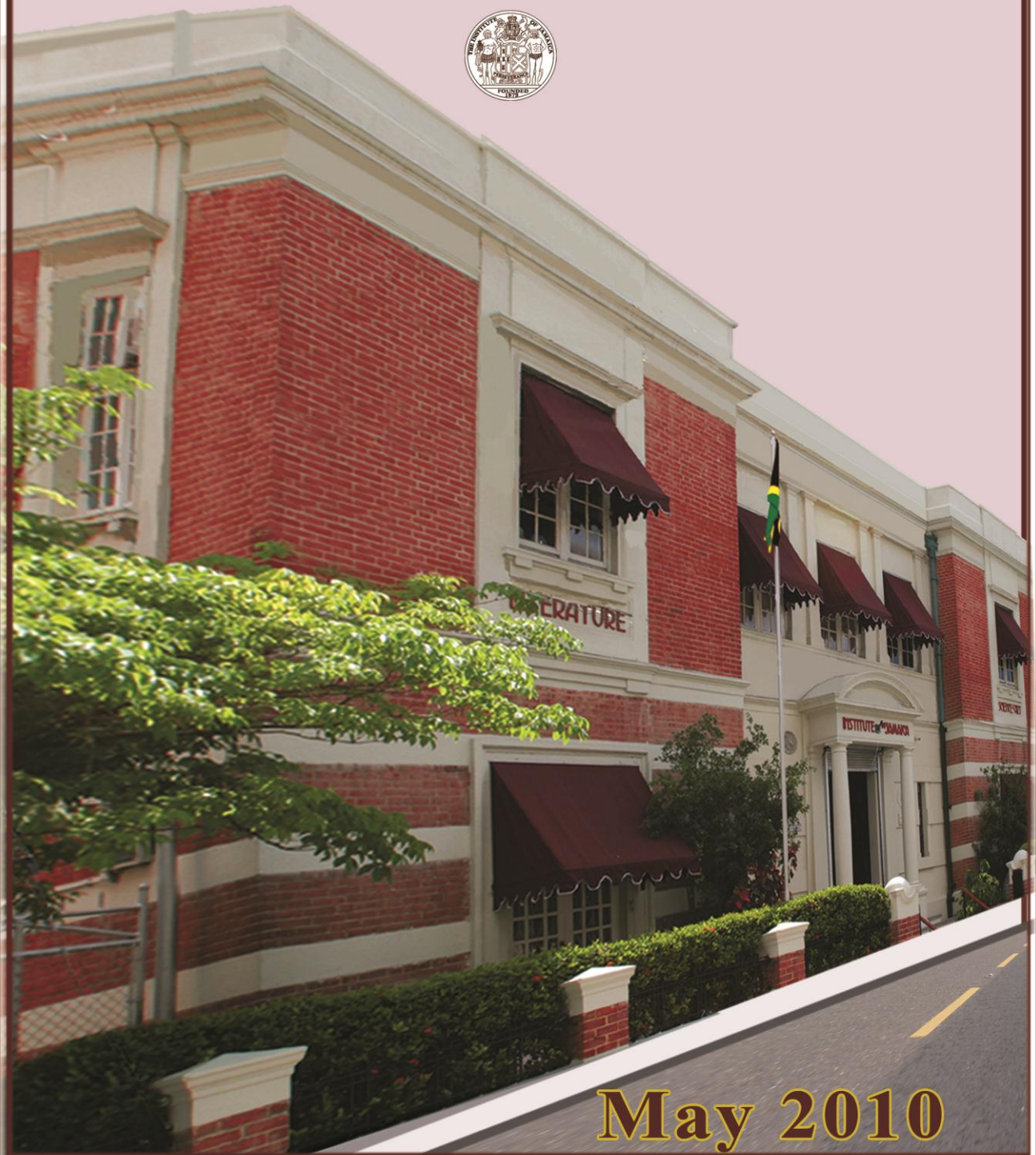


INSTITUTE OF JAMAICA STAFF MANUAL



May 2010

PREFACE

In June 2000, a Staff Manual Committee consisting of five persons in consultation with the staff established the first Staff Manual for the Institute of Jamaica. Subsequently, the Government of Jamaica launched Ministry Paper No. 56/2002 - Government at Your Service: Public Sector Modernization Vision and Strategy 2002-2012 and revised the Staff Orders reflecting a changed approach to Human Resource Management in the public service. Additionally, changing and heightened employee expectations and a more demanding public have created the need for continuous assessment of our own policies and procedures. Consequently, a new Staff Manual Committee was given the task of revising the Staff Manual.

The Staff Manual should be used along with the Policies and Procedures Manual, the Staff Orders and the Public Service Regulations.

VISION STATEMENT

The creation of a dynamic, cost efficient and sustainable organisation sensitive to the needs of the Jamaican people and consistent with its role as the primary institution dedicated to the preservation of Jamaica's natural and cultural heritage and, using this heritage through educational programmes to stimulate audiences to reflect on the nation's past, an awareness of the present and equipped to help in the shaping of their future.

MISSION STATEMENT

To enhance the awareness of our Jamaican cultural and scientific heritage and ethos: to develop policies and manage programmes for the acquisition, collection, research, preservation, protection, documentation, analysis, display and dissemination of our literature, science, history, material culture and the creative arts and in so doing, to celebrate our heritage.

CORE VALUES

- | | | |
|-------------------|---|--|
| SERVICE | - | We are committed to satisfying the needs of our stakeholders |
| COMPETENCE | - | We pursue excellence in all our activities |
| QUALITY | - | We are dedicated to pursuing public services that reflect best practices |

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BACKGROUND

The Institute of Jamaica was established in 1879 by, Governor, Sir Anthony Musgrave, and over the years has developed into the most significant cultural, artistic and scientific organization in the country. In 1978 the Institute of Jamaica Act of 1879 was repealed and its scope of its activities expanded.

The Institute is administered by a Council comprising not less than 10 and no more than 25 persons appointed by the Minister of Culture, and includes in its membership no more than five Fellows, who are honorary members of the Council.

The Institute has responsibility for the following organizations:

- ◆ African-Caribbean Institute of Jamaica/Jamaica Memory Bank (ACIJ/JMB)
- ◆ Museums of History and Ethnography Division
- ◆ National Gallery of Jamaica (NGJ)
- ◆ National Library of Jamaica
- ◆ Natural History Museum of Jamaica (NHMJ)
- ◆ Programmes Coordination Division (Junior Centres)
- ◆ Liberty Hall: *The Legacy of Marcus Garvey*

These organizations enjoy varying degrees of autonomy from the central administrative machinery of the Institute. The main functions of the Institute of Jamaica are:

- ◆ Establishing and maintaining museums and galleries for the collection, preservation and presentation of artefacts, and art treasures.
- ◆ Establishing and maintaining a National Library.
- ◆ Maintaining and displaying Jamaica's national flora and fauna collections.
- ◆ Documenting and disseminating information on the impact of the African presence in Jamaica and the wider Caribbean.
- ◆ Developing the craft and artistic potentials of children
- ◆ Compiling, publishing and distributing printed information of literary, scientific and historical interest.

MEMBERS OF COUNCIL



Prof. Barry Chevannes, CD
Chairman of Council



Hon. Dr. Barbara Gloudon, OD, OJ
Deputy Chairperson of Council



Dr. the Hon. Alfred Sangster, OJ, PhD, JP
Deputy Chairman of Council



Mr. Vivian Crawford, OD, JP, FJIM
Executive Director, IOJ



Mr. Wayne Chen
Chairman National Gallery of Ja. Board



Prof. Daphne Douglas, CD
Chairperson, National Library of Jamaica Board



Prof. Rupert Lewis
Chairman, ACIJ/JMB Board



Father Kenneth Richards
Chairman, Junior Centre Board



Dr. Rebecca Tortello
Chairperson, Museums of History & Ethnography Board



Prof. Ronald Young
Chairman, NHD Board



Mrs. Merline Bardowell, OD



Bishop. the Hon. Herro Blair, OJ



Prof. Anthony Chen, OM



Mr. Ainsley Henriques



Mr. Paul Issa

MEMBERS OF COUNCIL (CTD)



