



# HUMAN RESOURCE MANAGEMENT & DEVELOPMENT POLICIES AND PROCEDURES MANUAL

**MAY, 2021**



## INTRODUCTION

It is well attested that for any Government to achieve its targets it must be undergirded by a robust and efficient Public/Civil Service. In recognition of this, the Office of the Services Commissions (OSC), has over the past sixty (60) years, provided support to the development of human resources in the Central and Local Government Services through appointments, selection for training, separation and ensuring that separation and disciplinary procedures are managed in accordance with established regulations and practices. Modernisation of the Public Service is presently a priority focus, with emphasis on accountability, transparency, efficiency and improved customer service (Office of the Services Commissions Citizen's Charter, 2019). In the event that any discrepancies exist, the provisions within the Public Service Regulations, 1961 and the Staff Orders for the Public Service, 2004 takes precedence.



## List of Acronyms

<b>ACRONYM</b>	<b>MEANING</b>
<b>CPO</b>	Chief Personnel Officer
<b>FRAME-IT</b>	Fairness, Respect, Accountability, Merit, Equity, Integrity and Transparency
<b>GoJ</b>	Government of Jamaica
<b>HOD</b>	Head of Department
<b>HR</b>	Human Resource(s)
<b>HRMD</b>	Human Resource Management and Development
<b>HRMDU</b>	Human Resource Management and Development Unit
<b>HRP</b>	Human Resource Plan
<b>OSC</b>	Office of the Services Commissions
<b>PMAS</b>	Performance Management and Appraisal System
<b>PSC</b>	Public Service Commission
<b>PSRs</b>	Public Service Regulations, 1961
<b>Staff Orders</b>	Staff Orders for the Public Service, 2004
<b>TNA</b>	Training Needs Analysis



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## 1.0 INTRODUCTION

People are the most important of all the assets an organization possesses. The Human Resource Management and Development Unit (HRMDU) of the Office of the Services Commissions (OSC) is committed to addressing its current and future human resource needs in compliance with the Public Service Regulations, 1961, (PSRs) Staff Orders for the Public Service, 2004 (SO) and all other legislations, policies and standards that govern human resources in the Central Government (Civil Service).

The HRMDU will provide employees with information, advice, consultation and support on all human resource issues to include recruitment and selection, induction and orientation, training and development, performance management and a host of other human resource management issues to assist employees to create a flexible and responsive workforce that will deliver effective and efficient services.

To modernise and transform the Public Sector, the Government of Jamaica (GoJ) has embarked on several developments which will impact the future of Human Resource Management and Development (HRMD). Two (2) of these developments are the MyHR+ System and Human Resource (HR) Shared Services.

MyHR+ is an integrated Human Resource (HR) and Payroll System that will serve all public sector employees. Its key features are:

- Payroll Management
- Attendance/Absence
- Employee Self Service
- Manager Self Service
- Claims, Subsistence and Travel Allowance
- Recruitment and Selection
- Performance Management and
- Training Management.

HR Shared Services is an important component of Human Resource Management Transformation. Routine HR activities such as leave administration, employment verification and employee queries will be delivered by the HR Shared Services Centre (HRSSC), a single entity. The Centre will operate on the MyHR+ platform and clients will access it according to their needs.



## 2.0 PURPOSE, SCOPE AND APPLICABILITY OF MANUAL

The purpose of this Manual is to provide information on the OSCs' HRMD policies and procedures, as well as guidance on their application, and how employees should relate to the OSC in relation to their human resource needs.

All policies and procedures contained within this Manual apply to all employees, unless otherwise indicated by the Chief Personnel Officer. Employees are encouraged to use the information contained herein for the consistent application of all policies within each Unit.

All employees are charged with the responsibility of becoming familiar with the provisions of this Manual and will be treated fairly in relation to:

- Age
- Gender
- Address
- National Origin
- Race
- Colour
- Religious Beliefs/Practices
- Political Affiliation
- Disability
- Sexual Orientation
- Status

Employees who believe they are being unfairly treated or are denied opportunities on the basis of any of the grounds listed above, or others, should file a complaint to the Chief Personnel Officer (CPO) and/or Director, Human Resource Management and Development.

## 3.0 HUMAN RESOURCE PLANNING

On an annual basis, a Human Resource Plan (HRP) will be developed, taking into account business needs, the implications of any projected organizational change in the staff complement, as well as the skills and competencies of employees.

The HRP will be based on a systematic assessment of the Office's needs and the characteristics and trends of the existing workforce to include:

- Competencies required;
- Employee turnover;
- Length of service;
- Age distributions;



- Grade/earning levels;
- Skills inventories (including special qualifications and/or experience) and
- Vacancies.

## 4.0 ROLES AND RESPONSIBILITIES

4.1 All employees should ensure that policies are implemented in a consistent and impartial manner and that all procedures are followed. The following are the main areas of authority and responsibility:

4.1.1 *Public Service Commission*: The Public Service Commission (PSC) has the authority under the Public Service Regulations, 1961 (PSRs) (Regulations 14, 15 and 28), to appoint, discipline and approve the granting of Study Leave and permission to accept award scholarships for special training for public officers.

4.1.2 The *Chief Personnel Officer* heads the OSC and is responsible for all matters of the OSC, and those relating to the functions of the PSC.

4.1.3 *Director, Human Resource Management and Development*: The Director shall regularly examine all HR policies and procedures to ensure that they are administered fairly. The Director will also provide guidance, training and support to Heads of Unit on how to implement relevant aspects of the policy.

4.1.4 *Heads of Unit*: Heads of Unit are required to provide direction to their staff to ensure consistent application of the policies and procedures. They should also assist the HRMDU to implement specific human resource functions such as recruitment and selection, orientation and onboarding, training, discipline and separation, for employees under their supervision.

4.1.5 *Employees*: All employees have a responsibility to acquaint themselves with the contents of this policy and must ensure that their performance and conducts are consistent with the provisions of this Manual.

## 5.0 HUMAN RESOURCE FUNCTIONS

### 5.1 Recruitment and Selection

5.1.1 The recruitment and selection process will be guided by the *OSC Recruitment and Selection Procedures Manual, 2019*, which outlines the approach that should be adopted to manage the recruitment and selection process.



It sets out the core values to guide the process – *Fairness, Respect, Accountability, Merit, Equity, Integrity and Transparency* (FRAME-IT).

5.1.2 The OSC is striving to constantly improve its performance. To make this a reality, the Recruitment and Selection Procedures Manual aims to ensure that candidates with the requisite knowledge, skills, abilities, experiences and attitudes are attracted and appointed to meet the present and future needs of the organization.

