

*INSTITUTE OF JAMAICA
HUMAN RESOURCE DEPARTMENT*

*POLICIES AND PROCEDURES
MANUAL*

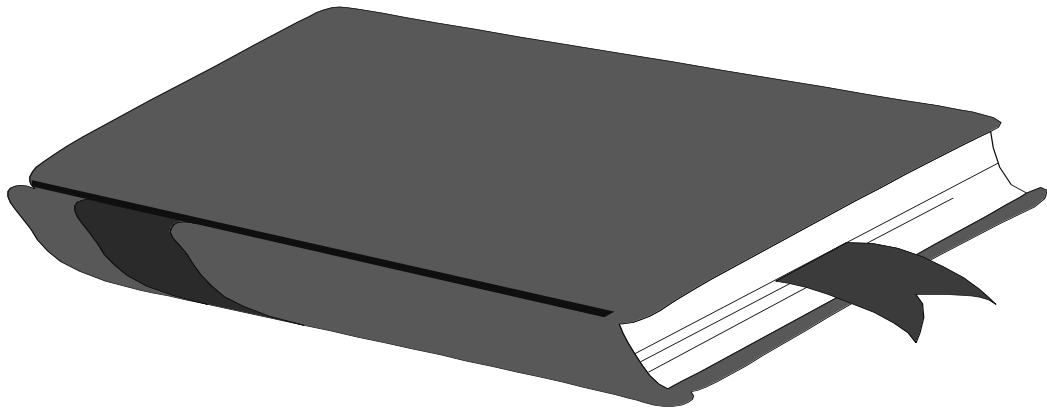


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INTRODUCTION

POLICY STATEMENT

It is the policy of the Institute of Jamaica (IOJ) to establish and maintain a Human Resource Policies and Procedures Manual which sets out guidelines for the purpose of promoting good labour relations.

OBJECTIVE

The objective of the human resource functions is to foster healthy, fair, equitable work environment that will attract excellent employees and enable them to develop their full potential. The Manual will address the following activities of the Human Resource Department:

- ◆ Human Resource Planning
- ◆ Job Analysis & Job Reclassification
- ◆ Staffing
- ◆ Performance Management
- ◆ Orienting, Training & Development
- ◆ Salaries and Allowances
- ◆ Benefits
- ◆ Labour & Employee Relations
- ◆ Maintaining Personnel Records

The Human Resource Manager will be responsible for preparing and updating the policies and procedures. Manuals will be assigned to Heads of Divisions/Departments. Each Division will receive an additional copy, which should be made available to members of staff. However all employees will receive a Staff Manual. The Policies and Procedures Manual should be used along with the Institute of Jamaica Staff Manual.

Employees will be subject to the standard of conduct for Public Officers as outlined in the Public Service Regulations (1961), the Financial Regulations and the Staff Orders, inasmuch as they are applicable.

HUMAN RESOURCE PLANNING

POLICY STATEMENT

It is the policy of the Human Resource Department to plan its short and long term human resource requirements and to ensure the maintenance of a skills bank.

OBJECTIVES

Human resource planning is important to ensure that the IOJ has employees with the necessary knowledge, skills and ability to meet the objectives of the organisation.

Succession planning is also important since it ensures the continuity of the operations of the organisation. The Human Resource Manager in conjunction with the Heads of Divisions should develop succession plans for all management and supervisory positions.

JOB ANALYSIS & JOB RECLASSIFICATION

POLICY STATEMENT

It is the policy of the Human Resource Department to ensure that job analyses are performed routinely to keep job requirements current.

The job analysis should assist in the recruitment and selection of staff. Heads of Divisions/Departments should ensure that all members of staff have updated job descriptions.

The Management Development Division of the Ministry of Finance and Planning performs job reclassification. Usually the job description questionnaire and the job description are

submitted to the Ministry for reclassification if the duties of a post have changed significantly since the last reclassification.

STAFFING

POLICY STATEMENT

It is the policy of the Human Resource Department to provide for proper recruitment and selection having regard to the qualification and experience needed to perform the job.

Immediate family members will not be eligible to fill positions within the Institute. The recruitment process will vary according to the post.

PROCEDURE FOR RECRUITMENT OF NEW EMPLOYEES

1. A Head of Division who wishes to fill a vacant post or to temporarily employ an individual on short term contract should send a request in writing to the Human Resource Manager. If the post is not an established post the application should be sent to the Executive Director along with the rationale for the employment.
2. Based upon the availability of funds the vacancy should be advertised both internally and externally.