Mr. Hugh Nash



Mrs. Jean Smith, OD



Mr. Patrick Stanigar

FELLOWS OF THE INSTITUTE OF JAMAICA



Prof. Sir Roy Augier, Rt.B



Prof. the Hon. Gerald Lalor, OJ, CD

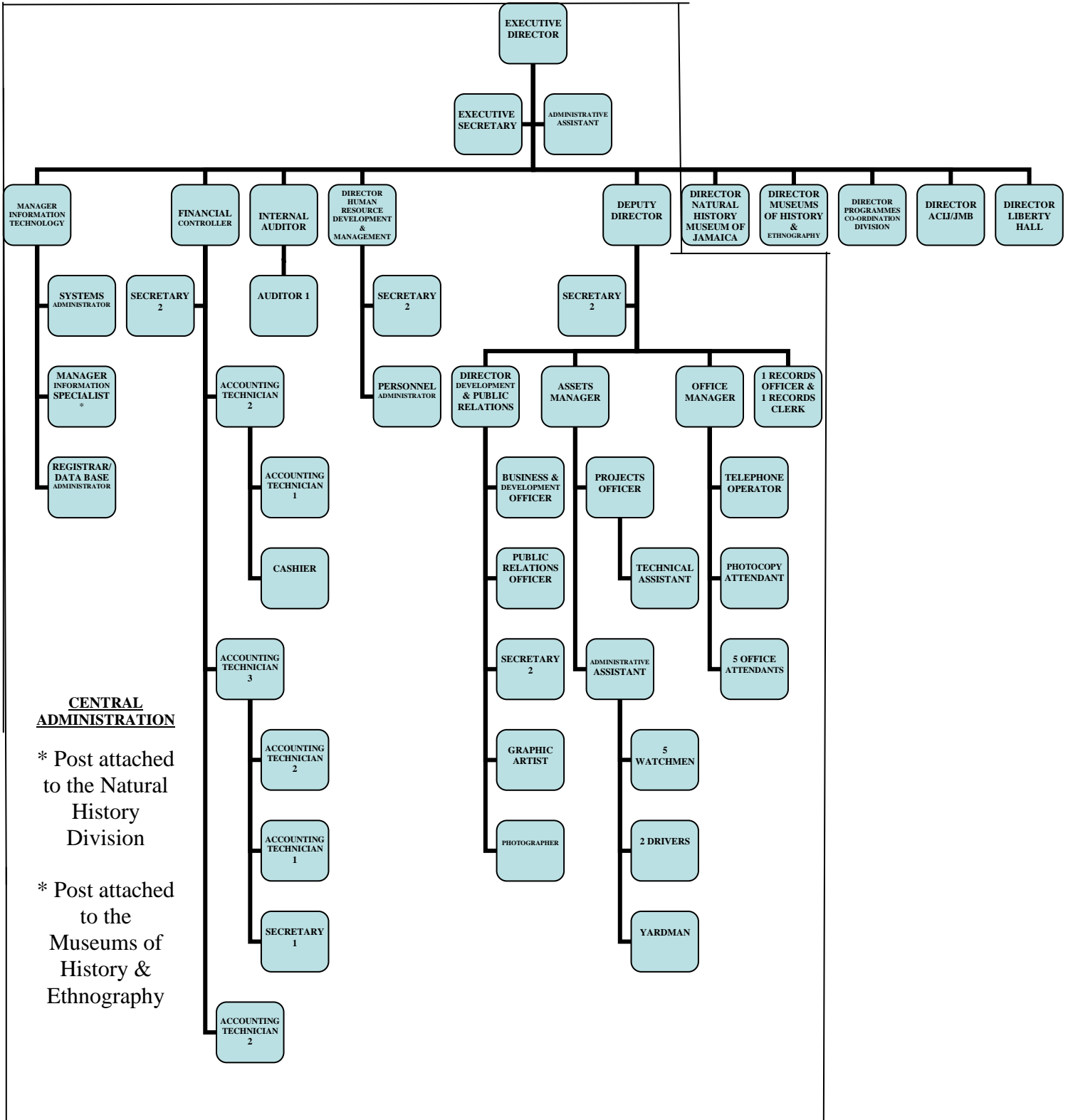


Prof. the Hon. Rex Nettleford, OM, FIJ



The Most Hon. Edward Seaga, ON, PC

ORGANISATIONAL CHART



STATEMENT BY THE EXECUTIVE DIRECTOR



As Caretaker of the Nation's treasures, The Institute of Jamaica is charged with the important responsibility of documenting, collecting and researching our country's heritage, a task which depends for its fulfilment on the effective contribution of each employee of the IOJ staff. Like any staff, the Institute of Jamaica relies on a relationship of trust, courtesy and diligence among all staff members.

This Manual has been prepared to provide you with information on the role of the IOJ, its policies and procedures as well as the benefits you will enjoy as a member of staff. Please take some time to read it carefully and if there is anything which is not clear to you, do not hesitate to ask your Supervisor or the Personnel Department.

At the institute of Jamaica, there will be opportunities for those who work hard and wish to progress and we shall do our best to help you succeed.

With Best Wishes

Vivian Crawford (Mr.)
Executive Director, IOJ

DIVISIONAL SUMMARIES



African Caribbean Institute of Jamaica/ Jamaica Memory Bank (ACIJ/JMB)

The African Caribbean Institute of Jamaica and the Jamaica Memory Bank began as separate entities in 1972 and 1980 respectively. The two entities were merged in 1990.

The mission of the ACIJ/JMB library is to collect preserve document and facilitate access to information on African cultural retentions in the Caribbean through oral and written sources. Some of the ACIJ/JMB's programmes include research, publication and public education.



Liberty Hall, the Legacy of Marcus Garvey

Liberty Hall, the legacy of Marcus Garvey, the former headquarters of the Kingston Division of Marcus Garvey's Universal Negro Improvement Association and African Communities League (UNIA-ACL), after being purchased by the Jamaica National

Liberty Hall was established on October 20, 2003 as a special project of the African Caribbean Institute of Jamaica and the Jamaica Memory Bank. In all classes the teaching material is infused with the philosophy and opinions of Marcus Garvey particularly his concept that "...*education [should] serve as a medium by which the people are prepared for the creation of their own...*"

Its programmes/activities are as follows:

1. The Marcus Mosiah Garvey Multimedia Museum
2. The Garvey Multimedia Computer Centre
3. The Garvey Research/Reference Library
4. The Garvey After-School Programme
5. Liberty Hall's annual Summer Art Programme

6. The Kingston Downtown Inner-City Computer Centre and Community Outreach Project funded by the Organization of American States (OAS)

The mission of Liberty Hall is to inform the public about the work of Jamaica's first national hero and to use his philosophy and opinions to inspire, excite, and positively affect the self-identity of Jamaican people, while creating social and economic wealth.



Museums of History & Ethnography

The Museums of History & Ethnography is the national agent for the collection, preservation and documentation of Jamaica's material culture.



Natural History Museum of Jamaica (NHMJ)

The Natural History Museum of Jamaica's mandate is to advance scientific research and education by collecting, storing and maintaining specimens of Jamaica's plants and animals and educating Jamaicans on the importance of preserving the island's natural history.



Programmes Coordination Division

Programmes Coordination Division (Junior Centres) is responsible for developing curricula for a range of after-school programmes. It has become a place where young people ages 6-18 develop and foster their creative skills and are exposed to a variety of activities.



National Gallery of Jamaica

The National Gallery of Jamaica has the definitive collection of the nation's art which charts the growth and development of Jamaica's greatest artistic endeavours.

CENTRAL ADMINISTRATION

Assets Management Department

The Assets Management Department is charged with the mandate of protecting, securing and maintaining the physical facilities of the Institute of Jamaica and its outstations. Importantly, the Department is also responsible for providing a secure, safe working environment for the staff of the Institute.

The Department led by the Assets Manager, reports directly to the Office of the Deputy Director. Day-to-day operations include the assignment of drivers and fleet vehicles and responding to requests for repairs to the built complex and its infrastructure. Other areas of responsibility include:

1. Oversight for Bidding and Tender processes
2. Oversight for all repair and construction work on IOJ properties
3. Liaison between IOJ and general contractors/providers of repair and security services
4. Oversight for safety and security practices and procedures throughout the Institute
5. Maintenance of an Assets Registry

Registry

The Registry is a storing and clearing house of printed information defined as closed and current official correspondence, closed personnel files as well as files on divisional activities and projects. In this regard it maintains a recording and retrieval system in accordance with established Government of Jamaica guidelines.

The Registry is a sterile space to which access is limited. This is in keeping with its role of safeguarding its holdings as well as functioning as the recorder of all incoming cheques and money orders to the organization. The Registry also maintains a stamp imprest for the organization.

Office Management Department

Oversight for the provision of all office goods and supplies falls under the Office Manager. Located within Central Administration, the Office Manager also has oversight for the Support staff and reports directly to the Office of the Deputy Director.

Working closely with the Assets Department the Office Manager orders and replenishes office furniture and advises on the general decor of the office spaces throughout the Institute. Other areas of responsibility include:

1. Assignment of Support staff
2. Oversight for the IOJ Canteen and Canteen Committee
3. Oversight for the provision of refreshments for staff and official IOJ functions
4. Maintenance of ordered inventory

Coordination of purchase requisitions for goods and services

Development & Public Relations Department

The Development and Public Relations Department forms part of the central support services for the various divisions and affiliates of the Institute of Jamaica.

The specific mission of the department is to promote the work of the Institute of Jamaica by employing a variety of media and communication strategies that will build and enhance the corporate image and reputation of the department.

Finance and Accounts Department

The Finance and Accounts Department is charged with the management and coordination of the financial affairs of the IOJ (including its Divisions). The Department's staff compliment is comprised of ten permanent members. We operate under the Finance and Audit Act, Financial Instructions, International Financial Reporting Standard (IFRS) and various circulars and directives issued by the Ministry of Finance and the Public Service.

The Department is charged with the responsibility for the receipt and lodgement of all funds, coordinating the preparation of the annual budget, preparation of the monthly expenditure, board and ad hoc financial reports as well as the annual Financial Statements and responses to all Audit Queries (Internal and External).

Also under our purview is the receipt and disbursement of funds from various local, national, regional and international agencies (i.e. C.H.A.S.E. Fund, UNESCO and US departments and/or

divisions in carrying out the Institute of Jamaica's mandated programmes as well as financial reporting and advice.

Human Resource Department

The Human Resource Department functions to foster healthy, fair and equitable work environment that will attract excellent employees and enable them to develop their full potential. The Department is responsible for the staffing, performance management, orientation, training and development and facilitating good labour relations. The Director Human Resource Development and Management is responsible for preparing and updating the Human Resource Policies and Procedures Manual.

Information Technology Unit

The Information Technology (IT) Unit is responsible for planning, development and the routine operations and maintenance of all aspects of the computer network of the Institute of Jamaica. Specific functions include the procurement, installation and servicing of computers, networking of computers to share resources including data, internet, printing, etc.

The I.T. Unit is also required to provide guidance and training on issues related to information technology and to plan for, recommend and apply the best and most cost effective and secure technologies to support the efficient execution of the business initiatives of the Institute of Jamaica.

Internal Audit Department

The Internal Audit unit helps the Organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, internal controls and governance within the Institute of Jamaica.

The Internal Audit function is part of the Administrative arm with the objective of assisting all levels of management in the effective discharge of its responsibilities by:

- Performing audits in an objective and analytical manner in accordance with international auditing standards
- Furnishing management with analysis, appraisals, recommendations and implications of audit activities.

CHAPTER 1

EMPLOYMENT POLICIES AND PRACTICES

Eligibility for Employment

All Jamaican nationals, members of the British Commonwealth (and any person bearing a national work permit) are eligible to be employed to the Institute of Jamaica. The Institute of Jamaica is an equal opportunity employer and does not discriminate based on race, colour, gender, religious beliefs, political affiliation and sexual orientation.

Immediate family members will not be eligible to fill positions within the same division/department of the Institute. Immediate family members of the Cashier and staff in the Human Resource Department will not be eligible for employment at the Institute. This is to avoid possible collusion.

Guidelines for the Re-employment of Pensioners

All employees should retire at the age of 60. The Policies and Procedures Manual indicates the guidelines for the reemployment of pensioners.

Application

Vacancies are advertised internally and externally. Vacancy notices are prepared by the Human Resource Department and Administrators and are posted on the official notice boards. Members of staff are encouraged to apply, and where qualified are usually successful. Applications must be accompanied by a current resume. The candidates will be informed in writing of the outcome of the selection process within ten (10) days of the close of the interview process.

Probation

A member of staff on employment to the Institute will be required to serve a probationary period of six (6) months before permanent appointment. Based on the supervisor's recommendation the probation may be extended by a maximum of (6) months and the employee shall be informed in writing of the reason for the extension.

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.

Medical Report

Employment to the Institute is subject to a satisfactory medical report from an Institute approved medical practitioner.

