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Guyana Economic Opportunities

Guyana Office for Investment (Go-Invest) Human Resources Policy and Procedures Manual

**Prepared By
SV Jones Associates**

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Chemonics International Inc.

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HUMAN RESOURCE POLICY AND PROCEDURES MANUAL

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Foreword

The Guyana Office for Investment Human Resource Policy and Procedures Manual is intended to fulfill three basic functions:

- *Articulate GOINVEST's basic employee relations philosophies;*
- *Establish the ethical, strategic and organizational parameters within which GOINVEST must interact with its employees;*
- *Provide a sound framework for logical and consistent management decisions.*

This Manual details the major areas dealt with in the following Chapters:

- ***Chapter 1: Governance and Organisational Elements of GOINVEST***
- ***Chapter 2: Employee Selection and Orientation***
- ***Chapter 3: Employment Policies***
- ***Chapter 4: Employee Benefits***
- ***Chapter 5: Employee Development and Training Policy***
- ***Chapter 6: Employee Behaviour, Discipline and Grievances***
- ***Chapter 7: Miscellaneous Policies***
- ***Chapter 8: Acknowledging Receipt of the Human Resource Operations Manual for Staff***

The Managers and Supervisors who will be using this Manual should now be advised that it is a new and valuable tool to help them discharge their everyday responsibilities.

1.0 Human Resource Policy & Procedures Manual

1.1 Purpose of the Manual

The **Human Resource Policy & Procedures Manual** for the **Guyana Investment and Export Promotion Company (GOINVEST)** is intended to provide written guidelines for managing the **Company**. It will serve as an authoritative source in responding to employee queries, problems or grievances and will generally help in improving employee relations and foster the development of a well-organised and productive work force.

1.2 Applicability of Manual

This **Manual** contains the basic conditions of service and the basic rights, duties and obligations of Management and Non-Management employees of **GOINVEST**, hereinafter described as Staff members. The **Manual** develops the broad principles of **Human Resource Management and Development** for the staff of **GOINVEST**.

The regulations shall not apply to **Consultants** or experts performing **Missions** for **GOINVEST** or to part-time employees.

1.3 Continuity of Policies

To preserve the ability to meet **GOINVEST's** needs under changing conditions, the **Company** may modify, augment, delete or revoke any policies, procedures, practices and statements contained in this **Manual** at any time without notice. Such changes shall be effected immediately unless otherwise stated.

2.0 EMPLOYEE SELECTION AND RECRUITMENT

Introduction

This **Section** of the **Manual** provides information regarding the procedure to be followed by the **Guyana Office for Investment** to recruit, classify and retain its employees.

2.1 Executive Responsibility for Employee Selection

GOINVEST's position demands that recruitment be conducted in an aggressive manner to attract top calibre individuals to fill positions at all levels of the **Company**. Positions may of course be filled by employee transfers or promotions while others will be assigned to new employees recruited through advertisements or referrals.

The **Chief Executive Officer** is the person authorised to approve recruitment funds. The recruitment process shall be conducted in an ethical, professional and non-discriminatory manner. Current employees who apply shall be given equal consideration for appointment.

2.1.1 Manpower Planning

GOINVEST will keep under constant review its manpower needs and put necessary arrangements in place to ensure that the organisation is supplied with appropriately qualified personnel.

2.1.2 Minimum Standards

Job Evaluation has established the minimum standards of qualification and performance for each Job/Position. These are reflected in the respective **Job/ Position Descriptions**.

2.1.3 Age of Recruitment

The normal permissible age of recruitment into pensionable employment begins at eighteen (18) years. The maximum age for recruitment shall be fifty(50) years of age. Thereafter employment will be on the basis of specific performance contracts.

2.1.4 Employee Classification

Broadly speaking there are four groups of employees. These are as described below:

a) **Regular Full-Time**

Employees not in temporary or probationary status and who are regularly scheduled to work no less than the full-time work schedule, and not less than 36.5 hours per week

Probationary

Individuals whose abilities are being evaluated to determine whether they are suitable for full time employment with GOINVEST.

b) **Part-Time**

Employees not assigned to temporary or probationary status and who are scheduled to work not more than twenty (20) hours per week.

c) **Temporary**

Personnel who are employed as interim replacements, or to temporarily supplement the work force for a limited duration. Employment beyond any initial stated period does not in any way imply a change in working status. Temporary employees retain that status until and unless notified of a change.

2.2 **Recruitment Policy**

Once a vacancy has arisen and authorization given for it to be filled, appropriate recruitment procedures will be activated.

