

# CAGI Human Resource Policies

## Introduction

The purpose of this **Human Resource Policy Booklet** is to give guidance for the promotion of good human resource management. It does so in accordance with best practices, national law, and international labour standards applicable to Guyana. It is concerned with good human relations and policies which directly affect the individual employee in his/her employment relations, conduct and job performance. It promotes fair employment policy, staff development, workplace safety, good industrial relations, and procedures and approaches in dealing with disciplinary matters including termination.

In any Enterprise, **management needs to use its resources efficiently, while employees look for security in employment, reasonable income, and job satisfaction.** Both management and employees have a mutual interest in the success of the enterprise, for without it, their aims cannot be achieved. There will be some conflicts of interest from time to time; but with good human resource practices and the continuing co-operation of employees, they can be resolved in a responsible and constructive way.

**This policy booklet applies wherever people are employed** and complements our labour laws and applicable international labour standards, company policies and collective labour agreements. It provides guidelines to all concerned with the day to day supervision and management in employment relations.

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## **1. Enterprise Statements Concerning Employees**

- i) The Enterprise recognizes that the achievement of profitability and growth depends on the quality, effort and co-operation of employees as it aims to conduct its business undertaking successfully.
- ii) The Enterprise also accepts responsibility towards its employees to provide decent working conditions, to treat them fairly, and to provide them with opportunities to develop with a sense of satisfaction from their work as they look for continuity of employment.
- iii) Both management and employees have a common interest in the success of the Enterprise for their mutual benefits.

In line with these statements, the Enterprise, in keeping with fair employment policy and practice, is committed to:

- develop and maintain an effective work organization;
- obtain, develop and retain the quantity and quality of staff it requires to meet its present and future needs;
- make the best use of staff, their skills and capacities in productive work;
- ensure that employees are provided with adequate scope to use their capacities to their full potential and to develop within the Enterprise; and
- provide decent conditions of employment, employee benefits and working conditions to motivate high productivity for the mutual benefits of the enterprise and the employee, and for the Enterprise to meet its social and legal responsibilities towards its employees.

## 2. TRAINING INTERVENTIONS

### The Overall Policy:

The Enterprise training policy is designed to provide advice, opportunities, facilities and support to enable employees of the Enterprise through systematic and effective training interventions to:

- develop the knowledge, skills and attitude needed to perform effectively the duties and tasks for which they are employed,
  - develop their potential to meet the future manpower needs of the Enterprise; and
  - develop staff beyond the Enterprise's immediate needs for succession in future leadership.
- Training is the systematic development of:

**Knowledge:** what the employee needs to know for job performance,

**Skills:** the expertise that the employee needs and uses to achieve results, and effective use of knowledge,

**Attitudes:** the disposition of employees to behave or perform in accordance with the requirements of their work.

## Training Responsibility at the Enterprise level.

- The Enterprise provides induction, orientation and basic job-related skills training to employees to enable them to perform the tasks for which they are employed; and performance improvement training including refresher courses to keep staff up-to-date.
- Systematic Training will be planned, programmed, recorded and evaluated regularly for effectiveness and improvement.
- A programme for management development and leadership skills is essential for succession and sustainability of the Enterprise.
- Instructions on Occupational Safety and Health should be included in all training events.

## At the Departmental level:

**All managers are responsible for training their subordinates** to improve current and future performance and to provide for supervisory and management succession.

- Departmental training plans based on the assessment of individuals and departmental training needs are prepared annually to take account of required training, and shall include the required budgetary provisions/ requests.

## At the Employee level:

- All new employees are to receive **induction** and **job related training** as new entrants, and for appointments to new positions.
- Employees will be considered for release or sponsored **continuing education** and training in fields relevant to the Enterprise's operation.

### 3. PROMOTION

The **promotion policy** of the Enterprise is based on the **following principles**:

- vacancies shall normally be filled by the **most suitable persons** available from within the Enterprise, subject to the right of the company to recruit from outside if it so wishes;
- the excellence of an employee's performance in his/ her present job in the Enterprise or the absence of a suitable replacement shall not be a valid reason for refusing promotion to a suitable post; and
- promotion is not affected by race, creed, sex, marital status or other grounds prohibited by any law.

### 4 HEALTH AND SAFETY POLICY

- In keeping with the Occupational Safety Act No. 32 of 1997, the Enterprise regards the practice of **industrial safety, health and hygiene** within its business operations as an essential part of its responsibilities.
- It also regards the promotion of **occupational safety and health at the workplace** as a mutual obligation of both management and employees.
- It is therefore, the Enterprise policy to do all that is reasonably practical to **prevent personal injury and damage to property and to protect everyone from risks and foreseeable work hazards**, including the public as they may come into contact with the Enterprise or its products. (See CAGI separate policy on OSH).

## 5 INDUSTRIAL RELATIONS

Recognising that good industrial relations are a joint responsibility needing the co-operation of management(s), trade union(s) and individual employees, it is the policy of the Enterprise to foster such relations by:

- maintaining **harmonious industrial relations practice**, where they exist, with the recognized majority trade union(s) through **consultation and negotiations in a reasonable and constructive manner**;
- observing the provisions of **collective labour agreements** and / or individual contracts of employment;
- seeking to **resolve all industrial disputes within the Enterprise**, and failure of this through **conciliation/mediation**, or finally through **mutually agreed arbitration**;
- observing the provisions of **labour and other laws of Guyana** and **international labour standards** applicable to Guyana;
- promoting **good human relations** with employees to encourage co-operation and motivate productive work practices; and
- ensuring that **equal opportunities** are provided to potential or existing employees for employment or promotion.