Permanent Appointment

Permanent appointment takes place after the employee has served the mandatory probationary period. The appointment is subject to a satisfactory appraisal. The supervisor will evaluate the performance of the staff on probation and make a recommendation for appointment, termination or extension of probation within five days of the scheduled end of the probationary period. Employees shall be informed in writing of the outcome of their appraisal.

In instances where a qualified person is temporarily employed to an established post within the structure of the Institute and where there is a clear vacancy the temporary employment should not normally exceed six (6) months. The temporary appointment coincides with the probationary period.

All permanent appointments to the Institute are made by the Council in accordance with the provisions of the Institute of Jamaica Act. Employees are appointed to posts that are established by the Cabinet Office. Employees cannot be appointed where a vacant established post does not exist.

Transfer

A transfer is a permanent appointment from one position within the Institute to another that is equivalent in level, emoluments and benefits. Transfers between divisions are normally approved by the Executive Director based on the exigencies of the service.

Promotion

A promotion is a permanent appointment from one position within the Institute to another that is higher in emolument than the substantive post of the job holder. 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
- ◆ Academic 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.

Persons who are interested in any such position shall be eligible to apply in keeping with the policies on employment. In exceptional circumstances where the talent pool is limited and known the Head of Division/Department may make a recommendation for employment.

Temporary Replacements

A temporary position can be covered in a variety of ways such as:

- sharing the work among other team members;
- lateral moves from within the office;
- filling the position through a temporary assignment; and
- advertising the position, either internally and/or externally.

Generally, temporary assignments will be based on the recommendation of the Head of Division/Department along with collaborative evidence such as the individual's performance appraisal, qualification, level of seniority, experience and expertise. Priority will be given to members of staff of the Institute of Jamaica. An acting assignment does not confer automatic right of permanent appointment to the post.

Temporary Replacements – Less Than Thirty (30) Days

1. When a member of staff applies for leave for less than thirty (30) days, the Head of Division/Department will recommend a member of staff to fill the position.
2. Recommendations including justification should be submitted at least ten (10) working days in advance of the member of staff proceeding on leave.
3. A committee consisting of at least three persons including the Director Human Resource Development & Management should approve the replacement. Temporary replacement for posts in the Senior Executive Group should include the Executive Director. The following criteria should be considered in respect of each candidate:
 - (a) his/her educational qualifications
 - (b) his/her experience
 - (c) his/her general fitness
 - (d) previous performance appraisals
 - (e) attendance
4. In the event that the Head of Division/Department does not identify a replacement the Human Resource Department will advertise the position.

Temporary Replacements – More Than Thirty (30) Days

1. Vacancies for more than thirty (30) days will be advertised internally and/or externally. The notices will be prepared by the Human Resource Department and the Administrators and posted on the official notice boards. Applications must be accompanied by current resumes.
2. A committee consisting of at least three persons including the Director Human Resource Development and Management should interview the candidates. Interviews for positions 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:

- (f) his/her educational qualification
- (g) his/her experience
- (h) his/her general fitness
- (i) two recommendations from a previous employer or place of training (external applicants)
- (j) performance appraisals (internal applicants)

3. The interview should be structured, standardised and focussed on selecting the best person to fit the job. If desired, a second interview may be arranged to determine the final a candidate.
4. In the event that the candidates are equal in educational qualification, training, skill, competence and efficiency preference will be given to the more senior candidate.
5. The candidates will be informed in writing of the outcome of the selection process within ten (10) days of the close of the interview process.
6. In the event that there is no application for the position the Head of Division/Department will be required to recommend a suitable replacement or assign the duties and responsibilities to other members of staff.
7. A committee consisting of at least three persons including the Director Human Resource Development & Management should approve the replacement in accordance with point 3.

Deployment

Deployment is an assignment from one position to another that is equivalent in level, benefits and emoluments. A deployment may be within or across divisions. A deployment across divisions is at the discretion of the Executive Director based on recommendations from the respective Head of Division/Department and is for the purpose of satisfying operational requirements or resolve job

related difficulties. A Head of Division can deploy staff within the division. A deployment is temporary in the first instance and may lead to a transfer.

Secondment

A secondment is the assignment of a staff member from the Institute of Jamaica to another Agency, Central or Local Government or the wider public service upon the approval of the Executive Director. A secondment may be either for a fixed term with a guarantee to return or it may be an interim arrangement for a specified period leading to a permanent change in employment. During the period of secondment the staff member's position within the Institute will be protected, that is, no one will be permanently appointed to the post while the job holder is on secondment.

CHAPTER 2

PERSONAL RECORDS

Upon assumption of office all employees are required to complete an employee data sheet which captures key biographic data. Once completed this forms the basis of the employee's personal file. The personal file will also include:

1. Application letter
2. Resume`
3. Letters of employment/contract and appointment
4. Birth Certificate
5. National Insurance Scheme Card (copy)
6. Taxpayer Registration Card (copy)
7. Copies of relevant qualification
8. Copy of Marriage Certificate (if applicable)
9. Personal Data Sheet (completed)
10. Job Description
11. Performance Appraisal Reports
12. Correspondence (addressed to the employee)
13. Letters of recommendation

Human Resource Management Information System (HRMIS)

The Human Resource Management Information System (HRMIS) is a management information system for storing, analyzing and forecasting human resource data. Electronic personal records are stored on HRMIS.

HRMIS allows employees to view and recommend changes to their personal data from a personal computer (on site) and to make routine requests from the Human Resource Department. The HRMIS is managed by the Human Resource Department. Access to the system is password controlled, that is, each employee will have an individual password and username for access. This

ensures that integrity and privacy of the data is maintained. Under no circumstance is any employee to pass on their password or user name to anyone.

Members of staff may have access to physical records personally relating to themselves but before doing so should obtain the permission of the Director – Human Resource Development and Management. The Director Human Resource Development & Management may require the employee to inspect the records in his/her presence or in the presence of a designated employee. Employees may be required to produce their IDs to view their personal files

Changes to Personal Status

Employees are required to notify the Human Resource Department of changes in personal status including changes in marital status, number of dependents, academic qualifications, telephone numbers and address. Notification may be done in writing or through an electronic submission on HRMIS. Once notified the Human Resource Department will verify and effect the changes on the employee's file.

Identification Cards

Upon employment in vacant posts or fixed term contract for one year, employees will be issued an Institute of Jamaica identification card. Employees are required to produce these cards upon request. The employee will be expected to bear the cost of replacing identification cards that have been lost or stolen. Employees are required to return identification cards upon resignation or termination of employment.

CHAPTER 3

ATTENDANCE AND LEAVE

Hours of Work

Usually, hours of work are Mondays to Thursdays from 8:30 a.m. to 5:00 p.m. and Fridays from 8:30 a.m. to 4:00 p.m. Certain duties may from time to time, require an employee to arrive before or to depart after, the usual hours.

Attendance

The hours of work vary depending on the operational requirements of each division. Usually, employees are allowed to sign in/arrive at work up to fifteen (15) minutes after work officially begins without being penalized for lateness. This is known as a 'grace period'. However arriving regularly late for work could result in disciplinary action.

The employee should ensure that the Head of Division/Supervisor knows by 8:30 a.m. or as close as possible thereto, if he/she is unable to report for work, on account of illness or any other unforeseen circumstances. If the Head of Division/Supervisor is not available, contact should be made with the Director Human Resource Development and Management.

If an employee is away for more than three (3) consecutive days due to illness, a Doctor's Medical Certificate authorizing sick leave must be submitted to the Head of Division/Supervisor on the morning of the day in which he/she returns to work.

Attendance Register

Every employee of the Institute (except employees who have been exempted by the Head of the Division), should sign his or her name in the attendance register and insert the time of arrival and departure from duty. Employees should always check with the Head of Division/Supervisor before leaving the Institute.

Time-off

Employees may also request a maximum of 2 ½ hours to attend to urgent private affairs. Any additional time will be deducted from your departmental leave entitlement.

The granting of time-off and/or day release is discretionary and where granted, employees will be expected to execute their normal duties. In circumstances where deadlines need to be urgently met the member of staff may be required to forfeit the benefit.

Categories of Leave

All employees are entitled to leave in accordance with the guidelines of the Staff Orders. The main categories of leave are departmental, vacation, sick, maternity, special leave, no-pay and preretirement. 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 Division/Department 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.

Extensions of Leave

An employee on leave of absence seeking an extension of such leave must, in the absence of exceptional circumstances, apply in sufficient time to allow for a reply being received before the expiration of the original period of leave granted.

An employee who has been granted leave may be required on public grounds to remain on leave after the expiration of the original period of leave.

Leave on the Ground of Urgent Private Affairs

Employees applying for leave on the grounds of urgent private affairs must satisfy the person authorized to grant such leave is imperative. This may be done confidentially if necessary.

Permission to Travel to Overseas

Permission should be obtained from the Executive Director prior to being off the island. Employees proceeding on leave, where such leave is to be spent away from their normal place of residence, should report their new address and any changes to the Head of Division/Department.

Departmental Leave

Departmental Leave is a provision whereby public officers may be granted short periods of absence to attend to personal or family matters. Departmental Leave is not intended to be used for vacation purposes or in lieu of vacation leave. Departmental Leave will not normally be granted to run consecutively with vacation leave, or vice-versa, except when such leave is granted on medical grounds or for urgent private affairs.

Departmental Leave requires at least forty-eight (48) hours notice while vacation leave requires one (1) month's notice.

Vacation Leave

An employee becomes entitled to the grant of vacation leave at the completion of one (1) year's service, although in special circumstances, vacation leave may be granted before the completion of twelve (12) months service. The amount of leave is dependent on the post and the salary attached to the post. Employment letters usually specify the leave entitlement. If there is any doubt regarding leave eligibility, the issue should be raised with the Director Human Resource Development & Management.

Employees will be apprised of current leave entitlements and regulations from time to time. Leave has to be scheduled to fit the work of the division/department, and it is not always possible for everyone to get leave at the time he or she desires.

Each division is required to complete a leave roster indicating the proposed leave schedule for the year. Employees are therefore required to indicate in advance the dates that they would like to proceed on vacation leave.

Arrangements for the Grant of Vacation Leave

It is not necessary that any specific period should elapse between two successive grants of vacation leave. Subject to the exigencies of the service, Heads of Division/Department should arrange:

- (a) that officers who are permitted to accumulate vacation leave do not go without leave for periods longer than it takes them to accumulate the maximum vacation leave for their particular grade;
- (b) that officers do not forfeit any of their vacation leave.

Directive to Take Leave

The Director Human Resource Development and Management on the recommendation of the Head of Division may direct an employee to take vacation leave at any time.