TRANSFERS

The Institute's interest will be the main factor in selecting the person or persons to be transferred. If an employee wishes to be transferred to another post within the Institute, there must be a written request to the Head of the Division/Department. The Head would then make the necessary recommendation to the Human Resource Manager.

A Head of a Division may transfer employees within his or her Division if the transfer does not involve a change in emoluments or the nomenclature of the employee's post. If the

transfer is between Divisions then a recommendation should be submitted to the Human Resource Manager.

All transfers involving change in emoluments or nomenclature should be submitted to the Executive Director and copied to the Human Resource Manager.

PROMOTIONS

Promotions can either be by transfer to a higher position or by the upgrading of the employee's post. Promotions will be dependent on the following factors:

- ◆ Work experience at the Institute or otherwise
- ◆ Seniority
- ◆ Education Qualifications
- ◆ Merit and ability as determined by a current performance appraisal
- ◆ Any special course of training that the employee has undergone.

When candidates are equal in educational qualification, training, skill, competence and efficiency preference will be given to the candidate with seniority.

All employees who are promoted will be required to serve a probationary period of six months before permanent appointment to the new post. At the end of the probationary period a performance appraisal should be conducted and recommendations made regarding permanent appointment to the new post.

PROCEDURE FOR EMPLOYEE SELECTION

The selection process follows the recruitment process. Two important aspects of the process are interviews as well as the examination of references and biographical data.

INTERVIEWS

A committee consisting of at least three persons including the Human Resource Manager should interview the candidates. Interviews for posts in the Senior Executive Group should include the Executive Director while interviews for Heads of Divisions should include the

Executive Director and a member of the Division's board. The following criteria should be considered in respect of each candidate:

- (a) his/her educational qualification
- (b) his/her experience
- (c) his/her general fitness
- (d) two recommendations from a previous employer or place of training

The interview should be structured, standardised and focussed on selecting the best person to fit the job. The selection process for secretaries and other posts with practical aspects should include a test to determine the competency of the candidate.

If desired, a second interview may be arranged to determine the final a candidate.

REFERENCES AND BIOGRAPHICAL DATA

The candidate who has been selected to fill a post must furnish the Human Resource Department with the following documents for verification:

- ◆ Application Letter
- ◆ Resume
- ◆ Academic accreditation
- ◆ Birth Certificate or Passport
- ◆ National Insurance Scheme Number
- ◆ Tax Payer Registration Number
- ◆ Two recommendations

References should be contacted and all documents should be verified.

PROCEDURE FOR EMPLOYMENT

Usually persons are temporarily employed after the selection process is completed. The employee may be required to serve a probationary period or may be placed on a fixed term contract.

PROBATIONARY PERIOD

The purpose of the probationary period is to ensure an appropriate match is made between the person, the job and the work environment, and that a good working atmosphere is established in the work group. Usually employees will be placed on six months probation. Within the first week of employment appraisal standards should be set and a signed copy of the appraisal forms should be sent to the Human Resource Department.

Employees will also be required to sign the 'Official Secrets Act Declaration' which should be returned to the Human Resource Department within the first week of employment. After the six months probationary period, the employee's supervisor must conduct a performance appraisal. Based on the appraisal, one of the following recommendations should be made:

- (a) that the employee be permanently appointed to the post; or
- (b) that the probationary period be extended; or
- (c) that the employee's service be terminated; or
- (d) that the employee reverts to his/her former post.

FIXED TERM CONTRACTS

A member of staff who is employed for a fixed term will automatically cease employment on the date originally fixed as the termination date unless the contract is extended. Any outstanding vacation leave and gratuity, if applicable, will be paid to the staff member at this time.

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PERMANENT APPOINTMENT

If an employee's performance appraisal is satisfactory then a recommendation regarding permanent appointment should be submitted the Human Resource Manager for submission to the Executive Director. The Executive Director will present the recommendation to Council for approval.

BASIC REQUIREMENT FOR PERMANENT APPOINTMENT

1. Employees should be between the age of 17 years to 53 years. Above 53 years employment is usually on fixed term contracts.
2. Each employee will be required to undergo a medical examination to determine if he/she is physically fit.
3. Satisfactory completion of probationary period.
4. The basic educational qualification for the Institute is as follows:

Four subjects in the General Certificate Examination (GCE) or four subjects in the Caribbean Examination Council (CXC) at grades 1 or 11 including English Language and Mathematics or Accounts (if taken after 1998 grade 111 will be accepted).