## 6. GRIEVANCES

### Policy

In treating with **grievances**, the aim is **to settle a grievance promptly** within the department or unit.

It is the **policy of the Enterprise** that employees should:

- be given a **fair hearing** by their immediate supervisor or manager concerning any grievance they may wish to raise;
- have the **right to appeal** to a more senior manager against a decision made by their supervisor or manager; and
- have the **right to be accompanied** by a fellow employee of his/her choice, when raising a grievance or appealing against a decision.

### Procedure

The **main stages** through which a grievance may be raised are as follows:

- The employee raises the matter with **his immediate supervisor or manager** and may be accompanied by a fellow employee of his/her choice.
- If the employee is **not satisfied** with the decision, the employee requests **a meeting with a member of management who is more senior** than the supervisor or manager who initially heard the grievance.
- If the employee is still not satisfied with the decision, he/she may appeal to the Head of Human Resource, and finally to the Head of the Enterprise.

## 7 REDUNDANCY

Subject to the Termination of Employment and Severance Pay Act No. 19 of 1997:

**Redundancy** arises in a situation:

- where an employee or employees is/are **surplus to the requirements** in a particular occupation;
- where employees may be surplus to requirements because

of changes in **economic or market circumstances** of the Enterprise in which fewer employees are now required; or

- on account of **changes in methods of working** or the introduction of **new technology** for operational improvement and greater efficiency; and
- where an employee(s) refused the **offer of suitable alternative work**.

The **objectives of the procedure** are to ensure that:

- affected employees are given **fair and equitable treatment**;
- **minimum disruption** is caused to employees and the Enterprise; and
- changes are effected in **consultation** and understanding with the concerned recognized unions and employees.

The **guiding principles** are as follows:

- the **recognized majority trade union(s)** concerned will be **informed as soon as the possibility** of redundancy occurs;
- every attempts will be made to:
  - (i) absorb redundancy by the **natural attrition** of employees;
  - (ii) find suitable **alternative employment** within the Enterprise for employees who may be affected, and provide training if this is necessary; and
  - (iii) give individual **reasonable notice** of pending redundancy in addition to the statutory period of notice.

- If **alternative employment** in the Enterprise is **not available** and more than one individual is affected, the factors to be taken into consideration in deciding who should be made redundant include:
  - (i) **length of service** with the Enterprise **other factors being equal**;
  - (ii) age (those who could be retired early);
  - (iii) effective **value to the Enterprise** in terms of **job performance**; and
  - (iv) opportunities for **alternative employment** elsewhere.

## 8 DISCIPLINARY PROCEDURE

### Work rules and contractual obligations

The Enterprise is responsible:

- for ensuring that **up to date work rules**, which are published and not in conflict with any law, **are available to all employees**; and
- to issue each employee with an **appointment letter** setting out the terms and conditions of employment.

It is the **policy** of the Enterprise that **if disciplinary action** has to be taken, it should:

- be exercised only in cases where **good reason and clear evidence exist**;
- be **appropriate** to the nature of the offence;
- be **fair and consistent** with previous action in similar circumstances;

- only take place **when employees are aware of the standards** that are expected of them or the rules with which they are required to conform;
- allow employees the right to be **represented by a union representative/colleague** during any formal proceedings; and
- allow employees the **right of appeal** to higher management.

### Warnings and Procedures

A **verbal warning** is given to the employee on the first occasion for minor offences **by the employee's immediate supervisor or manager**.

A **written warning** is given to the employee in the first instance of more serious offences or after repeated instances of minor offences **by the employee's immediate supervisor or manager**. It states the exact nature of the offence and specifies any **future disciplinary** action which will be taken if the offence is repeated within a specified time limit.

### Further disciplinary action

If, **despite previous warnings**, an employee still fails to reach the required standards in a reasonable period of time, it may become necessary to consider further disciplinary action. The action taken may be **suspension without pay**, or **dismissal**. In either case the departmental manager should first discuss the matter with the head of personnel before taking action. .

### Dismissal for good and sufficient cause (gross misconduct)

An employee may be **summarily dismissed** (i.e. given instant dismissal without notice) only in the event of **gross misconduct**, as defined in the rules of the Enterprise, and in accordance with the

## Termination of Employment Severance Pay Act No 19 of 1997.

Only departmental managers and above can recommend summary dismissal and the action **only finalized after the case has been discussed with the head of personnel and any appeal has been fairly heard.**

### Conclusion

Good Human Resource Policies and Practices are essential requirements for the successful operations and maintenance of viable Enterprises. Such policies and practices are designed to:

- ensure that business Enterprises have competent and well trained staff for their various operations and services;
- develop staff capabilities to meet current and future demands relating to their job responsibilities;
- develop managerial and top leadership skills in the Enterprise; and
- provide opportunities for personal growth and career development in the business Enterprise.

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