Accumulation of Leave

If an officer on the permanent establishment who has accumulated the maximum vacation leave in respect of his grade without having been granted such leave, should apply in writing, for the vacation leave to which he is entitled or some portion thereof, but is not granted such leave owing to the exigencies of the service, then the following procedure shall apply:

- i) The officer shall be allowed, with effect from the date immediately after attaining the prescribed maximum of his grade, to earn additional full pay leave beyond the maximum accumulated shall be limited to leave in respect of service for a further period of two years, subject to the approval of the Executive Director.
- (ii) Where an officer who has been allowed to accumulate additional vacation leave beyond the normal maximum accumulable for his grade in accordance with sub-paragraph (i) of this Manual applies for vacation leave and is denied any leave whatsoever, such officer may be given the option to accept salary in lieu of the additional leave of any portion thereof earned beyond the maximum accumulable for his grade, subject to the approval of the Executive Director.
- (iii) Where an officer has been paid salary in lieu of the additional vacation leave earned beyond the maximum accumulable for his grade he will be eligible to receive permission to

commence to earn leave again on the date on which he would have resumed duty had he been granted the additional leave.

Preretirement Leave

Notwithstanding anything to the contrary in this Manual, an officer who is being retired from the Public Service may be granted, immediately prior to the effective date of his retirement on pension, the vacation leave on full salary to which he is entitled.

If an employee retires during his leave of absence without having originally given notice of his desire to do so, the date at which payment of his salary is to cease will be determined according to the circumstances of the case.

Leave Prior to Resignation

An officer who resigns voluntarily from the Institute (in circumstances other than retirement on pension or termination of agreement on contract) shall be paid a sum equivalent to the remuneration which he would have received had he been granted all the vacation leave to which he is entitled. Notwithstanding, the employee must have served continuously for not less than three (3) months to be eligible for the grant of leave on a proportionate basis in order to qualify for any remuneration.

Leave for Jury Duty

Employees who are summoned to participate in Jury Duty are required to notify their Supervisor and the Human Resource Department and submit a copy for their file. Employees receiving juror summons will receive their full pay for the full term of the duty.

Time-off for Voting

Eligible voters are allowed three hours off to vote in parliamentary or municipal elections.

Time-off for Electoral Duty

If any employee desires to perform the duty of Poll Clerk, Returning Officer or Presiding Officer, he/she is entitled to time-off without it being charged to any category of leave.

Study Leave

Usually employees should be permanently appointed with at least three (3) years continuous service. It is not normal for vacation leave to be granted before a grant of study leave. Usually employees receive full pay for the first two (2) years of their study. Thereafter no pay leave is usually granted.

On resumption of duties, members of staff are required to serve at least one year before applying for further study leave.

CHAPTER 4

CODE OF CONDUCT

Interpersonal Relationships

The IOJ allows for recreation and social interaction amongst members of staff. However these interactions should be characterized by mutual respect. Employees are to ensure that all interpersonal relationships are: circumspect; free from discrimination as to race, creed or gender and free from harassment and offensiveness whether verbal or physical.

Harassment

Harassment is defined as the act of troubling and annoying continually or systematically with the outcome/ effect of emotional distress due to excessive emotional burden. It refers to a wide spectrum of offensive and unwanted behaviour. The term commonly refers to behaviour intended to disturb or upset. When used in a legal sense it refers to behaviour deemed threatening or disturbing. Harassment creates an intimidating and hostile work environment and can affect the work, promotion and employment prospects of the persons involved.

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. Heads of Divisions and supervisors should ensure that sexual harassment is not permitted nor condoned at the Institute.

Complaints of 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 must be made to the Director Human Resource Development & Management within six (6) months of an incident. In the absence of the Director Human Resource Development & Management the complaint should be directed to the direct Head of Division/Department (HOD) who in turn has the responsibility to inform HR.

2. A meeting including the complainant, the accused, two senior members of staff and the Director Human Resource Development & Management will be held in confidence. The accused will be given five (5) working days in which to respond and prepare a defence
3. Employees involved in the process may be obliged to sign a written statement committing to maintaining secrecy about information they receive.
4. Action taken against the harasser will be in accordance with the disciplinary code.
5. Action will be taken against those found guilty of false accusation in accordance with the disciplinary code

Use of expletives

Employees are encouraged to resolve interpersonal disputes through mediation (HRD) or by passing the information along to his/her supervisor. Employees should never resort to violence, verbal abuse or insubordination to resolve conflicts. The use of loud rancorous or otherwise distasteful language is strictly prohibited. This regulation applies to all interactions amongst employees while on duty or on the Institute's property

Exercise of Managerial Authority

Managers are expected to exercise their authority fairly, and even-handedly. The exercise of authority must be to achieve the goals of the organization (results, outputs, etc.) consistent with the committed resources. The exercise of authority should be consistent with sound human resource management practices.

Managers who are found to be abusive or vindictive in the exercise of authority shall be subject to disciplinary measures.

Behaviour Expectations

Absence from Duty

Absence from duty due to illness or other emergencies must be communicated to the Head of Division within the organization as soon as possible, but no later than the end of the first day of absence. Absence from duty for other reasons should be pre-arranged and authorized by the appropriate authority within the Division/Department or the Executive Director. (Please refer to Chapter on Attendance and Leave)

Standards of Behaviour

Employees are expected to demonstrate the highest level of professional conduct and personal integrity in the performance of their duties and in serving the public. The following are some examples of unacceptable behaviour:-

- (a) Excessive noise which disturbs others - colleagues, clients, or customers;
- (b) Illegal possession and/or use of firearm, weapons or explosives;
- (c) Fighting or other forms of physical disturbance;
- (d) Any act of sabotage;
- (e) Careless abuse or theft of government property;
- (f) Larceny or theft from others - colleagues, clients, customers;
- (g) Use of obscene or threatening language;
- (h) Insubordination (failure to obey a reasonable order from a supervisor).

Service Standards

- (i) Employees are expected to treat everyone, including other public officers, clients and members of the general public with courtesy, respect, fairness and objectivity;
- (ii) Employees should display a positive attitude and be pro-active in the exercise of their duties, seeking to understand and to satisfy the real needs of clients, volunteering information and services as appropriate;
- (iii) In the exercise of official duties, no officer shall confer any special benefit and/or give preferential treatment to anyone on the basis of any special relationship;
- (iv) Requests for services must be dealt with in a manner which is timely, accurate and complete.
- (v) Employees should respect each other's right to privacy and personal property.
- (vi) Employees are expected to adhere to the normal everyday precepts of personal hygiene and good grooming and shall keep their surroundings clean, tidy and businesslike.
- (vii) All conversations with suppliers, users of the facilities, associates of the organization and the public in general shall be conducted with full use of courtesy titles.
- (viii) Employees shall refrain from conducting loud, lengthy, private conversations on the telephone.
- (ix) Employees shall not eat or drink in view of the public or while attending to any member thereof unless in circumstances where persons are simultaneously being entertained.

- (x) Employees shall not whistle, sing, hum or initiate any other distracting noises including the loud playing of personal radios during business hours.

Substance Abuse

- i) The use of alcohol, intoxicants, or any illegal substances is prohibited at the work place;
- ii) Arriving at work under the influence of any of the substances noted above is also prohibited. The sanctions associated with this and other offences are outlined in the Disciplinary Code.

Conflict of Interest

A conflict of interest may be deemed to exist under any of the following circumstances:

- a) Engagement in private activity similar to official functions;
- b) Using information and/or any material gained from official position
- c) Exploiting the status and privilege of one's position for private gain;
- d) Soliciting and/or accepting payment and/or any other consideration relating to the performance of or neglect of official duties;
- e) Conducting private business during work hours and/or on government property;
- f) Engaging in transactions with relatives or family members, or an organization in which relatives or family members have interest.
- g) Ownership of investment or shares in any company or undertaking.
- h) Acting as auditors or directors of companies or societies.
- ii) In order to address the potential for conflict of interest, officers should in all instances inform the Executive Director of any such undertaking, seek clarification and get permission. Any such permission would be subject to periodic review.

Private Work

Employees are forbidden to undertake any private work for payment or engage in trade or employ themselves in any commercial or agricultural undertaking without the consent of the Executive Director.

Engagement in Work for Statutory Bodies and Public Companies

Officers may engage in work for Statutory Bodies and Government owned Companies only with the written permission of the appropriate authority. The Institute shall seek to recover the reasonable costs associated with the task, including an honorarium which may be paid to the officer executing the task.

Employees and the Media

Employees are forbidden to be editors of newspapers or directly or indirectly to take part in the management of newspapers. Employees may not without permission of the Head of the Department or the Minister contribute to any newspaper in Jamaica or elsewhere on questions which can properly be called political or administrative though they may furnish articles upon subjects of general interest.

An employee, whether on duty or on leave of absence, shall not allow himself to be interviewed on questions of public policy or on matters affecting the defence or military resources of Jamaica.

Statements for publication involving factual or technical information may be made by Heads of Department and other senior employees if authorized by the Executive Director.

No employee may, without the written approval of the Executive Director concerned make public or communicate to the press or to unauthorized individuals any documents, papers or information which may come into his possession in his official capacity, or make private copies of any such documents or papers.

Acceptance of Gifts

Employees in their official capacity are forbidden to solicit or accept gifts or gratuities for the performance or neglect of official duties and responsibilities. Employees may however accept small tokens of appreciations from customers and clients, subject to the Conflict of interest provisions.

Where the refusal of such offers may offend international or cultural sensitivities, the matter should be reported immediately to the Permanent Secretary or Head of Department and the object transferred to the Crown.

Engagement in Political Activities

Employees are expressly forbidden to participate actively on behalf of any party or candidate in any parliamentary elections or any Municipal or Parish Council elections. They are expressly forbidden to act as agents, sub-agents or canvassers at elections of this nature.

Use of Cell Phones

The Institute acknowledges that the cellular/mobile phone is a useful and for some indispensable asset. However the Institute reserves the right to regulate the use of cellular phones during office hours.

Cellular phones should be kept on silent or vibrate during the following;

- All staff meetings including Departmental, Divisional, General Meetings and Heads of Division/Department meetings
- All official IOJ events

Cellular phones may be placed on a low ringer where the employee may not be able to access the phone quickly or in an emergency situation. Ring tones are varied, highly entertaining and at times distracting, therefore we encourage all employees to use appropriate ring tones and avoid using soundtracks and other similar tones.

Internal/ Closed User Group Cellular Phones

Some employees based on their core responsibilities are provided with official cellular phones to conduct IOJ business. The use of these phones should be restricted to official business. Officers assigned a telephone should ensure that the phone is charged and turned on at all possible times. Employees will be held liable for any damage or loss of the phone.