Educational requirement will be dependent on the post and on the guidelines stipulated by the Ministry of Finance and Planning.

TERMINATION

POLICY STATEMENT

It is the policy of the Human Resource Department to be fair and consistent in the management of retirement, resignation, death and dismissal processes.

RETIREMENT

Employees whether or not on the fixed establishment will be required to retire on attaining the age of 60 years; provided that where the exigencies of the service so require, an officer may be permitted by Council to remain in the Service after 60 years old. Under the provisions of the Pensions Act, officers may be permitted or called upon, to retire before attaining the age of 60 years.

CONDITIONS FOR PENSION

- a) On or after attaining the age of 55 years or in special circumstances with the approval of the Governor General 50 years;
- b) In case of transfer to other public service;
- c) On medical evidence that he is incapable of discharging his duties efficiently;
- d) On the abolition of office;
- e) On re-organisation of service by which greater efficiency or economy may be effected;
- f) On retirement in the public interest.

An employee may, however, be compulsorily retired any time after he attains the age of 55 years. The normal retiring age is 60 years.

RESIGNATION

Monthly paid employees are required to give one (1) month's notice in writing of resignation while weekly paid employees are required to give two (2) week's notice in writing. The notice periods are defined in the letters of employment and serve to enable the Institute to fill vacancies should a staff member resign.

The resignation letter should be directed to the Human Resource Manager through the Head of Division/Department. On resignation employees will receive payment for outstanding vacation leave and will be required to repay outstanding loans to the Institute of Jamaica. The employee must have served continuously for not less than three months to be eligible for the grant of vacation leave on a proportionate basis in order to qualify for any remuneration.

DEATH DURING EMPLOYMENT

When a staff member dies the Executive Director, Human Resource Manager and the Head of Division must be informed as soon as possible. The Human Resource Department will be responsible for advising the staff of funeral arrangements if required by the family. The Department will also submit the documents to the Ministry of Finance if a gratuity is applicable.

If a gratuity is applicable then the gratuity will be payable to the deceased's estate. Payment is made on production of Probate of Will or Letters of Administration granted in the Estate.

DISMISSAL

An employee who is being dismissed from the Institute of Jamaica shall be paid a sum equal to the remuneration which he would have received had he been granted all the vacation leave to which he was entitled immediately prior to his dismissal. The employee will be required to repay outstanding Institute of Jamaica loans.

EXIT INTERVIEW

On leaving the Institute employees are requested to complete an exit interview form at the Human Resource Department. The employee will be required to hand over his/her identification card, health insurance card and any other property of the Institute of Jamaica, which is in his/her possession. Outstanding salary, vacation pay etc will be paid upon receipt of all properties belonging to the Institute.

PERFORMANCE MANAGEMENT

POLICY STATEMENT

It is the policy of the Human Resource Department to develop and maintain policies and procedures for evaluating the performance of staff members.

OBJECTIVES

1. To identify the employee's current level of job performance.
2. To identify the employee's strengths and weaknesses.
3. To enable the employee to improve his/her performance.
4. To provide a basis for rewarding the employee in relation to his/her contribution to the goals of the organisation.
5. To motivate individuals.
6. To identify training and development needs.
7. To identify potential performance.
8. To provide information for succession.

Performance management is used to ensure the employees' activities and outcomes are congruent with the Institute's objectives.

FREQUENCY OF PERFORMANCE APPRAISALS

1. The performance of an employee should be reviewed at least annually.
2. Performance is also reviewed within six months after an employee's date of hire, transfer, or promotion to a new position. This time period may be extended with the approval of Human Resources.

3. Performance appraisals may be conducted at times other than the above when requested by the employee and/or deemed necessary or appropriate by supervisors.