## 5.2 **Induction and Orientation**

All new employees will undergo an induction process on their first day of employment. The induction process will be as follows:

5.2.1 An officer of the HRMDU will greet the employee and welcome him/her to the OSC.

5.2.2 The new employee will be taken to meet the CPO, Senior Deputy CPO and Director, HRMD.

5.2.3 The employee will be given an *Induction Package* to include: *Job Description, OSC Brochures, Dress Code Policy, and the Attendance and Punctuality Policy*. The new employee will also be referred to the *Public Service Regulations, 1961, Staff Orders, 2004 for the Public Service, Sexual Harassment Policy* and other policy documents and Circulars on the OSC Intranet.

5.2.4 The employee will be given an overview of the OSC to include but not limited to the following:

- a) The four (4) Commissions;
- b) Introduction to the Mission and Vision Statements, and Core Values (FRAME-IT);
- c) Introduction to the various Units;
- d) Brief description/introduction of the relevant policies - Attendance and Punctuality, Sexual Harassment, Dress Code;
- e) Outline of the various applicable employee benefits;
- f) Overview of Performance Management and Appraisal System;
- g) Statement about expectations;
- h) An Opportunity to ask questions; and
- i) A tour of the OSC as well as an opportunity to meet the rest of the staff.





5.3 An orientation programme will be held at least once annually for employees who have recently been employed and have not previously been a part of an orientation programme. The Orientation will be expected to last for about 1 to 2 days, taking into consideration the format. Various Heads of Unit will be invited to give a brief presentation on their Units, and external organizations will be invited to make presentations on their functions or any other relevant topic.

5.4 **Appointments**

5.4.1 All appointments into and within Central Government are made in accordance with the provisions of the Public Service Regulations, 1961.

5.4.2 After serving a period of up to six (6) months, an individual who is in a vacant position, has a satisfactory evaluation, and has met all the requirements of the position will be eligible for appointment. The recommendation will be sent to the PSC for a decision to be taken and then a recommendation is made to the Governor General for appointment if the officer is found suitable appointment.

5.4.3 Persons who are appointed to the Service for the first time are required to serve a probationary period of six (6) months.

5.4.4 Any period served in a temporary capacity may be considered, in whole or in part, in the determination of the probationary period.

5.4.5 It is the responsibility of the supervisor to assess the performance of an employee on probation, and the employee must be formally advised of his/her status at least one (1) month prior to the expiration of the probationary period.

5.4.6 The probationary period may be extended, with the approval of the appointing authority, for a period not exceeding six (6) months, on the basis of the supervisor's assessment.

5.4.7 During the probationary period the employee will be required to do a medical examination, which is necessary for confirmation in the Post.

5.4.8 Upon being permanently appointed, the individual will receive a letter of appointment from the CPO, detailing the terms and conditions of the appointment.



## 5.5 **Performance Management and Appraisal**

5.5.1 The OSC recognises that performance management should be managed using tools and processes that comply with GoJ requirements. The performance management process is continuous and all employees will be appraised using the Performance Management Appraisal System (PMAS). *The PMAS Guideline System and Reference Manual (2006)*, states that “*the Performance Management and Appraisal System for the public service must ultimately transform the prevailing culture to one that is committed to providing service to the public in a manner that is user friendly, and delivered with professionalism and integrity, to the benefit of the wider society.*”

5.5.2 The OSC strives to provide an environment where employees understand the impact of their contributions to the delivery of effective and efficient public services. To achieve this objective, a strong Performance Management and Appraisal System that culminates in an annual performance review is necessary. All employees should participate in the supervision and appraisal process positively, regardless of whether they are conducting or receiving an appraisal.

5.5.3 Details of the PMAS, as well as how to conduct appraisals will be provided to all employees by the HRMDU. Heads of Unit, Managers and Supervisors will be required to provide further information and assistance to their reports to complete performance evaluations when they become due.

## 5.6 **Training and Development**

5.6.1 The OSC aims to train and develop all employees to ensure that they perform their duties at an optimum level and contribute to the Vision, Mission and Objectives of the OSC. This development starts from the on-boarding process for new employees. Training and development will provide opportunities for employees to grow and build their knowledge, skills and competencies to meet the demands of a modern Public Service.

5.6.2 Heads of Unit, Managers and Supervisors are responsible for mentoring their teams as well as identifying their training and development needs, and co-ordinating with the HRMDU to ensure that such opportunities are provided or facilitated.

5.6.3 Employees are also responsible to seek learning opportunities in order to perform well in their present role as well as to enhance their



careers. Where specific learning needs have been identified, employees should discuss them with their supervisors. These needs should be recorded in Section D (*Learning and Development Needs*) of the *Performance Review Form*.

5.6.4 The HRMDU will conduct an annual Training Needs Analysis (TNA) in conjunction with Heads of Unit to determine each Unit's training needs. The TNA will take into consideration the learning and development needs identified in Section D of the *Performance Review Form*, meetings with Heads of Unit and employees, and the expected results after a training and development intervention. From the TNA, a Training Plan and Budget will be determined.

#### 5.7 **Training Modalities and Knowledge Transfer**

Consideration will be given to the most cost effective, appropriate and available methods of training to ensure effectiveness and efficiency. Customised (in-house), on-the-job and online training and development and coaching programmes will be encouraged. All employees will be eligible to participate in training and development courses that are relevant to their jobs. Employees who benefitted from training and development courses may be required to share the newly acquired knowledge and skills with their colleagues to facilitate knowledge transfer.

#### 5.8 **Compensation**

5.8.1 Salary bands, benefits and allowances for the various posts are determined by the Compensation Branch of the Strategic Human Resource Management Division, Ministry of Finance and the Public Service.

5.8.2 New employees will normally start at the first point on the salary scale for their job grade. An employee's skills, knowledge, previous salary, experience and qualifications may be considered when a final decision is being made.

#### 5.9 **Leave Management**

5.9.1 An employee's Sick/Departmental Leave entitlement will be calculated based on the date of employment up to the date that they are appointed. Leave will be determined and calculated based on working days. (Temporary employees Sick and Departmental Leave will be calculated on a prorated basis, during the first year of employment).

(a) All leave applications should be uploaded via the MyHR+ platform.



5.9.2 The CPO is required to administer the granting of leave in a manner which balances employee well-being with the provision of quality services to the public.

5.9.3 No officer will be eligible Vacation Leave before he/she has completed twelve (12) consecutive months of service from the date of first appointment, except on the ground of urgent private affairs or ill-health.

5.9.4 **Vacation Leave**

a) Vacation leave is a period of scheduled absence on full salary for the purpose of recreation and/or rejuvenation. Employees in the service prior to January 1, 2002, and who were earning leave at the rates below will continue to earn as follows:

- 35 working days per annum, accumulative to 105 days;
- 28 working days per annum, accumulative to 84 days;
- 21 working days per annum, accumulative to 63 days; and
- 14 working days per annum, accumulative to 42 days.