Dress Code

It is important that members of staff are attired professionally at all times. In cases where the Institute of Jamaica does not prescribe the wearing of uniform, employees are expected to attend work daily in appropriate office dress, which is modest (not revealing). Please note that appropriate

is this context is culturally defined and the organization reserves the right to add or delete items from the list of appropriate wear.

Examples of Appropriate Office Wear

Institute of Jamaica shirts are acceptable as work attire for both men and women on Mondays to Fridays.

Mondays to Thursdays: Men are required to wear dress shirts with long tailored pants, close-up shoes and socks. Note that shirts should be tucked in pants (with the exception of bush jackets and traditional wear or shirts with a slit at the sides).

Appropriate office attire for women includes skirt suits, pants suits or dresses, blouses with skirts or pants. Note that dresses should not be tight or shorter than one inch above the knee.

Fridays: Institute of Jamaica shirts may be worn with plain jeans. Jeans pants or skirts should conform to the following;

2. Jeans should be of one solid colour (no multi colours)
3. Jeans should be free of holes, design arts and writing
4. Jeans should be free of patterns

Exclusions – The following items are strictly prohibited

- Shorts
- Halters
- Gym shoes, track shoes
- Sandals – flip flop, thong, slippers
- Lycra based leggings, (skin fitting) skirts and dresses

- Sleeveless clothing
- T shirts
- Caps or hats
- Nose ring
- Straight split on skirts
- Plunging necklines

The list of exclusions is not exhausted and the IOJ reserves the right to amend the list as new practices are observed.

When dressing in business attire members of staff should be aware of their location and duties and dress accordingly. Members of staff who work in the laboratories and the storage areas may be required to wear laboratory coats. Additionally female members of staff may be required to wear pants based on their duties.

Institute of Jamaica polo shirts or T-shirts may be worn with plain jeans and gym shoes or track shoes while on field work (including workdays, set-up of exhibitions and outreach activities).

It should be noted that employees may wear sandals or backless shoes in the event that they provide a medical certificate from a certified doctor justifying the need for this.

NO-SMOKING POLICY

It is the policy of the Institute of Jamaica (IOJ) to take necessary steps to protect members of staff and the public who use or visit the Institute's facilities from exposure to environmental smoke. In order to achieve this, smoking will not be permitted in the following locations:

- Inside any IOJ building
- Inside any IOJ vehicle or any vehicle operated by, or for the use of IOJ employees or visitors
- Within 25 feet of building entrances and exits and, in courtyard areas
- In front of building air intake ducts

Violations of this policy by members of staff may result in disciplinary action in accordance with the disciplinary code.

Staff members are expected to inform visitors, including contractors and deliverers, of this policy. However they are not expected to enter into any confrontation that may put their personal safety at risk. It is the responsibility of the security personnel to take the necessary steps to ensure that visitors comply with the no-smoking policy.

CHAPTER 5

PERFORMANCE MANAGEMENT

Performance Management is an important component of the Institute's planning, monitoring and evaluation process. At the beginning of the financial year each employee participates in developing a work plan that will guide their activities for the year.

This work plan is reviewed every three months and culminates in the official year end appraisal. The Performance Management Appraisal System is considered to be a more inclusive, objective and transparent process.

Upon employment, all employees should receive a letter of employment and a job description. Performance standards should be discussed and set within the first month of employment.

Performance Management and Appraisal System (PMAS)

At the end of six months an appraisal of the employee's suitability for permanent employment will be conducted. The possibility exists that if the performance does not meet with the set standards the probationary period may be extended up to a maximum of six months meaning that the total probationary period would be one year. For existing employees an interim appraisal will be conducted in September while the final appraisal will be conducted in March.

Objective Setting/ Work Plan

A work plan is an important tool in the process of managing performance. The preparation of individual work plans fosters a culture of results based management i.e. a crucial focus on outputs and how they are to be achieved. The work plan includes the major tasks that you are required to perform throughout the financial year and the performance standards attached to each task. The work plan should be developed in consultation with your supervisor with objectives to be achieved prioritized for the next period. The work plan is also flexible that is it can accommodate changes to targets and or standards. The work plan should be written in clear terms, using simple language.

Competence Assessment Mechanisms

Competences are the knowledge, skills and abilities required to carry out the duties of a job. Demonstration of competences is also measured in the performance management framework. The competence assessment sheet is used to identify and agree on the attributes/standards against which competences will be measured.

Interim Assessment

PMAS is built around a series of interim appraisals that culminate in a final annual appraisal exercise. Interim appraisals provide an opportunity for timely feedback on performance as well as appropriate interventions to improve performance. The purpose of the Interim Appraisal is to determine whether employees are 'on track' to meet their targets and if not to document the constraints or barriers to their success. Once this is done a plan/strategy is developed to address the obstacles that were identified in the appraisal.

Reward and Recognition

PMAS includes a reward and recognition policy that seeks to provide appropriate and sustainable reward and recognition for performance. Please see appendix for the Reward and Recognition Policy.

Appeals Process

Where conflict exists regarding the appraisal the comments of the appraisee should be noted and taken into consideration. Employees and their supervisors should seek to resolve this grievance amicably. If they are unable to do so the reviewing manager should intervene. If the employee is still not satisfied then the following procedure may be activated. Details of this policy are found in the Human Resource Policies and Procedures Manual.

CHAPTER 6

TRAINING AND DEVELOPMENT

Orientation

The Human Resource Department conducts a bi-annual orientation for new members of staff. The orientation exercise includes an overview of the administrative procedures of Human Resource, presentations by selected Heads of Department and tours of the divisions of the Institute of Jamaica.

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 staff
- Information on the Institute's structure
- Information on the employee's duties
- Information on the Division to which they are employed

Training & Development

Members of staff are eligible for training as outlined in the Human Resource Policies and Procedures Manual.

Training and development courses will be provided for all levels of staff depending on the availability of funds within a particular financial year. Selection of persons for training will be dependent on the performance appraisal and the training needs identification conducted at the beginning of the financial year. It is also dependent on the employee's availability to participate in the programme or the Division's ability to release him/her at the time of the course.

Customized training programmes are provided in house and in some cases employees are sent to approved institutions for training and development.

Training Needs Identification

Each financial year a Training Schedule is developed based on the Training Needs Identification forms completed by each Head of Division/Department. The Training needs identification form is completed after the annual appraisal as it seeks to identify training courses directly linked to the employee's performance. It seeks to identify the competencies that the employee lacks and proposes a course and institution for training. This information is sent to the Human Resource Department to facilitate scheduling and possible funding.

Studies during Working Hours

Permission to study during work hours must be provided by the Head of Division/ Department. The approval should be copied to the Human Resource Department. Time off for study may be granted under the following conditions;

1. The duties of the staff member must take priority
2. There is no right to time off
3. The amount of time the employee is released will vary
4. The member of staff may be required to reduce lunch periods
5. Day release will be deducted from vacation leave
6. Employees applying for time off should provide detailed course schedules

Study Leave

Application for Study leave should be submitted to the Council of the Institute through the Executive Director.

The criterion for approval usually includes the following;

1. That the employee be permanently appointed with at least 3 years of continuous employment
2. The application be supported by the Head of division and executive director
3. The Council is satisfied that the work of the division will not be adversely affected by the absence of the member of staff
4. The council is adequately assured that the employee will resume duties after the study leave has ended
5. The period for which the leave is taken shall not begin before or extend beyond the long vacation except in special areas

Study and Travel Grant

The award of Study and Travel Grant shall be contingent on the availability of funds. A member of staff shall not be eligible for a travel and study grant until the completion of one year of service with the Institute of Jamaica. A member of staff does not earn study leave while on secondment, no pay leave, sabbatical leave or any form of assisted leave.

A retired member of staff who is temporarily reemployed with the Institute is not eligible for study and travel grant

Additional Requests for Training

Based on the availability of funds, additional requests for training may be submitted at other intervals including the interim appraisals where other training needs may be identified.

Self Development/ Self Directed Learning

Employees are also encouraged to identify and enrol in self directed training programmes that will facilitate career advancement. While the IOJ does not normally fund tertiary level tuition however employees may apply for paid study leave to complete these courses. This sort of arrangement or study leave falls under two general categories:

1. Day release
2. Study leave with full salary/ half salary/ no salary

Training Progress Reports

Members of staff who are granted study leave should submit progress reports prior to requesting further study leave.

Conference Policy

There are significant benefits for the Institute of Jamaica and staff through appropriate involvement in conferences from the sharing of knowledge, enhancement of the image of the Institute and potential alliances/ partnerships.

The Institute of Jamaica acknowledges that conferences are an important element of the fulfilment of our mandate. Attendance at conferences for the presentation of papers and the acquisition of knowledge is endorsed by the Institute of Jamaica.

Whereas the IOJ may provide financial support for attendance at conferences, the following policy outlines inter alia the criterion for approval to attend such conferences as are approved.

Conference refers to any discussion or sharing of ideas through a formal event attended by external parties by registration and involves single or multiple concurrent or separate sessions and may involve payment of fees.

Types of Conferences

- Conferences of professional associations for example Annual Conferences, Annual General Meetings
- Conferences for the presentation of papers for example Academic Conferences
- Conferences for employee development and consequently the development of the institute for example conferences hosted by professional organizations for continuing education

Application Process

Requests for permission to attend conferences will normally be submitted to the Head of Division/Department at least one (1) month prior to the commencement of the conference. Where financial assistance is also been requested these applications should be submitted at least six (6) weeks before the commencement of the conference.

Where applications include a request for financial assistance the application is brought before an Internal Review Committee which will determine the amount of financial assistance to be provided. Applicants will normally be apprised of the committee's decision two (2) weeks prior to the commencement of the conference.

Criterion for Selection

Selection and approval to attend conferences will be based on the following minimum criteria:

- At least 1 year of permanent employment in their post at the time of application

- The employee should be engaged in research/projects directly related to the conference theme/agenda
- The employee should not be the subject of any current or unresolved disciplinary action
- An employee is only allowed to attend one Institute of Jamaica sponsored conference per financial year.

Financial Support

While approval of leave to attend conferences does not guarantee funding, Institute of Jamaica funds may be used to support the attendance of staff at professional conferences or meetings, where it is deemed that such attendance would advance the objectives of the organisation.

Financial assistance to attend conferences will normally be provided under the following circumstances:

- The employee will be presenting a paper, article on a topic approved by the respective Head of Division/Department
- The conference is academic in nature and the Institute's participation provides an opportunity for publication
- The employee has exhausted all other sources of financial assistance
- Justification for attendance can be found in the employee's Development Plan

Reimbursement

Where an employee undertakes payment to attend conferences before financial assistance has been approved and approval is subsequently given, the employee will be reimbursed actual expenses incurred upon the presentation of valid receipts.