PERFORMANCE APPRAISAL PROCEDURE

- A. Performance standards are usually set at the start of each new financial year and should be in accordance with the corporate plan and the budgeting process.
- B. At the end of the financial year the Human Resource Manager notifies the supervisor that a performance appraisal should be conducted as indicated in Frequency of Performance Appraisals.
- C. The supervisor informs the employee that an appraisal will be conducted and may invite the employee to complete a self-appraisal, by providing the appropriate form, in preparation for the appraisal interview.
- D. The supervisor prepares the performance appraisal and reviews it with the next level of supervision and before reviewing it with the employee, obtains the signature from the next level of supervision.
- E. The supervisor conducts the appraisal interview with the employee on or before the scheduled review date. The supervisor invites the employee to comment on the performance appraisal, affording the employee a reasonable period of time to develop comments. If there are significant changes to the original appraisal, the supervisor will review those changes with the next level of supervision. The employee signs and returns the appraisal form to the supervisor to be retained in the employee's official employment file.
- F. Human Resources will encourage accurate and consistent evaluations by monitoring evaluation ratings.
- G. Should an employee disagree with the performance appraisal, the employee should discuss the differences with the supervisor in an effort to reach a mutually satisfactory resolution. If unable to achieve such a resolution, the supervisor should arrange for the

employee to discuss the appraisal with the next level of supervision who would then consider the employee's reason for disagreement and discuss the matter with the supervisor to seek a resolution.

- H. If a resolution cannot be reached, the employee may raise it as a grievance in accordance with the individual grievance procedure outlined in the Staff Manual.

ORIENTATION, TRAINING & DEVELOPMENT

After recruitment and selection the next step is orientation and training. Orientation is one factor in the socialisation process.

ORIENTATION

POLICY STATEMENT

It is the policy of the Human Resource Department to develop and implement regular orientation programmes in which new employees are informed about the Institute's activities, benefits and policies and procedures and safety procedures.

The Human Resource Department will conduct a general orientation for all new staff biannually. This will include an overview of administrative procedures of personnel and staff related matters as well as safety procedures.

PROCEDURE

This orientation exercise will be further supported by divisional orientation sessions, which should take place within the first week of employment. The divisional orientation will involve:

- ◆ Introduction to all members of staff
- ◆ Information on the Institute's Structure
- ◆ Information on the employees duties
- ◆ Information on the Division to which they are employed

- ◆ Review of the Staff Manual, Staff Orders and Public Service Regulations and job description

TRAINING & DEVELOPMENT

POLICY STATEMENT

It is the policy of the Human Resource Department to provide progressive training and development opportunities that increase personal and professional skills, support IOJ's mission and goals, assist the department with specific training needs and provide life long learning for staff.

Training courses will be provided for all levels of staff dependent on the availability of funds. A well-trained workforce will result in greater productivity and will therefore increase the chance of the Institute achieving its goals. Selection of persons for training will be dependent on the need identified by the Head of the Division/Supervisor and whether it is possible for the division to allow the release at the time of the course. The Heads of Divisions and the Human Resource Manager should develop training plans for the employees. These plans should be submitted to the Executive Director for approval.

STUDIES DURING WORKING HOURS

A staff member may, with the approval of the Head of Division, undertake an approved course of study during working hours. Applications for time-off should be in writing to the Head of Division/Department. Additionally, approvals for time-off should be copied to the Human Resource Department. Time-off for study may be granted under the following conditions:

- The duties of the staff member must take priority.

- There is no right to time-off.
- The extent to which a member could be released may vary.
- The member of staff should be required to reduce lunch break period.
- Day release will be deducted from vacation leave i.e. if a member of staff requires three days for study then three days will be deducted from his/her vacation leave.
- Employees applying for time-off should submit detailed course schedules.

STUDY LEAVE

Applications for Study Leave shall be made to the Council of the Institute through the Executive Director.

ELIGIBILITY

1. Usually employees should be permanently appointed with at least 3 years continuous service. All Vacation Leave will be used for this purpose with 50% being granted as Recreational Leave on return to work. It is not normal for Vacation Leave to be granted before a grant of Study Leave. Usually employees receive full pay for the first 2 years of their study. The next year is usually granted at half pay. Thereafter no pay leave is usually granted.
2. Council shall grant study leave, on the recommendation of the Head of Division/Department supported by the Executive Director.
3. The duration of Study Leave and the time at which it is taken are subject to the following conditions:-
 - a) That the Council is satisfied that the work of the department will not be adversely affected by the absence of the member of staff.
 - b) That the Council is adequately assured that the member of staff intends to return to his/her post at the expiration of the period for which leave has been granted.
 - c) The period for which the leave is taken shall not begin before, or extend beyond the long vacation, except in special areas.