Employees who joined in the service on or after January 1, 2002:

- Under 15 years of service, 14 working days per annum, accumulative to 42 days
- 15 – 25 years of service, 21 working days per annum accumulative to 63 days
- Over 25 years of service, 25 working days per annum, accumulative to 75 days

b) Leave cannot be earned while on Vacation or Sick leave, in excess of fourteen (14) working days.

c) Public officers are not entitled to earn and accumulate Vacation Leave or to be paid salary in lieu of Vacation Leave in relation to the period during which they are on interdiction.

d) *Grant of Vacation Leave* – While employees are entitled to Vacation Leave as set out above, the granting of such leave is at the discretion of the CPO, subject to the demands of the service. This is particularly important in cases where employees have accumulated a large number of days. (In special cases, the CPO can encourage but not direct an officer to take vacation leave).



- e) *Application for Vacation Leave* – Employees wishing to take Vacation Leave must submit their request using MyHR+, at least one (1) month (30 calendar days) prior to the date on which the leave is to commence. Failure to apply a month in advance may affect the approval of the leave.
- f) *Extension of Vacation Leave* – Employees on vacation who wish to have their leave extended must apply in writing through their supervisors at least a week in advance for a reply to be received before the current period of leave expires.
- g) *Accumulation of Leave* – Employees are encouraged to take their Vacation Leave on a regular basis, as soon as possible in the year after it has been earned, or at least before they have reached their maximum accumulation of leave.
  - i. Employees may accumulate leave to a maximum not exceeding the leave entitlement for three (3) years only [see 5.9.4. (a)]; and
  - ii. Permanent employees are allowed to accumulate additional full-pay Vacation Leave for a further period not exceeding two (2) years if their applications for all or any portion of their accumulated leave cannot be granted due to the exigencies of the service.
- h) *Recalled Leave* – Any leave granted may be recalled by the CPO, based on the exigencies of the service. Where an employee's leave is recalled, the remaining portion is considered Recalled Leave and is treated separately.
  - i. Recalled Leave shall not be counted in the calculation of the maximum leave the employee may accumulate; and
  - ii. Recalled Leave may be taken at the employee's convenience, subject to the exigencies of the service, or it may be included in the preretirement leave to which the employee may be entitled.
- i) *Resumption Following Leave* – Officers are required to report in writing their resumption of duty to the Director, HRMD following the expiration of Vacation Leave by completing the prescribed Leave Resumption Form. If an officer fails to resume duty following the expiration of any period of leave,



steps will immediately be taken by the CPO/Finance and Accounts Unit to ensure that the officer is not paid beyond the date of the expiration of leave.

#### 5.9.5 **Departmental Leave**

- a) 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.
- b) 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.
- c) Employees in the service prior to January 1, 2002 and who are eligible for 14 or 10 working days will continue to earn at that rate.
- d) Employees who joined the service on or after January 1, 2002, will be eligible for 10 working days per annum.
- e) *Application for Departmental Leave* - Employees wishing to take Departmental Leave under normal circumstances, should indicate the number of days on their Leave Card and have it approved by their Head of Unit or Supervisor, at least forty-eight (48) hours before the leave is to begin. In cases where the employee is not able to apply for the leave before taking it, the employee should advise their Head of Unit or Supervisor, the morning of absence and apply online using MyHR+ upon returning to work.
- f) *Grant of Departmental Leave* – While employees may be eligible for Departmental Leave as set out above [5.9.5 (c, d)], the granting of such leave is at the discretion of the Heads of Units or Supervisors, subject to the demands of related duties.
- g) Absence from work without notifying the HRMDU of the type of leave taken within three (3) working days will be noted as a departmental leave.
- h) Permanent employees may carry forward any Departmental and/or Sick Leave not taken in one year into subsequent years up to a maximum accumulation of two (2) years entitlement each. Departmental or Sick Leave accumulated can only be



used during periods of prolonged illnesses, supported by a medical certificate from a duly registered medical practitioner, after the Sick and Departmental Leave entitlement for the current year has been exhausted.

#### 5.9.6 **Sick Leave**

- a) Sick Leave is any period of absence from duty on the grounds of ill health.
- b) Employees are eligible to receive sick leave as set out below:
  - i. Employees who joined the service prior to January 1, 2002 are entitled to fourteen (14) calendar days; and
  - ii. Employees who joined the service after January 1, 2002 are entitled to ten (10) working days.
- c) *Grant of Sick Leave* – The granting of Sick Leave under normal circumstances does not affect vacation or departmental leave.
- d) *Length of Leave* – Sick Leave may be taken in short periods or for more extended periods, depending on the nature of the illness, and the presentation of a medical certificate.
- e) *Notification of Leave* – Officers needing to be absent from duty on the grounds of ill-health must ensure that their Heads of Unit or Supervisors are informed. Heads of Unit or Supervisors should inform the HRMDU as soon as possible, but not later than the end of the first day of absence. (The Attendance and Punctuality Policy may be reference for further information).
- f) *Medical Certificate* – Periods of absence from duty over three (3) days, on the ground of ill health must be supported by a medical certificate signed by a duly registered medical practitioner.
  - i. The certificate should be submitted via MyHR+ within five (5) working days from the first day of absence and should cover the entire period of absence.
  - ii. Where medical certificates are submitted in support of applications for leave of absence, officers are required to ensure that the certificates (whether issued in





Jamaica or elsewhere) contain the following information:

- Date of issue;
  - Medical practitioners' signature;
  - Period of leave; and
  - A statement on whether the officer is able to perform his/her duties because of the illness, or a recommendation for the officer to be absent from duties.
- iii. Medical certificates are regarded as being effective from the date of issue, unless otherwise specified by the medical practitioner.
- iv. The period of leave recommended in the medical certificate should be regarded as being additional to any period of absence on the ground of illness for which the officer may already have been authorised.
- g) *Leave for Prolonged Illness (Prolonged Sick Leave)* – Where the Sick and Departmental Leave to which an officer is entitled in the current year has been exhausted, the officer will be required to use any accumulated sick leave up to 2 years.
- i. Where an officer has exhausted all Sick Leave for the current year, as well as all accumulated Sick Leave, the officer will be required to utilise any Departmental Leave that has been accumulated for medical purposes.
  - ii. If the amount of the current Sick and Departmental Leave, and the accumulated Sick and Departmental Leave at credit is insufficient to cover the amount of Sick Leave required, the officer will be required to utilise Vacation Leave, not exceeding fifty percent (50%) of the Vacation Leave entitlement at credit on the date of the onset of the illness.
- h) *Special Sick Leave* – Should the illness of an employee necessitate a continuous absence such that all accumulated Sick Leave and Departmental Leave plus fifty percent (50%) of Vacation Leave have been exhausted, the CPO may grant the employee special sick leave on the advice of the appropriate medical authority.





- i. The CPO may require an employee to forward to the Chief Medical Officer (CMO), Ministry of Health and Wellness, under confidential cover, a further medical certificate stating the nature of the illness.
  - ii. The CMO will examine the certificate and make a recommendation to the CPO without disclosing the nature of the illness.
- i) *Illness While on Leave Abroad* – An employee who becomes ill while on leave abroad and remains ill beyond the period of leave granted shall immediately make a report to the CPO and the nearest Overseas Mission of the GoJ, in the country in which he is spending his/her leave. As far as is practical the officer should send, at his/her own expense, periodic reports from the medical practitioner while he/she remains under medical care.

