may continue to contribute to the pension plan in an unreduced fashion, provided the following criteria are met. The Employee must:
  - (i) be eligible for an unreduced pension, or have a combined age and years of nursing employment of 80; and
  - (ii) reduce their FTE by no more than 0.2 FTE and to no lower than a 0.6 FTE for no longer than a 2.5 year period.
- (b) For Employees that have reduced their FTE in accordance with Article 14.15 as part of this Pre-retirement FTE Reduction, Article 14.15(c) is amended to read; "Employees shall not be permitted to decrease or increase their regular hours of work pursuant to Article 14.15 more frequently than once."

## **V. UNIQUE EMPLOYMENT OPTIONS TO SUPPORT RECRUITMENT AND RETENTION**

WHEREAS the parties agree that it may be of mutual benefit to the Employees and the Employer to utilize unique employment options to support enhanced recruitment of new Employees and retention of current Employees;

The parties agree that the Collective Agreement be amended by the following:

## **Weekend Worker**

### **Option I – Extended Work Day Option**

1. The parties may mutually agree to implement a Weekend Schedule in order to meet staffing needs on weekends and individual Employee preferences for a weekend work schedule. Except as provided below, all provision of this Collective Agreement related to Regular Full-time Employees shall apply to Employees on a Weekend Schedule. A Weekend Schedule is defined as a schedule in which Regular, Full-time Employees work weekends in accordance with the following conditions and are treated as a Regular Full-time Employee in all respects.
2. Regular hours of work for Employees on a Weekend Schedule, exclusive of meal periods shall be:
  - (a) a consecutive time period of 11.08 hours per day, such Shifts to occur on both Saturday and Sunday and either Monday or Friday; and
  - (b) 29.55 hours per week averaged over one (1) complete Cycle of the Shift Schedule.
3. Rest periods and meal breaks shall be scheduled in accordance with Article 37.02(B).
4. The scheduling provisions of Article 37.02(C) shall apply, except that Articles 37.02(C)(g)(iii) and 37.02(C)(g)(v) shall not apply.
5. Employees shall be paid for 36.93 hours per week averaged over one (1) complete Cycle of the Shift Schedule.
6. **Vacation**
  - (a) Vacation entitlement shall be determined in accordance with Article 37.05.
  - (b) Vacation earned shall be taken at an accelerated rate of 1.25 paid hours for every hour taken as vacation. Such hours shall be deducted from the Employee's vacation bank.
7. **Sick Leave**
  - (a) Sick leave accrual shall be determined in accordance with Article 37.10 and 37.11.
  - (b) Accrued sick leave shall be taken at an accelerated rate of 1.25 paid hours for every hour taken as sick leave. Such hours shall be deducted from the Employee's sick leave bank.
8. **Shift Differential and Weekend Premium**

Shift differential and weekend premium shall only be paid for hours actually worked, and shall be paid at the rates specified in Article 28: Shift Differential and Weekend Premium.

9. **Letter of Portability**

Upon request of an Employee, a letter of portability shall be prepared by the Employer and reflect that Employees on a weekend schedule are Full-time Employees.

10. **Pension**

Pension shall be calculated on full-time hours of work.

**Option II – Regular Work Day Option – Amend to reflect 15 Shifts in a four (4) week period.**

1. The parties may mutually agree to implement a Regular Work Day Weekend Schedule in order to meet staffing needs on weekends and individual Employee preferences for a weekend work schedule. Except as provided below, all provision of this Collective Agreement related to Regular Full-time Employees shall apply to Employees on a Weekend Schedule. A Weekend Schedule is defined as a schedule in which Regular, Full-time Employees work weekends in accordance with the following conditions and are treated as a Regular Full-time Employee in all respects.
2. Regular hours of work for Employees on a Regular Work Day Weekend Schedule, exclusive of meal periods shall be:
  - (a) a consecutive time period of 7.75 hours per day, such Shifts to occur on Saturday, Sunday, Monday and Friday; and
  - (b) 29.06 hours per week averaged over one (1) complete Cycle of the Shift Schedule.
3. Rest periods and meal breaks shall be scheduled in accordance with Article 7.01(b).
4. The scheduling provisions of Article 7: Hours of Work and Scheduling Provisions shall apply, except that Articles 7.02(g) (iii), and 7.02(g)(v) shall not apply.
5. Employees shall be paid for 36.81 hours per week averaged over one (1) complete Cycle of the Shift Schedule.
6. **Vacation**
  - (a) Vacation entitlement shall be determined in accordance with Article 17: Vacations With Pay.
  - (b) Vacation earned shall be taken at an accelerated rate of 1.26 paid hours for every hour taken as vacation. Such hours shall be deducted from the Employee's vacation bank.
7. **Sick Leave**
  - (a) Sick leave accrual shall be determined in accordance with Article 19: Sick Leave.



- (b) Accrued sick leave shall be taken at an accelerated rate of 1.26 paid hours for every hour taken as sick leave. Such hours shall be deducted from the Employee's sick leave bank.

