



# ADMINISTRATION AND COMPENSATION OVERSIGHT COMMITTEE MEETING AGENDA

Wednesday, July 9, 2014 at 2:00 pm  
Fire Station – Small Meeting Room  
2258 Mill Road

For additional information check: [www.sisterbaywi.gov](http://www.sisterbaywi.gov)

*In order for everyone to hear the discussion please, turn off your cell phone. Thank you.*

### Call Meeting to Order

### Roll Call

1	Dave Lienau		4	Pam Abshire	
2	Pat Duffy				
3	Joann Clove, Citizen Member			<i>Finance Director – Juliana Neuman</i>	
				<i>Administrator – Zeke Jackson</i>	

### Approval of the Agenda

### Approval of minutes as attached

### Comments and Correspondence

### Discussion Items

1. Report on results of employee survey on benefits
2. Discussion on Overtime and Comp Time
  - a. Current Policy
  - b. Discussion on policy changes
3. Discussion on Leave Time Benefits:
  - a. Sick leave data report
  - b. Short and long-term PTO policies
4. Discussion on Health and Dental Insurance benefits
5. Discussion on creating a policy to “grandfather in” certain benefits for existing employees
6. Matters to be place on a future agenda or referred to a Committee, Official or Employee

### Adjournment

### Public Notice

Questions regarding the nature of the agenda items or more detail on the agenda items listed above scheduled to be considered by the governmental body listed above can be directed to Village Administrator Zeke Jackson, at 920-854-4118 or at [zeke.jackson@sisterbaywi.gov](mailto:zeke.jackson@sisterbaywi.gov).

It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, a good faith effort will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aid at no cost to the individual to participate in public meetings. Due to the difficulty in finding interpreters, requests should be made as far in advance as possible preferably a minimum of 48 hours. For additional information or to request this service, contact the Sister Bay Village Administrator at 854-4118, (FAX) 854-9637, or by writing to the Village Administrator at the Village Administration Building, 2383 Maple Drive, P.O.B. 769, Sister Bay, WI 54234. Copies of reports and other supporting documentation are available for review at the Village Administration Building during operating hours. (8 a.m. – 4 p.m. weekdays).

I hereby certify that I have posted a copy of this agenda at the following locations:		
<input type="checkbox"/> Administration Building	<input type="checkbox"/> Library	<input type="checkbox"/> Post Office
Name _____ /		Date _____



1 Neuman suggested the need for a policy regarding advance notice for taking leave time. Jackson said  
 2 that employees still have to call in. Abshire said she is familiar with a system which requires the  
 3 employee to apply in advance for the time off. The supervisor must then approve the request within a  
 4 certain time period.

5  
 6 Employees will expect the total numbers of PTO days to be at least equal to the number of sick plus  
 7 vacation days they currently have. However, Duffy feels that the current number of days is far more  
 8 than a new employee would expect. Jackson replied that the challenge is to combine pay scale with  
 9 leave time so that the total package is sufficiently attractive without burdening the Village with high  
 10 personnel costs. The only way to achieve this is to be generous with the leave time component, while  
 11 making sure that the work gets done. Duffy continued to argue that the current total number of days off  
 12 is excessive. He further stated that if, in the recruiting process, we find that we can't get the caliber of  
 13 person we need, then the compensation and/or leave time package can be adjusted. Jackson replied  
 14 that hiring new people under a less generous policy would result in higher turnover and loss of  
 15 institutional knowledge. Jackson believes that more time off constitutes an offer of a better life style,  
 16 which is why an employee might want to live in Door County.

17  
 18 Duffy asked what percentage of available sick days are currently used. If many of those days are not  
 19 used, why offer a PTO package that includes 12 of those days? If they aren't being used, then offering  
 20 fewer days doesn't take anything away. Jackson replied that the employees will still perceive this as  
 21 something taken away.

22  
 23 An important component of any PTO policy will be the number of days that can be carried over each  
 24 year. Neuman also mentioned the policy of paying out 50% of sick leave after 20 years of service. The  
 25 current liability for this is over \$34,000. We'll have to determine whether to honor that policy or not.

26  
 27 Jackson is interested in exploring a combination short- and long-term PTO policy, to provide for sick  
 28 leave in the event of a long illness. Long-term PTO could be carried over but there would be no payout  
 29 at termination. A small carryover would be allowed for short-term PTO, and there would be some  
 30 payout at termination since PTO would accrue according to time worked.