PROCEDURE FOR APPLICATION

Application for Study Leave shall be made as follows: -

Step 1: Applications should be submitted to Head of Division

Step 2: The Head of Division should send a letter of recommendation to the Executive Director (which should be copied to the Human Resource Manager)

Step 3: Executive Director adds his/her recommendations and submits application to the Council for approval

STUDY AND TRAVEL GRANT

The award of Study and Travel Grant shall be contingent on the availability of funds.

The Study and Travel Grant shall consist of funds from:

1. Cultural Heritage Fund
2. Private agencies, companies and individuals, local or foreign, who grant money to the Institute for the purpose for research or staff development
3. Government of Jamaica

The amount disbursed to any member of staff shall be at discretion of the Council and shall depend on the availability of funds.

ELIGIBILITY FOR STUDY AND TRAVEL GRANT

- a) A member of staff shall not be eligible for Study and Travel Grant until the completion of one year of service with the Institute of Jamaica

- b) A member of staff shall not be deemed to have earned Study Grant while on secondment, no-pay leave, sabbatical leave or any other form of assisted leave.
- c) A retired member of staff who is in receipt of a pension and is temporarily re-employed to the Institute of Jamaica shall NOT be eligible for Study and Travel Grant.

SALARIES & ALLOWANCES

POLICY STATEMENT

It is the policy of the IOJ to remunerate staff for their work in accordance with Government guidelines.

PROCEDURE

Usually employees are placed in established posts with specific salary scales, which are determined by the Ministry of Finance and Planning.

SALARY OF TEMPORARY STAFF

Usually temporary members of staff are paid salary at the minimum rate of the salary scale even if the employee is replacing a permanent employee who was being paid at a higher point on the scale.

SALARY OF PERMANENT MEMBERS OF STAFF

On permanent appointment to posts members of staff are required to contribute to the Family Benefit Scheme and are usually granted additional increment(s) to cover the payment. On each anniversary date after permanent employment an employee will be granted one increment if his or her performance has been satisfactory.

SENIORITY ALLOWANCE

An employee who has served at the maximum salary of a salary scale for three years or more will be granted a seniority allowance provided the Head of his Department is able to certify that his/her service has been satisfactory in all respects. The seniority allowance will be equivalent to the highest incremental rate of his salary scale.

A weekly paid officer who has served at the maximum salary of the scale for a period of two years, will be granted a seniority allowance at a rate equivalent to a further increment in his scale, provided the Head of Department is able to certify that his/her service has been satisfactory in all respects.

All employees who have been granted a seniority allowance will be considered for the grant of a further increment if in the absence of promotion opportunity, he serves three more years in the same post, provided the Head of his Department is able to certify that his services have been satisfactory in all respects.

Seniority allowances are personal to the employees who have earned them and will be taken into account in the calculation of retirement benefits.

ACTING ALLOWANCE

An employee who acts in a grade higher than his own, within an occupational group or subgroup, or within another occupational group, for a continuous period exceeding 28 days shall be granted in addition to his own substantive salary an acting allowance. The acting allowance will be effective from the date on which he assumes the duties of the higher or other post up to the date preceding that on which he resumes his normal or other duties.

DUTY ALLOWANCE

The granting of duty allowance shall be the responsibility of the Financial Secretary of the Ministry of Finance. Duty allowance may only be paid to the officer who actually performs the duties in respect of which the allowance is granted. Such allowance may be paid to the substantive holder of the post during any period of leave of absence not exceeding 28 days at any time.

In the event of an officer who is in receipt of Duty Allowance being granted leave in excess of 28 days the acting officer will be paid the allowance for the duration of the acting appointment and the substantive holder of the post for the first 28 days only.

HONORARIUM

Honorarium is payable when an officer who is not eligible for overtime rates of pay, is required to work an average of ten (10) hours per week in excess of normal working hours.

The basis for the payment of an honorarium is as follows:

- i) Where an officer is assigned special duties which are extraneous to his normal duties and which necessitate overtime work extending over a considerable period.
- ii) The employee is not relieved of his/her normal duties for the duration of the special duties undertaken.

Officers in receipt of duty allowance are not to be paid honorarium. Any assignment that which may result in the payment of honorarium is to be pre-authorized by the Head of Division.

Honorarium is to be calculated at the rate of 90% of time and a half for additional work done on Mondays to Saturdays and 90% of double time for additional work done on Sundays and Public Holidays.

TRANSPORT & SUBSISTENCE

Travelling allowances are divided into two categories i.e. Transport and Subsistence.

Travelling allowances are granted in the performance of official duties.