#### **8. Shift Differential and Weekend Premium**

Shift differential and weekend premium shall only be paid for hours actually worked, and shall be paid at the rates specified in Article 28: Shift Differential and Weekend Premium.

#### **9. Letter of Portability**

Upon request of an Employee, a letter of portability shall be prepared by the Employer and reflect that Employees on a weekend schedule are Full-time Employees.

#### **10. Pension**

Pension shall be calculated on full-time hours of work.

### **VI. WORKFORCE ENHANCEMENT TASK FORCE**

1. In addition to the strategies identified above, it is recommended that each Employer and the Union have joint consultations, at the Local level, to discuss approaches to human resource requirements including, but not limited to the preceding recruitment and retention initiatives. Any initiatives that affect the terms and conditions of employment shall require mutual agreement between the Union and the Employer.
2. The parties will share information regarding these Local initiatives at the Joint Committee.
3. Where appropriate, these Local initiatives will endeavour to access resources available through other initiatives.

### **VII. UNIQUE EMPLOYMENT OPTIONS TO SUPPORT RECRUITMENT AND RETENTION**

WHEREAS the parties agree that it may be of mutual benefit to the Employees and the Employer to utilize unique employment options to support enhanced recruitment of new Employees and retention of current Employees,

The parties may agree to one (1) or more of the following:

- A. Flexible Part-time Position;
- B. Seasonal Part-time Position; and
- C. Benefit-Eligible Casual Position.

#### **A. FLEXIBLE PART-TIME POSITION**

##### **1. Purpose**

- (a) The purpose of the Flexible Part-time Position (FPP) is to:

- (i) provide Employees with an opportunity to increase their FTE, as an alternative to the provisions of Article 14.15;
- (ii) allow flexibility on additional Shifts not included on the posted schedule;
- (iii) enhance recruitment by facilitating the creation of higher FTEs; and
- (iv) create more benefit-eligible part-time positions out of existing part-time positions which are not benefit-eligible.

## 2. **Definition**

- (a) An FPP is a position with:
  - (i) a specified FTE of no less than 0.4 FTE;
  - (ii) at least 50% of the hours scheduled according to Articles 7: Hours of Work and Scheduling Provisions, 30: Part-time, Temporary, and Casual Employees, or 37: Extended Work Day (except for designated days of rest); and
  - (iii) the remainder of the specified FTE to be scheduled on a flexible basis, as indicated below.
- (b) A Flexible Part-time Employee shall be guaranteed a specified FTE of no less than 0.4 FTE. Such Employee shall commit to working the specified FTE. If the Employer does not make Shifts available to the Employee to achieve the specified FTE, the Employee shall be paid for the specified FTE.

## 3. (a) **FPP Implementation**

- (i) An Employee may request an FPP to increase their existing FTE. Such request shall not be unreasonably denied. Where such a request is granted, such Employee's existing FTE shall become the scheduled portion of the FPP, and the incremental increase in the Employee's FTE shall become the flexible portion of the FPP.
- (ii) The Employer may post an FPP. The posting shall state the portion of the number of hours per Shift and Shifts per cycle that are scheduled, and the portion to be scheduled on a flexible basis.

## (b) **FPP Termination**

- (i) An Employee may terminate their FPP by:
  - (A) providing the Employer with 28 days' written notice of their intention to revert to their pre-FPP FTE; or

(B) providing the Employer with 28 days' written notice of their intention to reduce their FTE down to the scheduled portion of the FPP.

(ii) An Employer may terminate an FPP by issuing a position elimination notice pursuant to Article 15: Layoff and Recall.

**4. Scheduling of FPP and other Shifts**

(a) The scheduled portion of the FPP shall be scheduled and posted pursuant to Articles 7: Hours of Work and Scheduling Provision, 30: Part-time, Temporary and Casual Employees, or 37: Extended Work Day (except for designated days of rest).

(b) The flexible portion of the FPP shall be scheduled as follows:

(i) Employees shall provide the Employer with their:

(A) Shift availability for greater than the flexible portion of their FPP; and

(B) designated days of rest

for a four (4) week period. The Employee shall be assigned Shifts only in accordance with the availability provided by the Employee.

(ii) Where possible, the Employer will confirm the Employee's Shifts (based on an Employee's stated availability) at least 24 hours in advance. Such Shifts shall be paid at the Employee's Basic Rate of Pay.

(c) The Employer shall not require an Employee to work Shifts which provide less than 15 hours off between Shifts (except for Employees working the extended workday who shall not be required to work Shifts which provide less than 11.75 hours off between Shifts.)

(d) Where Employees work a Shift(s) over and above their FPP, Article 30.01(a) shall apply.

**5. Sick Leave**

(a) Sick leave shall be accrued on all hours worked and paid at the Basic Rate of Pay.

(b) Sick leave may be taken on any Shift from the scheduled portion or the pre-booked flexible portion of the FPP, in accordance with Article 19: Sick Leave.

(c) If an Employee is unable to achieve their specified FTE over the four (4) week period referenced in Item 4(b)(i) due to illness or injury, sick leave will be paid up to the specified FTE.