CHAPTER 7

EMPLOYEE BENEFITS

Health Scheme

All members of staff are eligible for membership in the Government's Health Scheme administered by Sagicor Life Jamaica Limited. Information on the scheme can be obtained from the Human Resource Department.

Pension, Gratuities and other Retiring Allowances

Pensions, gratuities and other retiring benefits for public officers should be determined in accordance with the relevant provisions of the Applicable Pensions Act.

Family Benefit Scheme

The Family Benefit Scheme commenced on July 1, 1988. All permanent members of staff below the age of 54 years are required to become contributors to the Family Benefit Scheme in accordance with the Pensions (Civil Service Family Benefits) Act of 1977. The contribution deductible is 4% of basic salary.

The Pensions (Civil Service Family Benefits Scheme) Act, 1977 makes provisions relating to pensions payable to dependents (spouse and children under the age of 19 years of age) of deceased public servants. If a contributor leaves the service without serving ten years and at the date of his/her leaving, the scheme carried no risk in respect of the contributor (the officer had no dependents who would have qualified for a pension if he/she had dies) the full amount of contributions paid since cessation of any risk which the scheme may have been carrying will be refunded to him/her.

Contributors who have served ten (10) years or more may apply for the refund of their contributions six (6) months prior to the date of retirement or such longer period as the Minister may allow to have his/her contributions refunded.

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 effective March 31 each year. This award service is usually held in December.

Cafeteria

The IOJ has one cafeteria located at its East Street complex. Breakfast and lunch are offered daily. The Cafeteria's opening hours are Monday to Fridays from 8:00 am to 3:30 pm. Arrangements should be made to deliver lunches to outstations within Downtown Kingston.

Government Bus Service

Institute of Jamaica staff may take the Government Bus. However, prior approval must be obtained from the Human Resource Department.

Duty Concession

Travelling officers may apply for duty concession under the following terms and conditions:

1. The concession is applicable to motor cars as defined in Section 11 of the Road Traffic Act, which are imported or purchased by travelling officers.
2. If the vehicle has a CC rating that exceeds 2,500 and/or has a value exceeding US\$25,000 CIF then NO CONCESSION IS APPLICABLE.
3. Applicants must be officers appointed and confirmed in a travelling post in the public service and are in receipt of or eligible for full upkeep, commuted or fixed allowance;
4. The age of the car being purchased should be under three (3) years; Commercial vehicles are not allowed.
5. Travelling officers are eligible once every five (5) years for a duty concession from date of importation of the last concession vehicle;
6. It is a requirement that where a concession is utilized, claims for upkeep allowance and travelling can only be made in respect of the most recent concession vehicle; Claims for upkeep and travelling allowance in respect of any other vehicle will not be honoured.

7. Members of staff who resign from the public service within three (3) years of the date of importation/purchase of the car in respect of which a concession was granted, the full duty will become payable.

Procedure

All applications should be submitted with the following documents: -

1. Letter from the Human Resource Department detailing the grade and position of the individual and the eligibility for the concession (i.e. category of travelling officer)
2. Copy of proforma invoice with details including cost of vehicle (C.I.F.) and engine size/capacity
3. Copy of a valid Jamaican Driver's Licence

Loan Facilities

Staff loan (salary advance) is a loan facility which may be used for staff members and their offspring's school fees and text books, repairs to house in the case of an emergency, down payment on the purchase of a house, repairs to cars and medical expenses that Blue Cross would be unable to facilitate. The maximum allowed is \$60,000 every 12 months. For further information on accessing this advance please consult the Human Resource Department/ Finance and Accounts Department.

CHAPTER 8

COMPENSATION

Salaries and allowances are the outcome of *negotiated settlements* made between the Government of Jamaica and Jamaica Confederation of Trade Unions. The Institute of Jamaica is required to adhere to these regulations.

Salaries

Salary payment is done by cheque or direct debit to NCB accounts. Payday may vary depending on the category of worker and can be fortnightly or monthly. This is usually stated in the terms of employment. Statutory deductions including Income Tax, National Insurance, National Housing Trust and Education Tax are automatically made from salaries. At the employee's request personal deductions such as Trade Union dues, Staff Association dues, Life Insurance, Credit Union Premiums, Mortgage payments or personal loans may be made to respective institutions.

Salaries for Temporary Workers

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.

Salaries for Permanent Members of Staff

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 ability to contribute for the first time shall not be eligible

The Pensions Civil Service (Family Benefits) Act, 1977 provides for the payment of pensions to the spouse and children, less than nineteen (19) years of age, in the death of a pensionable officer who contributed to the Family Benefit Scheme.

Increment

On each anniversary date after permanent employment an employee will be granted one increment if his or her performance has been satisfactory. The incremental date shall be the anniversary of the employee's appointment date.

Seniority Allowance

An employee who is permanently appointed (and whose post is attached to a annual scalar) and has served at the highest point on the salary scale for 2 years is eligible for a seniority allowance at the rate equivalent to the highest level on the salary scale. This is subject to satisfactory performance appraisal, that is, a score of 75% and above.

A fortnightly paid employee who is permanently appointed and has served at a maximum point of the salary scale for a period of two (2) years or more, will be eligible to receive a seniority allowance at a rate equivalent to the highest incremental rate of his/her salary scale, subject to satisfactory performance, that is, 75% and above

If the employee continues to serve in the absence of promotion opportunities a second seniority increment may be paid after two years. A third seniority increment may be paid after an additional two years in the absence of promotion opportunities.

Acting Allowance

An employee who acts in a higher grade than his/her own for a continuous period exceeding twenty (20) working days shall be granted an acting allowance in addition to his or her substantive salary. The acting allowance will be paid from the day he/she assumes duty to the day before he/she resumes his/her normal duties.

Allowance during Vacation Leave

An employee who is acting for a continuous period of at least one (1) year in a position which is not vacant shall be entitled to continue receiving an acting allowance during absence on vacation leave of up to ten (10) working days.

Employees who are on acting appointments will continue to be eligible to receive an acting allowance during periods of absence on medical grounds up to twenty (20) working days. The acting allowance will cease if the period of absence exceeds twenty (20) working days.

An employee who satisfies all the eligibility criteria for a duty allowance may continue to be paid such allowance during any period of leave of absence not exceeding twenty (20) working days at any one time.

Travelling Allowance

Employees designated travelling officers are entitled to a travelling allowance. Travelling allowances are divided into two categories i.e. a) Transport allowance which includes Motor Vehicle Upkeep and b) Commuted Motor Car Allowance.

Employees are required to submit a claim to the Finance & Accounts department by the fifth day of each month to facilitate payment. Travelling officers may also claim mileage based on the distance travelled.

Motor Vehicle Upkeep Allowance

When the functions of a post make it essential for the holder to possess his/her own means of transport, an allowance for its upkeep may be paid. In addition, the employee will be paid for the actual distance at the rate prescribed.

Taxi Allowance

Taxi allowance is payable to non-shift employees who are required to work beyond 7:00 p.m. It is also payable to employees who work on the swing and graveyard shifts, that is, those employees who are coming on or off duty at 10 p.m. or 11 p.m. The allowance is not payable to employees who are going off duty at 6 a.m. or 7 a.m. Employees who receive travelling allowances are not entitled to taxi allowance.

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

Shift Premium

A shift premium is a payment attached to shifts where the majority of hours worked is after 6:00 pm. The premium is a means of compensating for hours worked at night. This allowance is only paid to employees who work on swing shift. A swing shift worker alternates between different shifts i.e. they may be assigned to a day shift for one week/month and then assigned to the night shift for a month and so on.

Night Premium

A night premium is an allowance paid to employees who work between 10:00 pm and 7:00 am; these employees usually work at nights. The night premium is paid to compensate for the disruption in normal sleeping patterns. The night premium is a monthly allowance.

Duty Allowance

A duty allowance is a premium paid to non-shift employees who are required to work beyond normal working hours on a regular basis. This additional compensation must be approved by the Ministry of Finance & the Public Service. Duty allowance is only paid to the officer who actually performs the duties for which the allowance is being granted. The allowance may be paid to the substantive holder of a post while on leave of absence for a period not exceeding 20 working days at any time.

Honorarium

An honorarium is an allowance paid to employees who are assigned special duties which are extraneous to his or her normal duties and who are required to work beyond normal working hours continuously for a period of at least one month. Employees who already receive duty allowance are not paid an honorarium.

Overtime

Fortnightly paid members of staff who work more than forty hours per week are entitled to overtime payment. The rate is time and a half payment for weekdays and Saturdays and double time payment for holidays and Sundays. Monthly paid members of staff are not entitled to be overtime allowance.

Subsistence Allowance

Occasionally, an employee may be required to travel from the official base, when this occurs a subsistence allowance may be paid. To qualify for this allowance the employee must travel at least 18 kilometres/11 miles and be away from his/her official place of work for at least 6 hours. Where it is envisaged that an employee has to stay overnight, an advance on the subsistence may be paid on the understanding that the appropriate bills will be submitted. In the event that the actual expenditure exceeds the subsistence allowance, the employee may be reimbursed actual expense in lieu of subsistence on the presentation of bona fide bills reflecting reasonable rates.

Supper Allowance

A supper allowance is payable to non-shift workers who work beyond 7:00 pm. In the event that the Institute provides a meal or the employee is in receipt of a duty allowance, honorarium or overtime payments the employee will not receive the allowance.

Meal Allowance

Meal allowance is payable to employees working on the 2:00 p.m. to 10:00 p.m., the 10:00 p.m. to 6:00 a.m., the 3:00 p.m. to 11:00 p.m. to 7:00 a.m. shifts.

Refreshment Allowance

A refreshment allowance is paid if an employee is required to work on a weekend (Saturday/Sunday) for at least four (4) hours. Employees who are already being paid a duty allowance, honorarium, or sessional rate are not entitled to a refreshment allowance.

Tailoring Allowance

Tailoring allowance is paid to those employees who are required to wear uniforms in the performance of their duties.

Consequently, employees must be permanently appointed to qualify for tailoring allowance. Temporary full time employees become eligible after two (2) continuous years of service.