31  
 32 **3. Consider a motion to take action, if required.**

33  
 34 **4. Matters to be placed on a future agenda or referred to a Committee, Official or Employee**

- 35 --Neuman will prepare data on employees' use of sick days over the past 3 to 5 years.
- 36 --Jackson will obtain a sample policy covering short- and long-term sick leave.
- 37 --A policy on "grandfathering in" of current benefits to be discussed at a future meeting.
- 38 --Health insurance rates and HRA costs to be discussed when available.
- 39 --Overtime and Comp Time pay to be discussed at a future meeting.

40  
 41 **Adjournment**

42 *At 3:40 PM Duffy moved and Abshire seconded that the meeting be adjourned. Motion carried.*

43  
 44 Respectfully Submitted,

45 

46 Juliana Neuman  
 47 Finance Director

48 Name: h:\files\active\agendas\finance\2014\2014\_04\04232014 admin\comp minutes - unapproved version.docx Created: 5/21/2013 9:14  
 49 AM Printed: 7/1/2014 2:45 PM Author: Juliana Neuman Last Saved By: Juliana Neuman

**VILLAGE OF SISTER BAY – PERSONNEL HANDBOOK**  
**Revised January 8, 2008**

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**1. PURPOSE.**

This handbook is intended to serve as a general reference for all employees of the Village of Sister Bay (Village). It is intended to provide the employee with a general overview of the benefits, policies, practices and work rules of the Village.

It is obviously not possible for this handbook to cover each and every aspect of Village benefits, practices, policies and work rules. For this reason, the benefits, practices, policies and work rules described in this handbook are summarized and are not intended to be all encompassing, nor applicable in every situation.

**2. NOT A CONTRACT OF EMPLOYMENT.**

This Personnel Handbook has been prepared for informational purposes only. This handbook and the policies contained in it are not intended to create, nor should they be construed to create, a contract of employment between the Village and any of its employees. All employees are at-will employees, with an undefined period of employment. Termination of employment may occur at any time, with or without notice, and for any reason. An employee signing a statement that he or she has read this Handbook does not constitute a signature meaning a contract of employment exists between the Village and the employee.

**3. CHANGES IN PERSONNEL HANDBOOK.**

The Village may, in its sole discretion, modify, add to or eliminate any of the benefits, policies, practices and work rules in the existing Personnel Handbook at any time. This handbook supersedes all previous handbooks, statements, policies, procedures, rules or regulations given to employees, whether verbal or written. This handbook may only be modified by action of the Village Board confirmed in writing.

**4. EQUAL OPPORTUNITY EMPLOYER.**

It is the policy of the Village to recruit and select for employment, those individuals who, in the sole discretion of the Village, meet the requirements and expectations of each particular employment position. Recruitment and selection shall be conducted in an affirmative manner, which ensures open competition and provides equal employment opportunity without regard to race, color, creed, religious or political affiliation, national origin, sex, age, handicap or disability, marital, citizenship, or veteran status, or any other class protected by the discrimination laws of the United States of America and the State of Wisconsin, except where age, sex, or physical requirements constitute bona fide occupational qualification and with proper regard for the privacy and constitutional rights as citizens and to provide an effective career development plan for qualified employees through promotional opportunities. This policies to all employment decisions including, but not limited to, recruitment, hiring, compensation, benefits, promotions, transfers, lay-offs, discipline, termination, and other conditions of employment. (Board of Trustees Approval: 12/14/1999)

**5. HOURS OF WORK.**

As a general rule, the workweek will be forty (40) hours. Actual working hours and days may vary depending upon the individual department requirements and position demands. Deviations from the "normal" work schedule are permitted subject to the prior approval of the Village Administrator or the supervising committee of the Village Board of Trustees. An employee may be required to work more than forty (40) hours per week if deemed necessary by his/her super-

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1 visor to complete duties assigned to the employee. In the event of overtime work, the employee  
 2 will receive overtime pay as calculated under applicable Wisconsin law. Time spent traveling  
 3 to training sessions, conferences and seminars outside Door County shall count towards hours  
 4 worked in a week. Paid leave time, other than compensatory time shall count towards hours  
 5 worked in a week. (Revised 10/02/07)