#### 5.9.7 **Maternity Leave**

- a) Maternity Leave shall be granted to female employees on no more than three (3) occasions, consistent with the provisions of *The Maternity Leave Act (1979)*.
- b) Officers who have completed at least twelve (12) months of continuous service may be granted leave for maternity purposes upon the presentation of appropriate medical certification.
- c) The grant of maternity leave shall be based on the following schedule:
  - i. special Maternity Leave on full salary for a period not exceeding forty (40) working days;
  - ii. all the Vacation Leave to which she is entitled; and
  - iii. leave without pay for an additional period not exceeding sixty-five (65) working days.
- d) The CPO may, in particular cases, authorise the grant of leave, without pay, for maternity purposes for periods in excess of sixty-five (65) working days.



- e) Sick Leave may be granted to run consecutively with leave granted for maternity purposes, on the presentation of satisfactory medical evidence that the illness does not result directly, indirectly or specifically from the pregnancy.

Study Leave

- a) Study Leave is a period of absence granted to employees to pursue courses of study to improve their qualifications and/or skills that cannot be completed on a part-time basis.
- b) The officer would be required to forfeit leave or salary equivalent to the entitlement that can be earned for one year's service.
- c) An employee qualifies for consideration for Study Leave after three (3) years of permanent appointment in the Government Service.
- d) Officers who are granted Study Leave to pursue job-related or future advancement courses of study may receive no more than two (2) years (24 months) fully-paid leave. Where possible, officers are encouraged to complete as much of the programme on a part-time basis, prior to applying for full time Study Leave.
- e) Any additional leave required to complete the course of study shall be without pay.
- f) Study leave is to include all Vacation, Recreational and/or Recalled Leave.
- g) Officers granted Study Leave are entitled to Recreational leave, which should be taken immediately before resumption, after the expiration of the Study Leave and cannot be retained for a later period. The period of leave granted for this purpose shall in no instance be in excess of fifteen (15) working days.
- h) Officers who are granted Study Leave and receive support from public funds may be required to execute a loan agreement as outlined in Chapter 5.7 (iii – v), of the *Staff Orders of the Public Service, 2004*. Details of the application process and bonding requirements can be obtained from the *Scholarships and Assistance Unit, Public Service Establishment Division of the Ministry of Finance and the Public Service*.



- i) *Day Release* – Officers may be granted a combination of day release during the academic year and full-time Study Leave during the summer period to attend any approved tertiary institution. This will only be considered where evening classes are not available for the particular course. The following conditions will apply:
  - i. The officer will cease to earn Vacation Leave at the commencement of the course until its completion;
  - ii. The officer is expected to attend classes 1 or 2 days per week, and where necessary on a full-time basis for 2 to 4 weeks during the summer period if required by the institution;
  - iii. The day(s) and full time period utilised for the course will be charged to his/her Vacation Leave. After the Vacation Leave has been exhausted, the officer will enter into a period of Study Leave which may be granted on full salary for a total period of up to 180 days, to be utilised as at (ii) above.
  - iv. On completion of the course, the officer will be credited with Vacation Leave for the number of days in which he/she was not in attendance at classes, subject to the provision that Vacation Leave will not exceed the maximum prescribed.
  - v. Officers who are granted full time Study Leave to run consecutively with the day release should be credited with the Vacation Leave earned at (iv) above, prior to the commencement of the full-time Study Leave.
  
- j) *Part-time Study Courses* – Officers may be granted time-off to pursue courses of study at approved institutions, on a part-time basis, during established working hours. The application for, and grant of such leave are subject to the conditions established from time to time by the Ministry of Finance and the Public Service.



#### 5.9.9 **No-Pay Leave**

- a) The CPO may grant no-pay leave up to a maximum of one hundred and eighty (180) days in any one calendar year to employees on the ground of urgent private affairs. Urgent private affairs relate to death in the family, illness in the family and business of such a nature which, in the discretion of the CPO, necessitates the officer's absence from duty.
- b) Any request for no-pay leave beyond one hundred and eighty (180) days should be submitted by the Director, HRMD to the Financial Secretary at the Ministry of Finance and the Public Service.
- c) All requests for no-pay leave should, be supported by documentary evidence and should, in the case of urgent private affairs, be submitted in a timely manner for the matter to be examined and approval granted before the officer proceeds on leave.
- d) Where an officer applies for no-pay leave beyond one hundred and eighty (180) days, while on leave, the CPO will examine the application, stating whether it is supported for submission by the Director, HRMD to the Ministry of Finance and the Public Service. In cases where the leave is not approved, the CPO has the authority to request the officer to resume duties within a specified time, failing which the employee will be considered to be absent without permission in excess of five (5) days and subject to summary dismissal in keeping with the Public Service Regulations.

#### 5.9.10 **Leave Prior to Retirement**

- a) An employee who is retiring or is being retired from the Public Service may be granted, immediately prior to the effective date of retirement, the accumulated leave to which he/she is entitled on full salary.
- b) In no case shall an employee be granted leave in excess of twelve (12) months prior to retirement.



#### 5.9.11 **Leave in Respect of Injury in The Discharge of Duty**

The CPO shall consider employees who are seriously injured in the discharge of their duties, for the grant of leave of absence on full salary without affecting their normal leave entitlement. This will be subject to documentary evidence being presented.

#### 5.9.12 **Leave on Secondment**

- a) When an officer is seconded to a Public Entity, the Vacation Leave already earned by the officer while at the OSC will be frozen.
- b) If the officer is appointed to the Public Entity and resigns/transfer from the OSC to take up duties with the Public Entity, then the officer must be paid by the OSC for the Vacation Leave for which he/she was eligible at the time of the secondment. Payment should be at the rate of salary which was payable at the time of the secondment.
- c) If the officer is returning to the OSC from a secondment at a Public Entity, he/she should be paid by the Entity for the Vacation Leave earned while at the Entity which was not granted when the secondment ended.

#### 5.9.13 **Leave Prior to Dismissal**

An employee who is being dismissed from the Public Service shall be paid for all the accumulated Vacation Leave to which he/she is entitled immediately prior to his/her dismissal. Payment shall be at the rates prevailing at the date of dismissal. Any debt owed to the government will be recovered before disbursement.

#### 5.9.14 **Leave Prior to Resignation**

An employee who resigns from the Public Service shall be paid for all accumulated Vacation Leave and any Recalled Leave to which he/she is entitled on the effective date of resignation. Payment shall be at the rates prevailing on the date of resignation. Any debt owed to the government will be recovered before disbursement.