Transport Allowance includes Motor Car Upkeep Allowance and Commuted Motor Car Allowance. The granting of Transport allowances shall be the responsibility of the Financial Secretary of the Ministry of Finance.

Subsistence allowance will be paid to employees who travel on official duty provided that the employee:

- (a) travels not less than ten miles from his/her headquarters;
- (b) is absent for a period of not less than six hours

Heads of Divisions may reimburse officers actual expenses in lieu of subsistence on the presentation of *bona fide* vouchers reflecting reasonable rates, where the actual expenditure exceeds the current rates of subsistence.

TAXI ALLOWANCE

Taxi allowance is not payable to employees whose posts attracts a motor car allowance, travelling allowance, allowance in lieu of travelling, commuted taxi and transport allowance.

MEAL/SUPPER ALLOWANCE

Meal/Supper allowance is payable to non-shift employees who are required to work beyond 7:00 p.m. and who are not in receipt of overtime payment, duty allowance or honorarium.

Where transport and/or meals are provided the respective allowance is not payable.

REFRESHMENT ALLOWANCE

A Refreshment Allowance is payable to employees who are required to occasionally work on weekends (Saturday/Sunday) and Public Holidays and who are not in receipt of duty allowance, seasonal rates, overtime or honorarium. An officer should work a minimum of four (4) hours before being eligible for this allowance. Any assignment that will occasion the payment of refreshment allowance should be pre-authorised by the Head of Division.

BENEFITS

POLICY STATEMENT

It is the policy of the Human Resource Department to administer staff benefits in an equitable manner and in accordance with Government guidelines.

HEALTH SCHEME

All members of staff are eligible for membership in the Government's Health Scheme administered by Blue Cross of Jamaica

CATEGORIES OF LEAVE

All employees are entitled to leave in accordance with the guidelines of the Ministry of Finance and Planning. The main categories of leave are vacation, departmental, sick and maternity leave. The grant of leave is subject to the exigencies of the Institute. Any leave granted may be cancelled if it is desirable that an employee should return to duty before the expiration of the leave.

Generally Heads of Divisions/Departments are expected to arrange for performance of an officer's duties, while on leave and temporary personnel should only be employed on account of the grant of leave to an officer where this is unavoidable.

VACATION LEAVE

An officer becomes entitled to the grant of vacation leave at the completion of one year's service, although in special circumstances, vacation leave may be granted before the completion of 12 months' service. Vacation leave requires one (1) month's notice.

In calculating the leave entitlement the vacation year coincides with the calendar year except for fixed term employment. In the case of fixed term employment the calculation of the contractual year is used in the calculation of the vacation year.

DEPARTMENTAL LEAVE

This type of leave is intended to cover short periods of absence from duty as a result of urgent personal matters. Departmental Leave is also utilised to cover periods of absence from duty on medical grounds if the officer's sick leave eligibility is insufficient. Departmental leave requires two (2) days' notice.

SICK LEAVE

This leave is utilised to cover absence from duty on medical grounds. A suitable medical certificate is required for absence from duty due to illness, which exceeds three (3) days on any one occasion

MATERNITY LEAVE

A female employee who requires leave for maternity purposes may be granted leave as under, provided that she has completed 12 months service at the date of application –

- i) Special maternity leave on full salary for a period not exceeding 56 days, on the presentation of an appropriate medical certificate;

- ii) All vacation leave to which she may be entitled;
- iii) Leave without pay for an additional period not exceeding 90 days or more.

RECREATIONAL LEAVE

This usually represents one-half of the vacation leave, recalled leave and accumulative leave which an officer utilises on an approved study course and may be granted on the successful completion of the course.

PRE-RETIREMENT LEAVE

Immediately prior to the effective date of retirement from the service on pension an officer may be granted the vacation leave to which he is entitled. This leave is classified as pre-retirement leave.

NO PAY LEAVE

The Executive Director may grant no-pay leave in case of illness or urgent private affairs. The maximum amount, which may be granted, is 90 days in any one calendar year.

All requests for no-pay leave should be supported by documentary evidence, and should, in the case of urgent private affairs, be submitted in time for the matter to be examined before the employee proceeds on leave.