6. **Vacation**

- (a) Vacation will be accrued on all hours worked and paid at Basic Rate of Pay.
- (b) Vacation up to the specified FTE may be requested pursuant to Articles 17: Vacation with Pay, 30: Part-time, Temporary and Casual Employees, and 37: Extended Work Day.

**B. SEASONAL PART-TIME EMPLOYEE**

- 1. The definition of Regular Employee under Article 2.04(a) is amended to include (iii) “Seasonal Part-time Employee”, is one who is hired under the terms of this Letter of Understanding.
- 2. A Seasonal Part-time Employee shall be covered by the provisions of Article 30.01, except as provided otherwise below.
- 3. A Seasonal Part-time Employee may compress a specified annual FTE into smaller portion of a year (for example, such Employee could work a 0.5 FTE compressed into full-time hours over a six (6) month period). During the remaining months (for example, the remaining six (6) months), the Employee would be under no obligation, and could not be compelled, to accept any scheduled or unscheduled work with the Employer.
- 4. A Seasonal Part-time Employee may achieve such a position by either requesting that their current position be converted into a Seasonal Part-time position, or that a vacancy posted pursuant to Article 14: Promotions, Transfers & Vacancies be converted to a Seasonal Part-time position. Such request shall not be unreasonably denied by the Employer.
- 5. A Seasonal Part-time Employee may choose to be paid either:
  - (a) for those hours actually worked; or
  - (b) as a part-time FTE (for example, in the situation described in Item 3 above, as a 0.5 FTE) over the whole course of the year, both when working the compressed full-time hours, and when not working during the remainder of the year.
- 6.
  - (a) Notwithstanding a Seasonal Part-time Employee working full-time hours for a portion of a year, such Employee’s benefit coverage and premiums shall be prorated based on the Employee’s part-time FTE.
  - (b) Where a Seasonal Part-time Employee opts to be paid according to Item 5(a) above, such Employee shall make prior arrangements with the Employer for the prepayment of the Employee’s portion of premiums for the applicable Collective Agreement plans.
- 7.
  - (a) Such Employees’ vacation and sick leave accrual shall be based on their regular hours worked.
  - (b) Vacation and sick leave shall only be utilized during the compressed work period described in Item 3 above.

## **C. BENEFIT-ELIGIBLE CASUAL EMPLOYEE**

### **1. Purpose**

The purpose the Benefit-Eligible Casual Employee (BECE) is to:

- (a) retain existing Casual Employees;
- (b) provide flexible options for Employees as they transition through life stages; and
- (c) enhance recruitment opportunities.

### **2. Definition**

A BECE is a Casual Employee with a guaranteed specified FTE of no less than 0.4 FTE and no specified hours per Shifts or Shifts per Shift cycle. A BECE shall be eligible for sick leave pursuant to Article 19: Sick Leave, benefits pursuant to Article 21: Employee Benefits, and Article 29: Pension Plan, as amended below. Unless otherwise specified below, Article 30.03 shall apply.

### **3. (a) BECE Implementation**

- (i) A Casual Employee may request to become a BECE at a mutually agreed FTE of not less than 0.4 FTE.
- (ii) An Employer may post a BECE. The posting shall indicate the specified guaranteed FTE which shall be no less than 0.4 FTE.

### **(b) BECE Termination**

- (i) A BECE may revert to casual status by providing the Employer with 28 days' written notice of their intention to revert to casual status; or
- (ii) An Employer may terminate these positions in which case the BECE shall revert to casual status.

### **4. Scheduling of BECE Shifts**

- (a) Except for the vacation period, during which the Employer is not obligated to ensure the FTE, the BECE will provide the Employer with Shift availability and Shift choices, which exceed their guaranteed FTE, over a four (4) week period.
- (b) The Employer shall confirm assigned Shifts with the BECE. The Employee shall be assigned Shifts only in accordance with the availability provided by the Employee.
- (c) Where possible, the Employer shall confirm the Employee's Shifts (based on the Employee's stated availability) at least 24 hours in advance. Such Shifts shall be paid at the Employee's Basic Rate of Pay.

- (d) The Employer will not require an Employee to work Shifts which provide less than 15 hours off between Shifts (except for Employees replacing an Employee who normally works the extended workday, who shall not be required to work Shifts which provide less than 11.75 hours off between Shifts.)
- (e) Where an Employee works a Shift(s) over and above the specified FTE, Article 30.03 shall apply.

5. **Sick Leave**

- (a) Sick leave will be accrued on the BECE's FTE.
- (b) Sick leave may be taken up to the BECE's FTE, for pre-booked Shifts where the BECE cannot work due to illness or injury.
- (c) If, as a result of illness or injury, a BECE is unable to report for a Shift that has not been pre-booked, the Employee shall be paid sick leave for that Shift provided that they were unable to achieve the guaranteed FTE by the end of the four (4) week period.

6. **Vacation**

Article 30.03(d) shall apply to all BECE's.