#### 5.9.15 **Leave Upon Death of Employee**

Upon the death of an employee while in service, a sum equivalent to the salary, allowances all accumulated Vacation and Recalled leave to which he/she would have been entitled shall be paid to his/her



legal representative. Payment shall be at the rates prevailing at the date of death.

## **6.0 SALARY AND ALLOWANCES ADMINISTRATION/ADJUSTMENTS**

6.1 Overall salary adjustments will be based upon approved salary negotiation; incremental payments (for e.g., performance, qualification, seniority, etc.); and post reclassification.

### **6.2 Performance Based Increment**

6.2.1 Increments are normally paid annually to permanent employees who have achieved an average score of 75% or above based on their performance appraisal for the preceding evaluation year.

6.2.2 Increments may be paid to employees who are employed on a temporary basis in positions which are on the establishment and are not vacant, subject to the satisfactory completion of a performance evaluation.

6.2.3 Increments may be withheld as a result of unsatisfactory performance evaluation below 75% or as a penalty following a disciplinary procedure.

### **6.3 Qualification Increment**

6.3.1 Increments are payable to employees who acquire tertiary and professional qualifications from an institution which has been accredited by a body which has legal authority to grant university accreditation.

6.3.2 Officers should be employed in established posts in the Public Service for at least two (2) years to be eligible.

6.3.3 Officers should also attain the qualification while employed to the OSC.

6.3.4 Where an officer is promoted upon attaining the additional qualification, the qualification increment is not to be paid. Qualification increments are to be paid within the officer's substantive scale.



6.3.5 Where an Officer is at the maximum of a salary scale or whenever the qualification increments flow over the maximum of the salary scale those amounts are to be converted to a personal pensionable allowance.

6.3.6 Eligibility for other professional qualifications should be submitted for an assessment by the *Compensation Unit, Public Service Establishment Division/Strategic Human Resource Management Division* of the Ministry of Finance and the Public Service.

*Details on the various increments can be obtained from Circular No. 42, Ref. 59/40, dated November 24, 2008; Ministry of Finance and the Public Service. (available on the Ministry of Finance and the Public Service website)*

## **6.4 Allowances**

This is the element of pay which is payable separately in addition to the salary that is attached to a post.

### **6.4.1 Acting Allowances**

- a) An employee who is appointed to act in a higher grade than his/her own for a continuous period exceeding twenty (20) working days is entitled to be paid an acting allowance in addition to his/her substantive salary.
- b) The acting allowance is calculated from the date of the working day on which the acting duties are assumed, to the last working day preceding the date on which the employee resumes normal duties.
- c) An acting allowance is calculated on the basis of the difference between the officer's salary and the minimum salary of the post in which the officer is acting. If there is no overlap.
- d) The acting allowance should be equivalent to at least one increment in the salary scale of the higher post. If the calculation falls between, the allowance to be paid will move to the higher point.

### **6.4.2 Seniority Allowance**

- a) An Officer who holds a post to which an annual scalar salary is attached, and who has served at the maximum salary of the scale for 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.

- b) Seniority payments are to be based on the performance appraisal for the preceding evaluation year. Qualification for seniority allowance and the lump sum payment are to be based on a grade of 75% and above on the PMAS evaluation.
- c) The grant of any seniority allowance will be made only if there is no increase in the number of increments attached to the particular scale.
- d) All officers who have been granted seniority allowance will be considered for the grant of one (1) further increment if, in the absence of promotional opportunity, he/she serves two (2) more years in the same post, except where there is established evidence that he/she is not performing satisfactorily.
- e) Officers should not be paid more than three (3) seniority increments
- f) When an officer is in receipt of three (3) seniority increments that officer can be awarded a one-off payment in lump sum equivalent to one (1) increment. This is payable at two (2) year intervals after the receipt of the third seniority increment.
- g) Seniority Allowances are personal to the officers who have earned them and are taken into account in the calculation of retiring benefits.

#### 6.4.3 **Duty Allowance**

- a) A duty allowance may be payable to officers who are required to work beyond established working hours on a regular basis.
- b) To be eligible for duty allowance, the duties performed must be related directly to the regular duties of the officer.
- c) Such a duty allowance may only be paid to the officer who actually performs the duties in respect of which the allowance is granted.
- d) Duty allowance rates and other eligibility criteria are determined by the Ministry of Finance and the Public Service.





- e) In the event of an officer who is in receipt of a duty allowance being granted a leave of absence in excess of twenty (20) working days, the officer acting in the position and performing the duties will be paid the allowance for the duration of the acting appointment and the substantive holder of the position will receive the duty allowance for the first twenty (20) working days only.
- f) Officers who receive overtime payment for working excess hours are not eligible for duty allowance.

#### 6.4.4 **Honorarium**

- a) Honorarium may be paid to an officer who is assigned special duties which are extraneous to his/her normal duties and which necessitate the performance of official duties beyond normal working hours, for a period of not less than one (1) month.
- b) The request for the performance of such duties should be made to the CPO well in advance of the commencement date and should include a statement of the particulars of the work to be done, a workplan, the reason for the exercise, the proposed duration, the number and categories of staff to be involved as well as an estimate of the cost.
- c) The officer should not be relieved of his/her normal duties for the duration of the assignment.
- d) The existing rate of payment is determined by the Ministry of Finance and the Public Service. To be eligible for such payment, the officer is required to work not less than ten (10) hours per week or an average of ten (10) hours per week over the period.
- e) Persons who qualify for the payment of overtime or are in receipt of a Duty Allowance should not be paid honorarium. Supper allowance is also not payable.

#### 6.4.5 **Allowances During Leave**

- a) 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 up to ten (10) working days.



- b) Officers 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.
- c) An officer 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.
- d) Officers who are eligible to receive utility allowance may be permitted to receive this allowance during any period of absence on Sick, Departmental, Vacation, Pre-retirement or Maternity leave.

#### 6.4.6 **Travelling Allowances**

- a) Travelling and subsistence allowances are granted to meet expenses incurred in the performance of official duties. Holders of posts requiring travel should neither be out of pocket, nor should they derive financial benefits beyond their direct costs.
- b) When the functions of a post include travel as an essential requirement, the holder of the post, may, subject to the applicable provisions, be eligible for either one or a combination of travelling allowances.
  - i. *Upkeep Allowance* – When the functions of a post make it essential for the holder to possess his or her own means of transport, an allowance for its upkeep may be paid. In addition, he or she will be paid for the actual distance (kilometres) at the rate prescribed. In order to receive payment, the individual is required to submit up to date copies of the particulars of the motor vehicle (Registration, Certificate of Fitness and Insurance) as well as his/her Driver's License to the HRMDU.
  - ii. *Commuted Allowance* – In cases where it may be expedient and desirable that the officer possess his/her own means of transport, a contribution toward the upkeep and running expenses of the vehicle, in the form of a commuted travelling allowance may be granted. Additionally, the officer will be paid for the



actual distance (kilos) for travel outside a radius of one (1) kilometre from his/her place of work.