6  
 7 **6. CALL BACK.**

8 A. Compensation for a call back after regular working hours shall be a minimum of  
 9 two (2) hours pay.

10  
 11 B. All employees are always on call; that is, when emergencies require it, any and all  
 12 of them may be recalled to work at hours during which they are normally off duty. "On  
 13 Call" will refer to the order in which employees are contacted, when the need for unfore-  
 14 seen work arises. The order in which employees are contacted will rotate according to a  
 15 schedule set by the supervisor. The term "On Call" does not imply the need to remain  
 16 constantly available for contact by phone, or the need to remain in close proximity to the  
 17 work place. Compensation for calls to work during periods when the employee is at the  
 18 head of the "on call" rotation will be normal overtime, but no compensation will be paid  
 19 in wages or compensatory time for "on call" periods during which no calls to work are  
 20 made except for Utilities employees. In recognition of the impact that "on call" status has  
 21 upon Utilities employees, the Village will pay \$25 per day for an employee "on call" for  
 22 Saturday, Sunday and on holidays. This shall be in addition to any call-in overtime or  
 23 scheduled off time. (Board of Trustees approval November 30, 2004)

24  
 25 **7. STAND-BY DUTY.**

26 "Stand-by Duty" is coverage by the employee of potential work for the employer of an emer-  
 27 gency nature. It is the pre-selection of qualified employees who shall be available to respond to  
 28 the Village's call for emergency and other work to be done after normal work hours, or on  
 29 weekends and holidays. Hourly compensation will be provided for work performed pursuant to  
 30 the provisions in this Personnel Handbook. In addition, the following schedule of compensa-  
 31 tion will be provided to the employee who has been designated for "Stand-by Duty"; salaried  
 32 employees will be compensated for "Stand-by" periods with the appropriate number of hours in  
 33 compensatory time only. (Amended by Board of Trustees: March 7, 2000)

34  
 35 Single Holiday 3 hours @ 1 ½ times hourly rate

36 Weekend 5 hours @ 1 ½ times hourly rate

37 Three-Day Weekend 7.5 hours @ 1 ½ times hourly rate

38 (Approved by the Board of Trustees: December 14, 1999)

39  
 40 **8. OVERTIME COMPENSATION.**

41 Employees who work in excess of forty (40) hours per week may be compensated at a premium  
 42 rate, straight time rate, or not at all depending upon their employment status and the provisions  
 43 of the Federal Labor Standards Act (FLSA). An employee has the option to elect to take overtime  
 44 pay in the form of compensatory time. If he or she chooses to accept overtime pay as compen-  
 45 satory time, he or she must make that choice during the week in which the time is earned. Bo-  
 46 nuses will not be paid to Village employees. Overtime shall be distributed as equally as practi-  
 47 cable among employees in their respective job classifications within each department. (Revised  
 48 10/02/07)

**VILLAGE OF SISTER BAY – PERSONNEL HANDBOOK**  
**Revised January 8, 2008**

**9. COMPENSATORY TIME OFF.**

A. Compensatory time off shall be figured at a rate not less than one and one-half (1 ½) hours for each hour of employment for which overtime compensation is required. On the last payroll of the calendar year, any employee with more than two hundred forty (240) compensatory time hours as of December 1st shall receive pay in excess of two hundred forty (240) hours at the rate in effect on that December 1st of each year. A maximum of 240 hours may be carried over to the following year. Compensation paid for accrued compensatory time off shall be paid at the regular rate earned by the employee. (Revised 10/02/07)

B. An employee who has accrued compensatory time off shall upon termination of employment be paid for the unused compensatory time at a rate of compensation not less than:

1. The average regular rate received during the last three years of the employee's employment, or
2. The final regular rate received by such employee, whichever is higher.

C. An employee who has accrued compensatory time may request the use of such time so long as it does not unduly disrupt the operations of the Village.

D. Compensatory time taken as a cash payout rather than as paid leave time shall not count towards the 40 hour work week. (Revised 10/02/07)

**10. JURY DUTY/SUBPOENAS.**

During any period of jury service, or if subpoenaed for business concerning the Village, an employee shall be paid the difference between the employee's regular rate of pay and any compensation received. Employees are to indicate jury, court or deposition hours on their time cards. The employee will receive his or her regular paycheck and shall endorse any check or other payment for jury, court or deposition appearance to the Village.

