



APPROVED:

With the Rector's Directive No 1-4/35  
of 13.11.2009

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## TALLINN HEALTH CARE COLLEGE SALARY GUIDE

### 1. GENERAL PROVISIONS

Tallinn Health Care College salary guide (hereinafter *the Guide*) governs the conditions of payment of the salaries of the employees of Tallinn Health Care College (hereinafter *the College*) - the procedures of determination of wages, additional remuneration and support.

### 2. RATES OF SALARY

- 2.1 Rates of salary by positions are described in Annex 1 of this guide
- 2.2 Upon deciding the rate of salary, taken in account are: the relative importance of the position in the structure (Annex 2), the complexity of duties, the workload, the scope of responsibility, competence, experience, the education level and qualifications required for working in the position.
  - 2.2.1 The type of the position, job title and rate of salary of the employee, the duration of working time and other working conditions are agreed upon in the contract of employment, on the basis of this guide the purpose and content of the work based on the job description, the prerequisites needed to fulfill the duties and the responsibilities associated with the work.
  - 2.2.2 Upon changing the rate of salary, the annual development interviews and the suggestions made in the course thereof, based on the fulfilling of the duties agreed upon in the contract of employment and achieving the objective of the work are taken into account.
  - 2.2.3 For increasing the salary rate of the employees, the immediate manager may submit a written proposal to the Rector, who when making the final decision considers the justification of the proposal and availability of funds allocated for remuneration.
- 2.3 Recruitment of an employee with the probationary period, which is generally four months, a salary rate lower than the salary rate determined for his or her position can be applied on the employee during the probationary period. Before the end of the probationary period the immediate manager conducts an interview with the employee, giving an evaluation of work performance and compliance with the requirements for the position and may make a proposal to increase the rate of pay, given the provisions of Annex 1 of this guide.
- 2.4 The salary of a lecturer working with an authorization agreement or contract for services depends on the work load fixed in the contract and on the hourly rate in compliance with the education level (Annex 3).
- 2.5 Taking into account the level of salary paid for a similar job and the qualifications necessary for performing thereof outside the College, conventional hourly rates may be applied.

### **3. ADDITIONAL REMUNERATION**

- 3.1** Additional remunerations are determined by the rector with a directive.
- 3.2** In the directive for granting additional remuneration, the cause for payment of the additional remuneration, the specific content of the work and the length of time shall be indicated.
- 3.3** The Ministry of Education and Research has the right to allocate to the Rector further additional remuneration within the limits of the salary fund of the College.
- 3.4** Additional remuneration for additional tasks
  - 3.4.1** Additional tasks are work tasks exceeding the agreed amount of work which was agreed upon in the employment contract or work tasks not arising from the content of the work, including management responsibilities, which are executed during the work time agreed upon in the contract of employment or outside working hours.
  - 3.4.2** Additional tasks that last up to six months or which are performed at random, over the long term, are short-term and for performance thereof, additional remuneration is paid on the basis of an application from the manager of the structural unit or the immediate superior.
  - 3.4.3** Additional tasks that last longer than six months are long-term and performance thereof, content of tasks and the remuneration thereof is agreed upon with the employees in the employment contract.
- 3.5** Additional remuneration paid for replacement:
  - 3.5.1** Employees, whom the obligation of replacement of an absent employee has been imposed on, by the job description, no additional remuneration is paid for the replacement;
  - 3.5.2** If due to absence of the employee the work of the College is impeded and recruitment of a substitute or a deputy is not possible or feasible, the rector may distribute the functions of the absent worker in part between one (or more) employees, without releasing them from the performance of their own tasks, paying to the substitute(s) additional remuneration of up to 50% of the replaced employee's salary rate in the monthly calculation;
  - 3.5.3** No additional remuneration is paid for substitution of the employee, with the type of post of a manager, a top and middle level specialist who is on leave, incapacitated for work or on a business trip or in training.
- 3.6** Performance pay
  - 3.6.1** Determination of performance pay is based on the proposals of the heads of structural units, which are based on the achievements of the employee and/or taking into account the results and fulfilling of tasks and objectives arising from individual performance interviews. The size of the performance pay fund depends on budget availability and the estimated amounts for chairs are approved by the Rector on the basis of the proposals of the Director of the Department of Finance and Administration immediately before the end of the period, where in determining the amount the length of employment of each employee and the size of the salary rate are taken into account;
  - 3.6.2** The Rector's Office reviews the documentation and makes a decision regarding payment of performance pay.
- 3.7** Bonus

**3.7.1** A bonus may be determined by the Rector's Directive on the proposal of the immediate manager, the manager of the structural unit, or on the decision of the Rector's Office for recognition of an employee.

#### **4. GRANTS**

- 4.1** Lump sum payments depend on the possibilities of the salary fund.
- 4.2** Grants are paid on the basis of the Rector's Office with the Rector's Directive in the amount of up to one month's salary for all employees on the basis of the same principle.
- 4.2.1** Grants may be reduced or not paid to the employee who has worked in the College for less than six months.
- 4.2.2** The Ministry of Education and Research has the right to pay the grants within the limits of the salary fund of the College.
- 4.3** Special purpose supports (including support in cases of living hardships, funeral support, for glasses or other corrective devices for visual acuity in case of working with a display screen) are paid on the basis of the application of the employee on the availability of resources of the Salary Fund.
- 4.4** The grant amount is determined on a case by case basis, unless otherwise provided by the established procedures of the College.