- iii. *Allowance In-Lieu* – An officer holding a post to which a motorcar upkeep or commuted allowance is attached but who has no motorcar may be eligible for an allowance at the prescribed rate. An officer in receipt of this allowance will not be eligible for reimbursement of taxi fares or bus fares.
- iv. *Casual Allowance* – When an officer to whom neither an upkeep allowance nor a commuted allowance has been granted, uses his own means of transport while travelling in the performance of duties, he/she will be paid fully for the actual distance (kilos) at the rate prescribed.
- v. *Incidental Allowance* – An officer who is not in receipt of travelling allowance and who uses the service of a taxi in the performance of his/her duties may be refunded expenses incurred, provided the rates are fair.
- vi. *Alternate Travelling Allowance:*
  - The CPO may approve the reimbursement of the cost of hiring alternate transportation for public officers who are eligible for an upkeep or a commuted allowance and whose personal motor vehicle is out of service;
  - The period of entitlement will begin after five (5) working days of the loss of use of the personal vehicle and the maximum period of the allowance shall not exceed twenty-five (25) working days; and
  - In exceptional circumstances, the CPO may authorise the allowance for a further period, not exceeding an additional twenty-five (25) working days.
- vii. *Motor Vehicle Purchase Advance* - Officers who are eligible for an upkeep or a commuted allowance may, subject to the conditions specified in the Financial



Instructions, be considered for an advance from public funds to assist with the acquisition of a motor vehicle.

viii. *Submission of Claims:*

- With the implementation of MyHR+, employees are only required to submit a travel claim if they are to receive mileage.
- Travelling claims should normally be submitted monthly for payment, but may be accumulated for a period not exceeding three (3) months. The CPO will be required to approve any claim exceeding three (3) months.
- The officer will be required to state the reasons for the late submission of the claims in excess of three (3) months.

ix. *Claims Involving Others:*

- Where it is necessary for more than one officer to proceed to any point on a particular duty, the officers shall travel in one car, provided the arrangement is agreeable to all parties and in such case the vehicle to be used will, whenever possible, be one for which an upkeep allowance is paid.
- Where an officer conveys in his/her own motor vehicle, persons who would otherwise have to be transported at Government's expense, the officer will be paid, in addition to any other transport allowance, a rate per kilometre per person.
- When it is necessary for more than one officer to hire transportation for the purpose of travelling on duty to and from the same place on the same date, those officers should arrange to travel by the same conveyance and payment for motor vehicle hire will not be made for separate conveyance unless it can be clearly shown that travelling separately was justifiable in view of special circumstances.



x. *Allowance During Leave:*

- An upkeep/commuted allowance shall be payable during all periods of Sick, Departmental, Vacation, Pre-retirement, and Maternity and approved training courses, including full pay Study Leave taken locally.
- This provision shall not apply in cases where an officer is granted leave prior to resignation or separation from the Service in any circumstance, or prior to permanent transfer out of Jamaica, except as specified.
- The allowance will also not be payable during the period of Pre-retirement Leave where the officer has been employed during such leave on terms which include the payment of travelling allowance.
- If the travelling allowance attached to the substantive office from which he/she is retiring is higher than that payable in relation to the person's re-employment, then the higher rate of allowance may be paid up to the date of the expiration of Pre-retirement Leave. This payment shall be in lieu of the allowance payable in respect of the re-employed position. The allowance in relation to his/her re-employment will become payable when the person's retirement becomes effective.
- Where study is undertaken overseas, the allowance should be paid only for the period of Vacation Leave utilised in connection with the study.
- Where an officer attains the maximum Vacation Leave accumulable and is paid salary in lieu of Vacation Leave, the travelling allowance should be paid for the entire period in respect of which salary in lieu of leave is paid.



## 6.5 **Health Insurance**

- 6.5.1 All employees are eligible to join the Government of Jamaica Group Health Insurance Scheme - Government Employees' Administrative Services Only (GEASO). The scheme requires contributions from both the OSC and employees. Employees who join the scheme will be given a Health Insurance Card as proof of coverage.
- 6.5.2 The sum of money allocated to each employee on their health card will be renewed on the first of August each year.
- 6.5.3 Employees can enrol on either an Individual or Family Plan by completing the Enrolment Card and Salary Deduction Form.
- 6.5.4 With an Individual Plan, the employee is the only person covered. There are no maternity benefits covered under this plan.
- 6.5.5 A Family Plan covers: the employee, the resident spouse (married or unmarried) dependent child/children under the age of 19 years and/or of the spouse in residence, legally adopted child/children under the age of 19 years and/or those of the spouse in residence.
- 6.5.6 Employees may also apply for MEDIGAP. MEDIGAP provides supplemental in-hospital coverage and is designed to further reduce the overall out-of-pocket expense of the employee/family member in the event of hospitalisation.
- 6.5.7 Coverage will cease once Sagicor is made aware that the member is no longer an employee of the Government of Jamaica or for whatever reason is no longer eligible.

## 7.0 **STAFF WELFARE**

- 7.1 The CPO is required to implement policies and procedures to enhance productivity, improve customer service and safeguard the wellbeing of employees.
- 7.2 The CPO will take steps to provide a working environment that is safe, environmentally friendly and accessible to persons who might be physically challenged.
- 7.3 The CPO will ensure that employees are provided with appropriate information on the availability of Employee Assistance Programmes (EAPs) and how they can be accessed.



- 7.4 Where necessary, employees will be provided with confidential support, through an EAP that will assist in resolving any conflicts which may adversely impact their personal and professional lives.

## **8.0 DISCIPLINE**

- 8.1 The authority to impose disciplinary measures is vested in the Governor-General, acting on the advice of the PSC. The procedures to be followed are in accordance with the Public Service Regulations, 1961.

- 8.2 A breach of discipline or an infraction may be deemed to have occurred if an employee violates any of the behaviour expectations established in the code of conduct of the Staff Orders for the Public Service, 2004.

### **8.3 Disciplinary Procedure:**

- 8.3.1 Where an infraction is deemed to have occurred and it is felt that disciplinary measures may be necessary, a procedure must be established and communicated to all relevant parties.

- 8.3.2 Any such procedure must ensure that the rights of all parties are protected and nothing is done to prejudice the outcome.

- 8.3.3 No arbitrary judgement shall be made about the likely outcome of any proceedings.

- 8.3.4 Any disciplinary procedure should adhere to the following criteria:

- a) Be consistent with the conditions of employment;
- b) Begin with a thorough investigation;
- c) Follow due process;
- d) Guarantee all parties the right to be heard and the right to representation;
- e) Guarantee the right of appeal; and
- f) Be conducted as quickly as possible.

**See Chapter 10 of the Staff Orders for the Public Service, 2004 for additional details concerning Discipline.**

## **9.0 EMPLOYEE RELATIONS**

### **9.1 Communication**

- 9.1.1 Communication between and amongst staff members must be professional at all times. Staff members should make every effort to



observe the protocols for conducting internal and external communication.