**11. VIOLATIONS OF LAW**

Employees whether on or off-duty, shall obey the laws of the United States and of any state and local jurisdiction in which they are present. A conviction for a violation of criminal law (felony) shall constitute evidence of a violation of this section. If there is a connection between the conviction and the employee's job assignments, such conviction shall be grounds for discipline, up to and including termination.

**12. ON/OFF DUTY CONDUCT**

Conduct that is otherwise legal shall not be covered by this section. The circumstances under which an employee may be disciplined for on or off duty conduct may include the following:

- A. conduct that is unbecoming;
- B. adversely affects the morale or efficiency of the Department;
- C. adversely affects employees' job performance or the willingness of other employees to work with the employee;

## PUBLIC WORKFORCE

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### Moving Toward Integrated Paid Time Off Programs

PTO programs can be one way to provide employees with adequate leave while cutting down on absenteeism and costs.

BY HEATHER KERRIGAN, HEATHER KERRIGAN | DECEMBER 14, 2011

Tough budget situations force governments to get creative about how to save money while keeping employees happy. According to a recent survey conducted by the International Public Management Association for Human Resources (IPMA-HR), a growing number of public-sector organizations are turning to integrated paid time off (PTO) programs as one way to do so. Rather than allowing employees to accrue various banks of leave for vacation, illness and bereavement, employees each have a single block of paid leave that they can use however they want.

The benefits of the program, according to survey respondents, include reduced unscheduled absenteeism and administrative burden, improved morale, cost savings and a competitive advantage in the job market.

One concern expressed is that employees may take more time off since they do not have to give a reason for leave, leading to lost productivity. But Bruce Lawson, managing director of Fox Lawson & Associates (the organization that assisted in the IPMA-HR study), argues that governments actually save money by paying out leave at current wages, instead of having employees save their leave and have it paid out at a higher wage when the employee leaves the organization.

To find out a bit more about the challenges and benefits of implementing an integrated PTO program, I spoke with two HR professionals: Erin Niehaus, the HR coordinator in Hays, Kan., which transitioned full-time employees to an integrated PTO system in 2006; and Margaret Schmitt, HR director for Lynchburg, Va., where the city moved all part-time employees to integrated PTO in 2008. Their edited and condensed responses appear below.

#### **What sparked a move from separate leave banks to an integrated PTO system?**

**Erin Niehaus (EN):** One of the main reasons for the transition was at the time we had so many types of leave: vacation leave, sick leave, funeral leave, family leave. It was just easier to lump it all into one so that if you're gone, you're taking PTO. No one has to ask, "Why were you gone?"

**Margaret Schmitt (MS):** Part-time employees received many buckets of leave ... and their carry-over rates were the same as full-time even if they worked a small number of budgeted hours.... We looked at PTO in the context of our leave overall, and decided to use the part-time employees as a pilot and see how well it goes and whether it is feasible for full-time employees as well.

#### **How long did the transition take?**

**EN:** The transition began in early 2005 and it was in place by 2006.

**MS:** It took us six months to do the research and develop proposals. We allowed about a year and a half for the full implementation.

**What happened to employees' unused leave after the transition?**

**EN:** Employees were paid out for ... a percentage of the sick time based on how long they've been here. They were paid out in a lump sum form.

**MS:** [During the implementation period] we gave employees time to use up some of their leave so the transition didn't have a huge negative impact on them.

**What happens to employees with a long-term illness if they max out their PTO?**

**EN:** Through the Kansas Public Employees Retirement System (KPERS), employees receive long-term disability after six months. The worry was: What happens until then? The city decided to purchase short-term disability for all employees. Employees receive this after two weeks.

**MS:** We ended up having two kinds of leave banks: paid-time off and catastrophic. We moved extra employee sick leave into the catastrophic bank for absence or illness for a week or more. We do not offer short-term disability for any of our employees, so they essentially use the catastrophic bank as short-term disability. Initially, we took the sick leave people hadn't used after the transition to populate the bank, and now at the end of each calendar year, if employees have unused hours, they can add those to [their personal] catastrophic bank.

**What concerns did employees express before the transition?**

**EN:** At the beginning, there was some fighting, but really I think the short-term disability helped.

**MS:** Some of the part-time employees are very long term. That did create some of our challenges in transitioning to this program because they have had the benefit of a higher amount of leave for a long time. The biggest thing for the long-term employee was they felt somewhat devalued because their hours were being reduced, and they had lower carryover and payout limits than they had before.