SPECIAL LEAVE

The Executive Director may grant special leave on full salary in the following circumstances:

- (a) to enable officers who belong to the Jamaica National Reserve or the Jamaica Combined Cadet Force to attend Annual Training on the production of documentary evidence from their Commanding Officers.
- (b) to enable officers who are selected by the proper authorities to represent Jamaica or the West Indies in international sporting events;
- (c) to enable officers who belong to the Boy Scouts, Boys Brigade and similar organisations and are selected by the proper authorities, to attend gatherings of a

world- wide or international character connected with such organisations. Special leave will however, not be granted in respect of attendance at local training camps.

In the case of (b) and (c) special leave will normally be limited to two calendar months on any one occasion and any leave required over and above this maximum will be treated as vacation leave, if the officer is entitled thereto, otherwise, as leave without pay; provided that any special case where hardship is established the Permanent Secretary of the Ministry responsible for the Public Service will consider the grant of additional leave on full salary where the leave required extends beyond two calendar months on any one occasion.

FAMILY BENEFIT SCHEME

The Pensions (Civil Service Family Benefits) Act, 1977 makes provisions relating to pensions payable to dependants of deceased civil service officers. If a contributor leaves the service without a pension and at the date of his leaving, the Scheme carried no risk in respect of the contributor (i.e. he/she had no dependants who would have qualified for a pension if he/she had died) the full amount of contributions paid since the cessation of any risk which the Scheme may have been carrying will be refunded to him/her.

Permanent members of staff are required to become contributors to the Family Benefit Scheme in accordance with the Pensions (Civil Service Family Benefits) Act of 1977. However persons who have attained the age of fifty-four years prior to their liability to contribute for the first time shall not be eligible to be contributors. The contribution deductible will be 4% of basic salary.

LONG SERVICE AWARDS

The Institute of Jamaica normally grants 'Long Service Awards' after continuous service for 10, 15, 20, 25, 30 and 40 years of service.

LOANS

Loans by the Institute are usually based on the availability of funds and should be in accordance with the 'Institute of Jamaica Guidelines for Loans'.

LABOUR AND EMPLOYEE RELATIONS

POLICY STATEMENT

It is the policy of the Institute of Jamaica to promote positive relations among all Institute of Jamaica employees and to help individuals learn to work together to solve problems and improve the quality of the work environment.

DISCIPLINARY PROCEDURE

The disciplinary measures taken will depend on the nature of the misconduct. Heads of Divisions/Departments can refer where necessary professional counselling for the employee prior to initiating disciplinary action. However normally the following procedure should apply to employees who have completed their probationary period:

If charges are submitted against an employee or group of employees the Head of Division and/or Supervisor will discuss the matter with the employee(s) and will give an oral warning if the matter is not serious to warrant disciplinary action. Dependent on the nature of the charge the Head of Division/Department may also request a written report from the employee(s). The Head should record that the discussion had taken place.

In the case of more serious misconduct the Head of Division and/or Supervisor will request in writing a report from the employee(s). Head of Division/Department must receive a

written reply to the charges and any observations the employee may desire to make thereon within seven (7) consecutive days of the delivery of the written charges.

The matter will then be referred to the Human Resource Manager within ten (10) working days of the incident for a disciplinary hearing to be held and for the relevant action to be taken if necessary. Employee(s) will be informed in writing of the date of the hearing. The employee may be accompanied by his or her representative.

The Human Resource Manager will appoint a disciplinary committee consisting of at least three persons including two Heads of Divisions/Departments and the Human Resource Manager. Disciplinary action will be in writing and will be in accordance with the disciplinary code, which is outline in the Institute of Jamaica Staff Manual and may include:

- A. Dismissal
- B. Withholding or deferment of increment
- C. Deductions not exceeding one-half of one month's salary, or, in the case of an employee paid on a weekly basis, not exceeding two weeks' salary, regard being had in every case in determining the amount of a fine to the economic circumstance of the employee
- D. Reprimand
- E. Counselling
- F. Suspension without pay

Where a fine is imposed it shall be deducted from the salary of the employee by such instalments as may be specified at the time the penalty is imposed.

GRIEVANCE PROCEDURE

All workers have a right to seek redress for grievances relating to their employment.

STAGE 1

Where the complaint originates from the Supervisor the complaint should be made in writing within five working days. Where the complaint originates from the employee, he/she should be urged to hold discussions with the immediate Supervisor.

STAGE 2

If it is unresolved at the first stage the grievance should be referred to the Head of Division/Section and the worker may be represented by his/her delegate if required.

STAGE 3

If it is unresolved at the third stage the grievance should be referred to a committee of at least three persons including the Personnel Manager. The worker may be represented by his/her union Delegate or legal representative during the hearing. Any correspondence regarding disciplinary matters must be copied to the members of staff concerned if it is to be placed on the personal file.