CHAPTER 9

STAFF WELFARE

According to the World Health Organization (WHO) health is a state of complete, physical, mental, social well-being and not merely the absence of disease or infirmity. The Institute of Jamaica is committed to promoting employee health because we recognize that worksite health promotion:

- Attracts good workers in a competitive market
- Improves productivity (reducing absenteeism and lost work time due to illness)
- Improves on the job performance and time utilization
- Reduces conflict and builds goodwill between management and staff
- Reduces health care costs

Emotional Wellness

The IOJ also facilitates counselling sessions by approved Graduate students in the Master's in Counselling Psychology. These interventions can be accessed through the Human Resource Department. Meetings with the counsellor are held on site.

Restroom Facilities

Rest and rehabilitation facilities are provided at most divisions. These quiet areas are provided for members of staff to recuperate from minor illnesses.

Funeral Assistance

The IOJ has a Funeral Assistance policy that outlines the conditions under which members of staff or their immediate family may receive assistance during their time of bereavement.

Upon the death of immediate relative employees may apply for emergency departmental leave, vacation or no-pay leave depending on the exigencies of the service.

If certain requirements are met the IOJ is also prepared to provide 50% of the transportation costs to transport staff members to the funeral of an immediate family member of a member of staff the

relatives of the deceased must however acknowledge their intent to pay the remaining 50% in writing. The IOJ may pay the full cost of transporting members of staff to the funeral of a member of staff. Wreathes may also be purchased the Human Resource Department is assured that floral tributes are being accepted by the family.

Gratuity Advance

The IOJ may also provide an advance towards the payment of funeral expenses through a gratuity advance. The conditions under which this and other facilities can be accessed are outlined in the Human Resource Policies and Procedures Manual

Staff Association

The IOJ Staff Association is a social group All members of staff are eligible to join the Staff Association. There are currently four committees:

1. Funding Raising Committee
2. Sports Committee
3. Cultural Committee
4. Development Committee

The association hosts several social/recreational events each year. Employees are encouraged to participate.

Thrift Club (Savings Club)

The thrift club is open to all members of staff. Each year the club starts in January and terminates in December. It is administered through a committee and deductions are made from salary.

Union Representation

Members of staff are eligible for membership with Jamaica Association of Local Government Officers (JALGO) as well as the Jamaica Civil Service Association (JCSA).

CHAPTER 10

SAFETY

Fire Drills

The Assets Management Department is responsible for conducting regular fire drills and implementing our Safety Policies. It is extremely important that staff members respond to all fire alarms in the manner outlined in this manual.

Alarms

Anyone hearing/discovering an outbreak of fire should without hesitation sound the nearest fire alarm. The function of the alarm signal is to warn every person in the building that a state of emergency has arisen and that they are to leave the building at once. Information on the fire should be passed on to all individuals as each person evacuates the building.

Since a number of departments occupy the same building there should be complete co-operation between them. The sounding of the fire alarm should be the signal for the complete evacuation of the building and not just part thereof.

Evacuation

On hearing the fire alarm, Wardens/Managers should instruct employees and visitors to leave by the stairs in an orderly fashion and at a steady uniformed pace to the place of assembly with the wardens following in the rear with their check list. The attendance register should be collected by the individuals assigned to do so.

Assembly

The place of assembly is **East Street in front of the Junior Centre** facing the Institute. At the place of assembly, individuals should take up their positions with their wardens and stand in group.

Roll Call

The roll call should be called immediately by each warden at the assembly point and the person responsible for the roll call should report immediately to the warden co-ordinator all present or

otherwise. If anyone is missing an immediate search and rescue operation should be launched and no place to which employees and customers have access should be overlooked.

First Aid

First Aid Training and the provision of first aid kits is a critical component of our wellness approach. Each facility has a first aid kit and members of staff are continuously exposed to First Aid training.

CHAPTER 11

INDUSTRIAL RELATIONS

The term industrial relations explains the relationship between employees and management in industries.

Grievance Procedure

All members of staff have a right to seek redress for grievances relating to their employment. Staff should try to adhere to the following procedures:

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/Department and the staff member may be represented by his/her delegate if required.

STAGE 3

If it is unresolved at the second stage the grievance should be referred to a committee of at least three persons including the Director Human Resource Development and Management. The staff member may be represented by his/her union delegate or legal representative during the meeting. 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 grievance committee could recommend that the disciplinary procedure may be used in the event that there is a breach of the disciplinary code. However the grievance committee will utilize discretion in its deliberations.

Disciplinary Procedure

The disciplinary measures taken will depend on the nature of the misconduct. Heads of Division/Department may refer where necessary professional counselling for the employee prior to initiating disciplinary action. However, the following procedure should apply to employees who have completed their probationary periods:

1. 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 in writing a report from the employee(s) and record that the discussion has taken place.
2. In the case of more serious misconducts the Head of Division and/or Supervisor will request in writing a report from the employee(s). A written reply to the charges and any observations the employee may desire to make thereon must be received by Head of Division/Department within seven (7) consecutive days of the delivery of the written charges.
3. The matter will then be referred to the Director Human Resource Development & Management 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. Employees will be informed in writing of the date and place of the hearing. The employee against whom the charges are submitted shall be entitled to be accompanied by his/her representative.

4. Proceedings for misconduct not warranting dismissal

The Director Human Resource Development & Management will appoint a disciplinary committee consisting of at least three persons including two Heads of Division/Department and the Director Human Resource Development & Management. Disciplinary action will be in writing and will be in accordance with the disciplinary code and may include:

- A. withholding or deferment of increment
- B. fines 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
- C. reprimand
- D. counselling

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.

Where the committee is satisfied that the employee and/or his representative has wilfully absented himself/herself from the hearing, or without reasonable cause, refused to attend the hearing, the committee shall have the right to proceed with the hearing in the absence of that party.

5. Proceedings for dismissal:

- (a) The Institute (after consultation with the Attorney-General if necessary) shall notify the employee in writing of the charge. The employee will be required to state in writing before a specified day, which day shall allow a reasonable interval for the purpose (two weeks) any grounds upon which he relies to exculpate himself/herself;
- (b) If the employee pleads guilty the Institute of Jamaica will decide whether or not to suspend or dismiss;
- (c) If the employee does not furnish such statement within the time so specified or if he fails to exculpate himself/herself the Executive Director shall on the recommendation of the Director Human Resource Development and Management appoint to enquire into the matter a Committee consisting of not less than three persons of whom the chairman shall be a Judge, Resident Magistrate, or legal officer, or some other person possessing legal qualification; the members of the Committee shall be selected with due regard to the standing of the member of staff concerned, and to the nature of the charges made against him/her;

- (d) The committee shall inform the employee charged that on a day specified the Committee will enquire into the charges and that he will be permitted to appear before the Committee and defend himself/herself;
- (e) If witnesses are examined by the Committee the officer shall be given an opportunity of being present and of putting questions to the witnesses on his/her own behalf, and no documentary evidence shall be used against him/her unless he has previously been supplied with a copy thereof or given access thereto;
- (f) An employee against whom charges are preferred shall be entitled to be represented before the Committee by-
 - (i) a public officer;
 - (ii) an attorney-at-law;
 - (iii) an accredited representative of a trade union or staff association recognized as representing the category of staff of which the officer is one, and the person or authority preferring the charges shall be entitled to be represented by a public officer or an attorney-at-law;
- (g) If during the course of the enquiry further grounds of dismissal are disclosed, and the Institute thinks it fit to proceed against the employee upon such grounds, the Institute of Jamaica shall cause the employee to be furnished with the written charge and the same steps shall be taken as those prescribed by this manual in respect of the original charge;
- (h) If having heard the evidence in support of the charges the Committee is of the opinion that that evidence is insufficient it may report accordingly to the Executive Director without calling upon the employee for his defence;
- (i) The Committee shall furnish to the Executive Director a report of its findings together with a copy of the evidence and all material documents relating to the case; if the Executive Director is of opinion that the report should be amplified in any respect or that further enquiry is

desirable, it may refer any matter back to the Committee for further enquiry or report accordingly;

(j) If the Institute is of opinion that the employee should be dismissed the Institute shall recommend to the Council that an order be made accordingly;

(k) If the Institute is of opinion that the employee deserves some punishment other than dismissal, it shall recommend to the Council what other penalty should be imposed;

(l) If the Institute is of opinion that the employee does not deserve to be dismissed by reason of the charges alleged, but that the proceedings disclose other grounds for removing him/her from the service in the public interest it may recommend to the Council that an order be made accordingly.

Failure to Attend Disciplinary Hearing

Any member of staff who without reasonable cause fails to appear before the Disciplinary Committee when required to do so, or who fails to comply with any request properly made by the Head of Division, the Director Human Resource Development & Management or the Executive Director shall be guilty of a breach of discipline and the Disciplinary Committee may, where appropriate, recommend that disciplinary proceeding be instituted against him.

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 which have resorted to industrial action and the former class may be paid if after reference to the Executive Director it is considered that the circumstances justify such action.

CHAPTER 12

COMMUNICATION

General Staff Meetings

Staff meetings are conducted on a quarterly basis and are held in the Institute's Lecture Hall. This forum is used to facilitate discussions/updates on matters of general interest; it also provides each division with an opportunity to promote their respective programmes. Staff Meetings are mandatory for all employees including outstations.

Divisional/Departmental Meetings

Departmental/Divisional staff meetings are usually held monthly. These meetings provide an opportunity to discuss localized issues.

Newsletter

The Development & Public Relations department in its effort to facilitate communication with its internal and external publics disseminates information on the activities and programmes of the Institute of Jamaica (IOJ) through two newsletters. These are the **IOJ News**, an annual external newsletter and the **IOJ Runnings**, the internal newsletter which is posted on the IOJ's intranet at least twice per year.

Public Employees and the Media

Any material, statement, documentation or other forms of communication for publication in any media must be approved by the Executive Director/Director/Deputy Director. Where an officer is called upon to respond to the media or participate in interviews on public policy, care must be exercised to provide only factual information for explanation and clarification.

Access to Information Act

Subject to the provision of the Access to Information Act, employees must obtain written approval and clearance from the Executive Director to make public or communicate with the media or to any private individual, organization or entity any documents, papers or information, not in the public domain which may come into the employee's possession in an official or unofficial capacity.

CHAPTER 13

SEPARATION

Retirement

Employees whether or not on the fixed establishment will be required to retire on attaining the age of sixty (60) years. Officers may be permitted by the Council to remain in the service after the age of sixty (60) years subject to the exigencies of the service.

Preretirement arrangements should commence at least one (1) year in advance of the mandatory retirement (i.e. no later than fifty-nine (59) years). At any time during the five-year period prior to reaching the age of mandatory retirement; i.e. any time from age fifty-five (55) onward, an officer may exercise the option to retire.