9.1.2 Managers and Supervisors are encouraged to adopt an open communication style to allow staff to feel free to express their ideas, suggestions and opinions constructively, without prejudice. (*Communication Policy, 2019*)

## 9.2 **Representation (Roles and Responsibilities)**

9.2.1 The OSC: The CPO as Agent for the employer should:

- a) Recognise the rights of Trade Unions and Staff Associations to represent their members and to advocate on their behalf.
- b) Respect the rights of employees to belong to Staff Associations and Trade Unions and to take part in the activities of these bodies.
- c) Ensure that effective relations and adequate procedures are maintained with employees and their representatives for communication and consultation and for the settlement of disputes and grievances.
- d) Ensure that the established procedures for employee representation are known, understood and implemented by all members of the Management and Supervisory Team.
- e) Ensure that all supervisory staff have clearly defined responsibilities in the organizational structure, are in charge of manageable work groups, understand their responsibilities and have the necessary qualities and Industrial Relations Training and exposure to do the job.
- f) Ensure that supervisors are cognizant of management policies as they affect their individual work groups and that they maintain an effective link between management and members of their work groups.
- g) Adopt policies and practices for the social and educational improvement of employees, in addition to discharging obligations in respect of the terms and conditions of employment.
- h) Keep in focus the interest of the public at all times.





9.2.2 Employees should:

- a) Know, understand and familiarise themselves with the terms and conditions of their employment.
- b) Perform their duties to the best of their abilities, with due regard to the performance and behaviour expectations established by the organization.
- c) Ensure that their actions and behaviours do not prejudice the health, safety or well-being of clients, customers or fellow employees.
- d) Exercise their right to belong or not to belong to a Staff Association or Trade Union, and to seek representation elsewhere if required.
- e) Know, understand and abide by the established procedures for dealing with disputes and grievances.
- f) Keep in focus the interest of the public at all times.

9.2.3 Disputes: There are two main forms of dispute; dispute of right and dispute of interest.

- a) All forms of dispute should be made in writing to the CPO or Director, HRMDU, depending on the nature of the dispute.
- b) All internal mechanisms should be exhausted before the dispute is escalated to an external party.
- c) All actions taken regarding the dispute should be in writing.

9.2.4 Grievance Procedure:

- a) All employees have a right to seek redress for grievances relating to their employment.
- b) Grievance procedures must promote good employee/management relations while contributing to industrial harmony in the workplace.
- c) All employees are expected to familiarise themselves with the Grievance Policy for the Public Sector, 2012 on the OSC Intranet.



## 10.0 WORK ETHICS

It is essential that all employees maintain the highest standards of work ethics, conduct and performance, in the interest of the OSC, co-workers, clients, the Public Service and the wider public.

### 10.1 **Hours of Work**

10.1.1 The normal hours of work are 8:30 a.m. – 5:00 p.m. on Monday to Thursday, and 8:30 a.m. – 4:00 p.m. on a Friday.

10.1.2 The hours of work include a one-hour lunch break each day between the hours of 12:00 p.m. – 1:00 p.m. or 1:00 p.m. – 2:00 p.m., as agreed with Manager or Supervisor.

10.1.3 Where an employee is required to work beyond the regular working hours, this should be done in writing to the CPO.

10.1.4 Permission may be granted by supervisors for an employee to arrive beyond 8:30 a.m. However, the deadline for permitted late arrival is 11:00 a.m. Any arrival beyond 11:00 a.m. will be considered as a Departmental Leave. This should be only in limited circumstances.

### 10.2 **Punctuality and Attendance**

10.2.1 Employees are required to abide by the set hours of work, arrive on time and be in attendance during the hours prescribed. Failure to do so without approval could result in disciplinary action.

10.2.2 Employees are required to sign the *Attendance Register* upon arrival at work stating the time of arrival. An *External Assignment Register* is also available to record absences for official duties.

10.2.3 Employees who are late for two (2) consecutive months will be required to attend a hearing with the Attendance Monitoring Committee. Employees who are late for five (5) times or for an hour within a month are considered as late for that month.

Please refer to the Attendance and Punctuality Policy, 2020 on the OSC Intranet for further details on the governing protocols.



### 10.3 **Confidentiality**

In the course of employment, employees may be exposed to information that is confidential. Such information must be kept confidential at all times, and not be disclosed to anyone without authorisation from the CPO. All employees must adhere to the confidentiality provision (Chapter 4.5) of the Staff Orders for the Public Service, 2004 and sign the Declaration under the Official Secrets Act.

### 10.4 **Conflict of Interest**

10.4.1 This is a situation in which an individual is or may be seen as compromised or conflicted because of real or perceived clash between his personal interests and his professional duties or responsibilities that are in direct conflict with each other. See Chapter 4.2.9 of the Staff Orders for the Public Service, 2004, for the circumstances under which a conflict of interest can exist.

10.4.2 In order to prevent a potential conflict of interest (Chapter 4.2.9 or others), officers should, in all instances, inform the CPO of any undertaking, Director, HRMD or their Heads of Unit for clarification and get permission from the Public Service Commission. Any such permission would be subjected to periodic review.

### 10.5 **Political Involvement**

10.5.1 Officers are expressly forbidden to engage in any type of partisan political activity in any elections, at any level.

10.5.2 In the exercise of official duties, no service or benefit should be denied or provided to anyone on the basis of partisan political affiliation.

### 10.6 **Gifts, Benefits, Donations and Hospitality**

While the OSC does not have a policy on gifts, benefits, donations and hospitality, the office is guided by *Chapter 4.3* (Gifts and Exchanges) of the Staff Orders for the Public Service 2004, which details the conditions for accepting or offering gifts.

### 10.7 **Family Relationships/Workplace Relationships**

10.7.1 Employees should disclose in advance to the CPO, any transactions that may be undertaken with a relative or with a firm in which a



relative has an interest that may conflict with the interests of the OSC, its clients and customers. Where possible, routine transactions should be conducted by staff members who are unrelated to customers or clients.

10.7.2 Employees who are related to customers or clients should disclose the nature of the relationship to the Director, HRMD to ensure that internal business processing requirements and reporting, and authority relationships are not compromised.

10.7.3 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.

## 10.8 **Dress Code**

10.8.1 All members of staff represent the image of the OSC and are encouraged to maintain high standards and continue to be a source of encouragement to other public service entities, by demonstrating professionalism in dress and conduct.

10.8.2 The Dress Code is applicable to all members of staff at OSC's physical location or wherever the business of the OSC is being conducted. See the *Dress Code Policy, 2020*, on the OSC Intranet to be abreast of all dress code related matters.