Whilst a grievance procedure exists it ought to be a measure of last resort, as every effort should be made to resolve the conflict through dialogue and discussions with the parties concerned.

The disciplinary code will be used as a guideline in determining what action should be taken for an offence. However the grievance committee will utilise discretion in its deliberations.

INDUSTRIAL ACTION

Disputes at the Institute which may involve or give rise to industrial action shall be determined in accordance with any law or enactment which makes provision for the determination of such disputes. Salaries and wages of employees who participate in industrial action may not be paid for any day or portion of the day during which they are engaged in industrial action.

It is expected that there will be some workers who report for duty and are willing to work but are precluded from doing so because of circumstances beyond their control. A distinction should be made between this class of worker and those who have resorted to industrial action. The former class may be paid if after reference to the Executive Director it is considered that the circumstances justify such action.

HARASSMENT AND DISCRIMINATION POLICY

POLICY STATEMENT

It is the policy of the Institute of Jamaica to request that employees treat persons with respect at all times and to ensure that all interpersonal relationships are free from discrimination as to race, colour, national origin, gender, age, or any other basis prohibited by natural law. Heads of Divisions and supervisors should ensure that sexual harassment is not permitted nor condoned at the Institute.

SCOPE

Sexual harassment includes any unwelcome form of behaviour of a sexual nature and includes any unsolicited and/or unwelcome communication, including unwanted written, phone or electronic messages/images, display or physical conduct of a sexual nature.

COMPLAINT'S PROCEDURE

Complaints of sexual harassment, harassment or discrimination should be dealt with through the formal grievance procedure. Based on the nature of the complaint the grievance procedure may not be appropriate. In such cases the following informal procedure may be implemented:

1. A written or verbal complaint may be made to the Human Resource Manager.
2. A meeting including the complainant, the accused, two senior members of staff and the Human Resource Manager will be held in confidence.

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3. Employees involved in the process may be obliged to sign a written statement committing themselves to maintaining secrecy about information they receive.
4. Action taken against the alleged harasser will be in accordance with the disciplinary code.

MAINTAINING PERSONNEL RECORDS

POLICY STATEMENT

It is the policy of the Human Resource Department to develop and maintain a centralised personnel record filing system.

SCOPE

The HR Department is responsible for maintaining a personnel file for each employee.

Standard documentation to be placed on the personnel file will include:

- ◆ Application Letter;
- ◆ Resume;
- ◆ Academic accreditation;
- ◆ Copy of Birth Certificate or Passport;
- ◆ Copy of National Insurance Scheme Registration Card;
- ◆ Copy of Tax Payer Registration Number;
- ◆ Two recommendations;
- ◆ Letter of Employment;
- ◆ Work permit if required;
- ◆ Personal data (e.g. next of kin and emergency contact numbers);
- ◆ Leave records
- ◆ Copies of any disciplinary warnings;
- ◆ Salary, benefits, performance appraisal reports
- ◆ Copy of motor car registration, fitness and insurance for travelling officers

Personnel files are confidential and will be kept in the Human Resource Department. Heads of Divisions may have access to information related to employees in their divisions. Members of staff may have access to records personally relating to themselves.

GLOSSARY

Benefits	Indirect financial payments, which may be given to members of staff for example, health insurance, vacation, pension and education plans.
Human Resource Planning	The recruitment of sufficient and suitable staff, their retention in the organisation, the optimum utilisation of staff, the performance management and the disengagement of staff, if necessary.
Job analysis	The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it. The product of job analysis is the job description and the job specification.
Recruitment	The process of seeking applicants for potential employment within the Institute.
Sexual Harassment	The International Confederation of Free Trade Unions (ICFTU) defines sexual harassment as: <ul style="list-style-type: none">• Unnecessary physical contact, touching or patting.

- Suggestive and unwelcome remarks, jokes, comments about appearance and deliberate verbal abuse.
- Leering and compromising invitations.
- Use of pornographic pictures at the workplace.
- Demands for sexual favours.
- Physical assaults.

Selection

The process of identifying applicants with the necessary knowledge; skills, abilities and other characteristics that will help the Institute achieve its goals.

Training The process of teaching employees the basic skills they need to perform their jobs. However, development is directed towards future needs rather than present needs and is concerned more with career growth than immediate performance.