**How do employees feel about the program now?**

**EN:** Now, most employees like it. First off, you don't have to tell anyone that you're sick. We don't care why you're gone. It's just PTO. The people who don't get sick as often, they get to use all of their time and don't just have to let it sit in the sick bank. And for supervisors, there are less people calling in pretending to be sick when they aren't.

When I get new employees, they love the integrated PTO because they are often younger and don't get sick very often. I think they like the freedom. They don't have to tell us why they're gone. We do still separate between scheduled and unscheduled leave so we can track when people are abusing the system and choosing not to come in without warning us.

**MS:** There are still a couple of people who are not happy and who have never been happy. Otherwise, most people have been happy, they have accepted it. We have gone back and looked at the program, as we promised to do, to see if there was a huge negative impact, and

whether it impacted hiring or turnover. We cannot indicate that the leave leads to any **9** problems in that regard.

**Has Lynchburg determined whether the part-time employee pilot program has yielded the results necessary to transition full-time employees to integrated PTO?**

**MS:** While there is still value in moving full-time employees to a PTO bank, the transition of getting from here to there is not something we've been willing to take on yet. As our difficult budget situations continue, that might be one of the difficult decisions we have to make.... We'd have similar challenges, but they'd be magnified by 10 due to the size of the full-time workforce.

*For next month, I'm taking a look at differing studies on public and private sector compensation, and more specifically, how job security plays into their results. The question we're posing to you: Can you put a monetary value on job security? Please send your thoughts to me at [kerrigan.h@gmail.com](mailto:kerrigan.h@gmail.com).*



Heather Kerrigan | Contributor

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Heather Kerrigan | Contributor

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## Short and Long Term PTO policy:

### Benefits:

- PTO can be an attractive benefit for healthy employees because they are offered more vacation time under a PTO plan than they would be under a plan that differentiates sick leave and vacation.
- Theoretically, the employee will be honest in scheduling PTO in advance, allowing the company to plan around the absence, rather than "calling in sick" at the last minute.
- PTO is usually attractive to younger workers, who tend to rate work-life balance as an important source of job satisfaction.
- The flexibility of PTO plans aligns with the current trend in the United States of having more frequent but shorter vacations.[1]
- Tracking PTO is less onerous for management and employee than tracking personal, sick and vacation days.

### Disadvantages

- At first glance, PTO may not be attractive for employers due to little direct advantage. This is because the employer pays the employee for time spent not working; thus, receiving nothing in return for the expense.
- Employees may tend to miss work more frequently, which can be seen as a drawback for the employers and lead to absenteeism. This can be offset by the employer establishing acceptable and unacceptable standards of unscheduled PTO (call-offs).
- If an employee has used all of his or her allotted PTO days yet becomes ill, he or she will most likely have to work while sick, which may result in lower productivity. In order to compensate for the lack of remaining PTO, he or she may also have to cancel a planned vacation, and take a financial loss.
- If PTO hours go unused, employees may sometimes call in sick near the end of the year so they can obtain the benefit of paid leave before it disappears. Employers may counter this tendency by paying employees for some or all of their unused days at year-end or upon retirement or resignation.[1]

### Example

#### Duke University

Eligible health system staff receive time off in the form of Duke's PTO (Paid Time Off) program. Paid Time Off provides staff with more flexibility in scheduling time off to meet family needs and balance work and family life. It incorporates vacation, sick leave, holiday, and bereavement leave into one bank. The design of the PTO program is also intended to assist staff and the health system in managing staffing needs so as to meet Duke's operational needs.

#### Eligibility

Duke provides a PTO system for all Health System staff who are scheduled to work 20 or more hours per week. PTO is accrued but not used during the first 90 calendar days of employment (that is, during the Orientation and Evaluation Period). However, recognized holidays that occur during the Orientation and Evaluation period will be paid.

## Usage

Health System staff have access to PTO accrual banks in the form of Short-Term, Long-Term and Carry Over Banks for the purpose of taking time off from work. PTO incorporates vacation, sick time, holiday, and bereavement leave into one program. Health System staff have the opportunity to accumulate time to be used for rest, relaxation, illness, personal, family needs, sellback (cash-out), or retirement.