Premature Retirement

- i) An employee who has reached the minimum age of fifty (50) years may apply in writing to the Governor General for early retirement. He/She must have at least ten (10) years of service in order to qualify for a pension.
- ii) An employee who has reached the age of fifty (50) years may be called upon by the Permanent Secretary or Executive Director to retire.
- iii) The reasons for such a decision must be disclosed to the employee and a recommendation made to the Council
- iv) The employee shall be afforded the opportunity to make representation in writing to the Council
- v) The Council shall advise the Governor General whether the recommendation should be approved.

Retirement on Medical Grounds

An employee may be retired on the ground of ill health on the basis of a medical report from a Medical Board constituted in accordance with the provisions of Staff Order 7.13.10 or from the Chief Medical Officer on the prescribed form. The report should certify clearly that the employee is

incapable of discharging the duties of his/her office efficiently by reason of an infirmity of mind or body and that the infirmity is likely to be permanent.

An employee who retires before attaining the age of 55 years will not be granted pension until the employee attains the age of 60 years.

Retirement in the Public Interest

An employee may be retired in the public interest under the relevant Section of the Public Service Regulations.

Before an employee is retired in the public interest the Council shall call for a full report on the employee from Executive Director. The employee must be given an opportunity to submit a response to the grounds on which the retirement is contemplated. The decision to retire the employee is made by the Governor General on the recommendation of the Council.

Any pension benefits accruing to the employee shall be dealt with in accordance with the provisions of the applicable Pensions Act.

Separation for Cause

Members of staff who do not maintain required standards of performance or professional conduct may be processed for separation for cause. Due process must be followed for all cases of separation for cause.

Poor Performance

Following confirmation of permanent employment, an employee may have his/her services terminated if his/her performance on the job is assessed over two (2) consecutive years to be consistently below established performance standards or expectations.

Misconduct

The services of an employee may be terminated for misconduct if, following due process, he/she is found to have contravened any of the stated provisions of the established disciplinary code.

Absence without Permission

An employee may be dismissed if he/she is proven to be absent from duty without permission for five (5) consecutive working days from the first day of absence

Conviction for Criminal Offence

An employee who has been convicted of a criminal offence may have his/her services terminated.

Termination of Temporary Appointment

An employee who is serving in a temporary capacity may have his/her temporary appointment terminated at any time, in accordance with the terms and conditions of the temporary appointment.

Termination on Probation

An employee may have his/her services terminated at any time during the probationary period.

Abolition of Post

Where a function, or a set of duties are deemed to be no longer necessary, the position to which the function or duties are attached may be abolished from the establishment. In such a case, the employee who is permanently appointed to the post may be retired on the ground of abolition of post.

Re-organization

Where the Institute of Jamaica undertakes changes for the purpose of facilitating improvements leading to increased efficiency, effectiveness and economy, persons whose positions are affected by such changes may be retired on the ground of reorganization.

Resignation

Employees may decide to leave the public service on a voluntary basis and tender their resignation. Generally, monthly paid employees are required to give one (1) month's notice of resignation while weekly paid employees are required to give two (2) weeks' notice.

The resignation letter should be directed to the Director Human Resource Development and Management through the relevant Head of Division/Department. On resignation employees will

receive payment for outstanding vacation leave and will be required to repay outstanding debt to the Institute of Jamaica.

Exit Interview

Where an employee leaves, or is about to leave the Institute of Jamaica for any reason, the employee will be 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.

Send-Off Parties

Based on the availability of funds, the Institute of Jamaica may provide the refreshment at send-off parties for members of staff who have served at least three years.

- In accordance with Circular No. 39; Ref. No. 12550/1 dated November 7, 2008, the expenditure limit allowed a minimum of \$100,000 to a maximum of \$4,000 per employee to cover welfare activities in a financial year.
- Members of staff may contribute to purchase the gift.
- Members of staff should receive a minimum of two weeks' notice of the event.
- The Human Resource Department and the Division/Department should collaborate in hosting send-off parties for Heads of Division/Department who have tendered their resignations.
- Each division will be responsible for hosting the parties its divisional members of staff.

APPENDIX 1

REWARD AND RECOGNITION POLICY

Reward Level	Final Appraisal Score	Increment	Recognition
1	80-89%	<ul style="list-style-type: none"> • Payment of increment or lump sum one-off seniority payment** 	<ul style="list-style-type: none"> • Letter of commendation signed by the Director – HRD&M & HOD • Picture in Newsletter
2	90-99%	<ul style="list-style-type: none"> • Payment of increment or lump sum one-off seniority payment** 	<ul style="list-style-type: none"> • Letter of commendation signed by Executive Director & Dir. HRD&M • Picture in Newsletter
3	100% & over	<ul style="list-style-type: none"> • Payment of increment or lump sum one-off seniority payment** 	<ul style="list-style-type: none"> • Letter of commendation signed by the Chairman of Council • Designated mentor • Picture and special mention in Newsletter • Special Certificate of achievement • Photo on a wall (A Wall of Fame)

**Lump Sum One-off Seniority Payment Guidelines

Staff members, who are at the top of a salary scale and are eligible for an increment based on performance, will be paid a one-time payment that is equivalent to the annual increment.

- i. A lump sum payment equal to one (1) seniority increment may be paid to an officer who has been at the maximum of his/her substantive salary scale for a period of one (1) year.
- ii. A lump sum payment equal to one (1) seniority increment may be paid to an officer who has been at the maximum of his/her substantive salary scale for three (3) years and is in receipt of one (1) seniority increment (i.e. in the officer's third year at the maximum of the salary scale)
- iii. A lump sum payment equal to two (2) seniority increments may be paid to an officer who has been at the maximum of his/her substantive salary scale for five (5) years and is in receipt of two (2) seniority increments (i.e. in the officer's fifth year at the maximum of the salary scale)
- iv. A lump sum payment equal to two (2) seniority increments may be paid to an officer who has been at the maximum of his/her substantive salary scale for seven (7) years and each year thereafter that the officer remains at the maximum of that salary scale (i.e. in the seventh year and each year thereafter)

DISCIPLINARY CODE

	TYPES OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
1	Failure to sign in or out of the attendance register	Written reprimand	Suspension (3 days)	Suspension (5days)	Dismissal
2	Fraudulent use of sick leave provision	Suspension (5days)	Dismissal		
3	Absence without reasonable excuse (one work day period)	Reprimand	Written reprimand or suspension (3 days)	Suspension (5 days)	Dismissal
4	Absence from Jamaica without permission	Liable for dismissal			
5	Absence without permission for five consecutive days	Liable for dismissal			
6	Absence from job site or normal place of work without permission	Written reprimand	Suspension (2 days)	Suspension (5 days)	Dismissal
7	Early quitting	Written reprimand	Suspension (2 days)	Suspension (5days)	Dismissal
8	Lateness without permission (for greater than 5 times)	Written reprimand	Suspension (2 days)	Suspension (5days)	Dismissal
9	Coming to work under influence of liquor	Sent home plus written reprimand	Suspension (2 days)	Dismissal	
10	Drinking liquor on the job (8:30 a.m. - 5:00 p.m.)	Suspension (3 days)	Dismissal		
11	Using Company equipment or machinery without permission	Reprimand or Suspension (5 days) or dismissal	Suspension (5 days) or dismissal	Dismissal	
12	Causing damage to company's Property				
	(a) negligence				

	(i) minor	Reprimand or suspension (3 days)	Suspension (5 days)	Dismissal	
	(ii) major	Suspension (5 days) or dismissal	Dismissal		
	(b) intentionally	Dismissal			
13	Failure to observe safety rules:				
	(a) minor	Reprimand	Suspension (2 days)	Suspension (5days)	Dismissal
	(b) major	Suspension (5 days)	Dismissal		
14	Insubordination. Refusing a reasonable request	Reprimand or suspension (2 days) or dismissal	Suspension (3 days) or dismissal	Suspension (5 days) or dismissal	Dismissal
15	Fighting fellow workers/supervisors:				
	(a) Without weapon	Suspension (5 days) or dismissal	Dismissal		
	(b) With weapon	Dismissal			
16	Unauthorised long distance, cell phone and use of the switch board)	Written reprimand	Suspension (2 days)	Dismissal	
17	Sleeping on the job	Written reprimand	Suspension (2 days)	Suspension (5days)	Dismissal
18	Loafing on the job (Idling on the job)	Written reprimand	Reprimand or suspension (2 days)	Suspension (5days)	Dismissal
19	Rioting or inciting employees to disorder	Dismissal			

20	Stealing or removing company property without permission	Dismissal			
21	Sexual immorality on company premises	Suspension (5 days) or Dismissal	Dismissal		
22	Gambling on company property	Reprimand	Suspension (5days)	Dismissal	
23	Falsification of reports and/or document	Suspension (5 days) or dismissal	Dismissal		
24	Behaving in a manner likely to cause injury to persons or damage to property	Written reprimand or suspension (2 days) or dismissal	Suspension (2 days)	Suspension (5days)	Dismissal
25	Tampering with samples	Written reprimand	Dismissal		
26	Unauthorized possession of guns or other lethal weapons on company property	Dismissal			
27	In possession of or using drugs on the Institute's property	Dismissal			
28	Posting or removing any matter from the Notice Board without permission	Suspension (2 days)	Suspension (3 days)	Dismissal	
29	Soliciting, vending or collecting subscriptions on the Institute's time without permission	Written reprimand	Suspension (3 days)	Suspension (5days)	Dismissal
30	Theft	Dismissal			
31	Sexual Harassment	Written reprimand	Suspension (3 days)	Suspension (5days)	Dismissal
32	Failure to produce reports as required	Written reprimand	Suspension (3 days)	Suspension (5days)	Dismissal
33	Breach - Dress Code	Written reprimand	Suspension (3 days)	Suspension (5days)	Dismissal

Staff Manual Review Committee

Mrs. Maria Ashman	Administrator – Programmes Co-ordination Division
Mrs Vanzelyn Bennett	Representative, Jamaica Civil Service Association (JCSA)
Mr. David Brown	Deputy Director (Acting)
Mr. Howard Dawkins	Financial Controller
Miss Marvia Demontagnac	Administrator- Museums of History & Ethnography Division
Miss Daphne Ewen	Representative, Jamaica Association of Local Government Officers (JALGO)
Miss Nelissa Hines	Personnel Officer
Mrs. Clover Johnston	Director of Development & Public Relations
Mrs. Grace Magnus-Fraser	Director of Human Resource Development and Management
Miss Hilary Murray	Central Administration
Miss Keisa Weise	Research Officer – African Caribbean Institute of Jamaica/ Jamaica Memory Bank (ACIJ/JMB)
Miss Keisha Williams	Administrator – Natural History Museum of Jamaica (NHMJ)