## 10.9 **Sexual Harassment**

The OSC recognises the right of every employee to attend work and perform their duties freely without being subjected to any form of harassment, to include sexual harassment. The OSC will enforce a zero-tolerance approach to any form of sexual harassment. Sexual harassment violates an individual's fundamental rights and personal dignity, and is a form of workplace discrimination. For details, see OSC Sexual Harassment Policy, 2020 on the OSC Intranet.

## 10.10 **Substance Abuse**

The use of alcohol, intoxicants, or any illegal substance is strictly prohibited at the OSC. Arriving at work under the influence of any of the substances noted above is also prohibited. Failure to adhere to this may result in disciplinary actions as stipulated in the Public Service Regulations, 1961.



## 11.0 EMPLOYEE RECORDS

The OSC will record and maintain up to date employee records and documentation for employment administration electronically, using MyHR+ and physically with files.

### 11.1 **Employee Files**

A personal file will be created for each employee when they commence working within the OSC regardless of the type of employment. Standard documentation to be placed on the file includes:

- Resume and Application Letter
- Record of employee's performance in the selection process
- Birth Certificate
- Marital status
- Academic qualifications and other certificates
- Report of medical examination
- Reference Checks
- Letter of Appointment
- Personal information (next of kin, emergency contacts, special needs and/or conditions)
- Leave application and permission letters
- Copies of Training and Development Plans
- Record of changes in salary, benefits and allowances
- Copies of any disciplinary actions against the employee

Employees' Leave Cards, Performance Evaluation Reports, Competency Forms and Workplans will be housed separately from personal files. Leave Cards will be kept in a separate folder. All documents related to the employees' Performance Management will be kept in a PMAS Folder.

### **Records of Pensionable Officers**

Every pensionable officer shall, within six (6) months:

- after the birth of each child born to him, or after the adoption of a child notifies the office in writing, of the name and date of birth of such child.
- Who shall marry should, submit the following in writing
  - the name of his/her spouse
  - the date of marriage
  - when a marriage has been annulled or dissolved by the decree of any competent court; and
  - if there is a relevant stepchild, the name and date of birth of the stepchild.



## 11.2 **Maintenance of Records**

11.2.1 All employee records are confidential and will be kept in the HRMDU, under secure conditions and with protection from hazards.

11.2.2 Any change in the employee's status must be duly noted in a timely manner and added to the employee's personal file and to the MyHR+. Supervisors shall ensure that all letters, memoranda, and documents related to an employee are sent to the HRMDU for inclusion in the employee's file.

11.2.3 Employees must ensure that their records are kept current by notifying the HRMDU in writing of any changes in circumstances, for example, academic achievements, change of address, marital status, next of kin or, beneficiaries.

11.2.4 Any addition of information or documentation to the file by an employee must be done through the Director, HRMDU.

11.2.5 The removal of any information or documentation from the file, by an employee, can only be done through, and with the permission of the Director, HRMD and/or the CPO based on the nature of the document.

## 11.3 **Service Record**

11.3.1 In addition to other information on an employee's file, a Service Record will be kept to note relevant changes to an employee's status, for example, promotions, transfers or salary changes.

11.3.2 When an employee moves within the Civil Service, the employee's Service Record with entries properly completed and certified will be forwarded to the Head of the Human Resource Division in the new organization.

## 11.4 **Access to Personal File**

11.4.1 An employee will have the right to access and view his/her personal file, and make copies of any document with permission from the Director, HRMD.

11.4.2 Any access, viewing or copying shall be done in the presence of authorised personnel within the HRMDU.



### 11.5 **Certificate of Service**

11.5.1 Upon leaving the OSC, an employee, regardless of status, shall be provided with a formal certificate of service.

11.5.2 The certificate shall indicate details of years of service, changes in status during the period of employment and a summary of any entitlements.

11.5.3 If an officer has been separated for any reason, the certificate shall indicate that a reference should be made to the CPO.

### 11.6 **Electronic Employee Records**

11.6.1 MyHr+ is an integrated human resources and payroll platform which captures a range of employment information of personnel across the Public Sector.

11.6.2 This system will be used to facilitate salary and benefits administration and house all personal records of employees.

11.6.3 Officers within the HRMDU and Finance and Accounts Units will be responsible for keeping the records up to date.

### 11.7 **Reference Checks**

Response to requests for references relating to an employee's career will be based on the documentation contained in the employee's personal file.

## 12.0 SEPARATION

This is the act of voluntarily or involuntarily discontinuing the service of an employee. An employee may be separated from the Public Service for the following reasons:

12.1 *Resignation:* Officers may decide to leave the public service on a voluntary basis by tendering their resignation. In such cases, notice should be given in keeping with the terms of their appointment.

12.2 *Retirement:* Separation from the Public Service due to retirement occurs in keeping with the following conditions:



- Abolition of the substantive post – The individual is to be paid a one off payment in keeping with the Employment Termination and Redundancy Payment Act, 2008.
  - Upon the employee attaining the age of retirement in keeping with The Pensions (Public Service) Act, 2017.
  - Retirement on Medical Grounds in keeping with The Pensions (Public Service) Act, 2017.
- 12.3 *In the Public Interest* – Consideration may be given to the retirement of an officer in the public interest in keeping with the Public Service Regulations, 1961.
- 12.4 *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 following due process.
- 12.5 *Termination of Appointment Probation*: An employee may have his/her services terminated at any time during the probationary period following due process.
- 12.6 *Separation for Cause*: An employee may be dismissed or service terminated for:
- 12.6.1 *Absence Without Permission* – Absent from duty without permission for five (5) consecutive working days from the first day of absence.
  - 12.6.2 *Misconduct* – Following due process, the employee is found to have contravened any of the stated provisions of the established code of conduct.
  - 12.6.3 *Poor Performance* – The employee's performance on the job is assessed over two (2) consecutive years to be consistently below established performance standards or expectations.
  - 12.6.4 *Conviction for a Criminal Offence* – If an officer is convicted in any court of a criminal charge, he/she may be dismissed or subject to some lesser punishment.
- 12.7 *Exit Interview*: Where an officer leaves, or is about to leave the OSC for any reason, an exit interview should be conducted by the Director, HRMD.





12.8 Separation from the Organisation you should return the following where applicable:

- Laptop
- Closed User Group(CUG) Device
- Identification Card
- Health Card
- Stenograph Machine
- Any other property belonging to the OSC

### **13.0 POLICY REVIEW, MONITORING AND EVALUATION**

Responsibility for the review, monitoring and evaluation of this Manual is assumed by the Director, Human Resource Management and Development; with oversight provided by the Director, Corporate and Special Services. The procedures and policies will be reviewed and updated as the need arises. Any update(s) to the Manual will be communicated immediately to staff and amendments made to reflect the change(s).



## REFERENCES

The Public Service Regulations, 1961  
The Pensions Public Service Act, 2017  
Staff Orders for the Public Service, 2004  
Maternity Leave Act, 1979  
Attendance and Punctuality Policy, 2020 (OSC)  
Sexual Harassment Policy, 2020 (OSC)