## Maximum and Minimum Accruals

Earned hours are deposited into the Short-Term Bank on each pay period. Any time saved in excess of 55 days (440 hours) is deposited into the Long-Term Bank. Time off can be for holidays, illnesses, vacations, or any other reasons as long as the time is accrued and scheduled with the supervisor. Staff may use a maximum of 55 days from the Short-Term Bank each year.

## Pay for Unused Time

Payment for PTO is made at base pay on regular payroll dates. Upon termination of employment or death, unused accrued Short-Term Bank time is paid to the staff member or his or her estate. Upon retirement, unused accrued Short-Term Bank and, if you are age 55 or older, 100% of your Long-Term Bank will be paid to the staff member. Upon Layoff, accrued and unused Short-Term Bank and 50 percent of the Long-Term Bank will be paid.

## Cash-Out

Every November, Health System staff have the opportunity to buy back hours not used from the Long-Term Bank at 50 percent of the staff member's base rate of pay at the time of cash-out.

This payment will be based on the staff member's base rate of pay as recorded in the payroll system (as of the date of the check).

Staff must complete an "Annual Request for Cash-out of Long-Term Bank Hours" form and return it to the Corporate Payroll Office by the assigned date.

Staff may call the Time Call System at 681-1011 to check on Long-Term Bank accrual balance.

## Accrual

Accrual is based on years of service, monthly-salaried or hourly-paid status and hours worked.

No PTO is earned on overtime hours.

## Payment

Payment of PTO time should be made at the staff member's regular rate of pay at the time of leave and should not include any premium or differential payment.

## Scheduling Time Off

The supervisor and staff member schedule time off in accordance with existing work requirements.

Due consideration is given to personal preferences.

Other factors that may be considered in scheduling time off include department needs, the staff member's length of service, and the staff member's accrued amount of unused vacation/PTO.

## Severe Weather and Emergency Conditions

If an hourly-paid staff member does not come to work, he or she may use accrued time from the Short-Term Bank.

Any absence incurred during a severe weather and/or emergency condition event will be considered as unscheduled time off.

COB for Hourly-Paid Staff

Hourly-paid staff who are eligible for retirement from Duke and have accrued time in the COB will receive either a normal or early reduced pension as provided in the Employees' Retirement Plan and will be eligible for the following:

At the time of retirement, an hourly-paid staff member's total, accumulated bank of unused Carry-Over-Bank hours will be calculated.

The total of unused Carry-Over-Bank hours will be used to adjust the hourly-paid staff member's credited years of service for benefit calculation.

This adjustment will be accomplished by taking the total number of these unused Carry-Over-Bank hours and converting them into additional-length-of-service credits that are then used to calculate the staff member's eventual retirement payment.

The exact method of computation of pension benefits and the conversion of unused Carry-Over-Bank hours into additional-length-of-service credits will be governed and defined by the Employees' Retirement Plan (ERP).

Bank Definitions and Usage Process

Short-Term Bank (STB) days are available for vacation, holiday, bereavement leave, and sick time. Staff may not use more than 55 days in a year.

When the Short-Term Bank (STB) is empty, Long-Term Bank (LTB) days can be used for family or personal illness time.

If a staff member accrues more than 55 days (440 hours) of paid time off, the excess goes into the Long-Term Bank (LTB) automatically. Staff may keep up to 120 days (960 hours) in their Long-Term Bank (LTB). No additional accruals will be applied until the Long Term Bank balance is below 120 days (960 hours).

Time in the Long-Term Bank (LTB) may only be used for personal or family medically-related reasons including illnesses, injuries, or medical emergencies for a staff member or his or her family members\* (FMLA, Workers Compensation or Maternity). The Long-Term Bank (LTB) is the second bank from which PTO is taken and can only be accessed once the STB is depleted.

Once a year, staff will be given an opportunity to sell Long-Term Bank (LTB) time at 50 percent of their base rate of pay.

\* A family member is defined as a child, spouse, registered same- sex partner, brother, sister, parent, parent-in-law, grandparent, or grandchild.

Carry Over Bank (COB) – This bank consists of earned time that was carried over from the University sick leave program when the DUHS PTO program was implemented in July 1999.

No additional time can be earned or transferred to this bank because of the new PTO program. Currently, this bank ensures that University staff who transfer to the Health System do not lose any of their earned sick time.