#### **5. CALCULATION OF WORKING TIME AND PROCEDURE FOR PAYMENT OF SALARY**

- 5.1** Calculation of work time
- 5.1.1** Calculation of working time per lecturers with an employment contract, except for heads of chairs, is carried out by the assistant of the personnel specialist-rector.
- 5.1.2** Calculation of working time for heads of chairs and other employees of the College, except for supporting staff of the school building, the student home in Tallinn and the employees of the Kohtla-Järve structural unit, is carried out by the records management specialist.
- 5.1.3** Calculation of working time for the supporting workers of the school building in Tallinn is conducted by the Head of Administration.
- 5.1.4** Calculation of working time for supporting employees of the student home is organized by the head of the student home.
- 5.1.5** Calculation of working time of the structural unit in Kohtla-Järve is organized by the secretary in Kohtla-Järve.
- 5.1.6** Shift workers are subject to the total working time calculation with the calculation period of four months. After the expiration of the period a summary table is prepared for the period. Overtime is calculated where the total working hours exceed the total number of regular working hours.
- 5.1.7** The working time calculation sheets are submitted to the Accounts Department no later than by the 25th of the current month for calculating the salary for the employees. The summary table of the calculation in total of working time shall be submitted by the 25th date of the following month.
- 5.1.8** Overtime and night work, unscheduled work done on weekends and public holidays is compensated by way of giving free time or payment of additional remuneration to the extent established by law.

- 5.2 The conditions and policies for payment of salaries to employees have been established by the rules of organization of work of the Tallinn Health Care College.
- 5.3 For receiving advance payment, the employee must submit an application to the financial and administrative director. The amount of the advance payment applied for may not exceed the amount of the actually earned salary.
- 5.4 Without the consent of the employee, the salary data of the employee shall not be disclosed, except in cases prescribed by law.

## **6. REVIEW AND CORRECTION OF THE GUIDE**

- 6.1 Review of the guide is performed regularly and systematically, once (if needed, twice) a year - in August (if needed, in January).
- 6.2 By analyzing the remuneration policy and assessing the needs of the College are determined the needs of awards and salary increases of the employees.
- 6.3 The conformity of the salaries of the employees with their positions and their suitability for the needs of the College is assessed and if necessary, corrected.
- 6.4 The work processes are analyzed.
- 6.5 The qualifications of the employees are evaluated.
- 6.6 The salary funds are aggregated to establish the budget.
- 6.7 The needs are compared with the planned budget and if necessary adjustments are carried out.
- 6.8 Changes in the guide are coordinated in the Rector's Office and approved by the Rector's Directive.

## **7. IMPLEMENTING PROVISIONS**

- 7.1 This guide will take effect retroactively as of 1 September 2011.
- 7.2 Upon solutions of issues not covered in the guide the legislation of the Republic of Estonia is taken as a basis.

**RATES OF SALARY BY POSITIONS**

<b>RATE OF SALARY 01.09.2011</b>	<b>POSITION/TITLE</b>
2 640	The Rector
2 173 – 2 390	Vice-Rector for Development and Foreign Relations Financial and Administrative Director Vice Rector of Academic Affairs
1 370 – 1 800	Head of the Chair
1 020 - 1 470	Lecturer
1 370	Quality Advisor
1 130 – 1 370	Information Technology Specialist
1 150	Researcher
775 – 1 370	Administration Manager Head of Vocational Education Department Human Resource Specialist, Assistant to the Rector Head of Library Head of the Department of Academic Affairs
895 – 1 230	Assistant
960 – 1 125	Coordinator
895 – 1 055	Information Specialist
775 – 955	Teacher
875	Health Promotion Specialist
845	Head of Public Relations Development and Foreign Relations Specialist Head of Student Home
775	Document Management Specialist Accountant Academic Secretary
705	IT Teacher-Information Specialist Cataloguist Lender Secretary-adviser Secretary APEL and Admissions Specialist Student Secretary
565 - 635	Laboratory technician Librarian
310 - 495	Administrator Cleaner Janitor Maintenance Worker Cleaner on Duty

**TYPE OF POSITION AND POSITION/TITLE**

<b>MANAGERS</b>	Rector, Vice Rector for Academic Affairs, Vice Rector for Development and Foreign Relations, Financial and Administrative Director, Head of Chair, Head of Department of Vocational Training
<b>SENIOR SPECIALISTS</b>	Researcher, Associate Professor, Lecturer, Assistant, Teacher, Personnel Specialist- the Rector's Assistant, Administrative Manager, Head of the Library, Head of the Student Home, Public Relations Manager, Coordinator, Head of the Department of Academic Affairs, Quality Advisor
<b>MID-LEVEL SPECIALISTS</b>	Document Management Specialist, IT Specialist, Accountant, Academic Secretary, Student Secretary, Cataloguist, Lender, Development and Foreign Relations Specialist, Information Specialist, Librarian, Secretary, Secretary-Advisor, APEL and Admission Specialist, Health Promotion Specialist
<b>WORKERS AND SUPPORT STAFF</b>	Administrator, Maintenance Worker, Janitor, Laboratory Technician, Cleaner

**HOURLY RATES OF THE LECTURERS WORKING WITH AUTHORIZATION  
AGREEMENTS AND CONTRACT FOR SERVICES**

<b>LEVEL OF EDUCATION</b>	<b>HOURLY RATE</b>
First Level Higher Education	10.50
Master's degree or equivalent level of education	13.50
Doctoral degree or equivalent level of education	17