Vacancies shall be filled in the following ways:

a) **By Recruitment**

An advertisement will be placed with a local daily or weekly newspaper as decided by the **Chief Executive Officer** and/or the **Board of Directors**.

All qualified existing employees will be invited to apply to fill the advertised vacancy.

b) **By Transfer**

Transfer of staff functioning within the same grade and with comparable scope of responsibility.

c) **By Promotion**

Promotion will be based on selection criteria comparable to those for normal recruitment.

2.3 Hiring of Relatives

GOINVEST may permit the hiring of relatives of current employees, if the applicant is appropriately qualified. Only in extraordinary circumstances, (and with Management's approval) should an employee be directly or indirectly supervised by a relative.

2.4 Pre-Employment Screening

All applications and resumes received for the advertised position will undergo initial screening for the relevant minimum qualifications and to establish a short list of potential candidates. Screenings will be conducted by the **Human Resource and Administration** Department and/or the **Chief Executive Officer**, depending on the level of the position involved. The **Chief Executive Officer** will process applicants for positions above the level of the **Human Resource and Administration Manager**.

Verification of employment information provided by the applicant, is a prerequisite of the short-listing process.

2.5 Interviews

The procedures for interviews shall be as follows:

Managerial/ Professional Staff:

The interview panel will be proposed by the **Chief Executive Officer**. Normally the panel will include, where applicable, the **Head of Division/Department** concerned, other relevant Senior Staff and identified members of the **Board** where necessary.

Non-Management:

The interview panel will be advised by the **Chief Executive Officer**. It must include the **Human Resource and Administration Manager**, the **Division/Unit Head** concerned, the immediate Supervisor if other than the latter, and other identified senior staff whose work may be related and perspectives relevant.

The **Chief Executive Officer** reserves the right to have informal discussions with the prospective candidate prior to making a final decision.

At the conclusion of the interview the panel will submit a report and set out its recommendations, which should be based as far as possible on a unanimous decision, for appropriate approval.

2.6 References

Prior to the selection of the most suitable candidate, referees listed in the application will be contacted for their evaluation. A recommendation based on the response received will then be submitted to the **Chief Executive Officer** for his/her consideration and appropriate action.

2.7 Confirmation of Employment Offer

At the end of the process any individual offered a position should be encouraged to confirm his/her availability for accepting employment within a specified time depending on the organisation's needs.

The **Human Resource and Administration Department** will not notify other candidates that the position has been filled until the new employee has confirmed acceptance.

2.8 Pre-employment Medical Exams

All employment is subject to the prospective recruit being certified as medically fit to work.

2.9 Appointment Letter

The successful candidate, having accepted the initial job offer, will be issued a formal letter of employment which sets out the terms and conditions of service.

2.10 Documentation of new employee

The **Human Resource and Administration Department** is responsible for having the new employee fill out all pre-employment forms, benefit applications and enrollment forms and have a picture taken for the **Company's** Identification Card.

The new employee is required to complete Life and Medical Insurance forms and other necessary documents e.g. PAYE, National Insurance. A file should be opened for the employee with the application form, transcript of references, offer of employment letter and **Job/ Position Description** outlining his/her duties.

The following is a checklist of information to be placed in the employee's personal file:

CHECKLIST
Application Form
Transcript of Reference
Medical Practitioner's Report
Offer Letter of Employment
Job Specification and Description
Tax Information
National Insurance Information
Health Plan
Life Plan
Pension Plan

2.11 Probation

The period of probation can be up to six (6) months from the date of employment for senior staff, and up to three (3) months for non-management staff. However, the first assessment of the employee's performance shall be made after three (3) months in the case of senior staff, and before the end of three-month period in the case of non-management staff. During the probationary period, the employee and the **Company** will have the opportunity to assess each other.

Should the employee successfully complete the full probationary period, he/she will be notified in writing and a copy of the letter entered in his/her file.

Depending on the employee's assessed performance at the end of the stipulated probationary period, the latter may be extended or terminated as warranted. No reason for termination is required.

2.12 Rehires

Applications received from former employees will be processed using the same procedures and standards that govern all other applications. The **Head, Human Resource and Administration Department** will review the former employee's performance records and the circumstances surrounding the earlier separation and make an appropriate recommendation on the issue of employment.

Notwithstanding, **GOINVEST**, at its discretion and based on medical advice, **may** rehire employees released through medical disability. However, the **Company** shall not employ anyone terminated by summary dismissal.

2.13 Orientation Programmes

On the employee's first day of work, basic information on pay policy, leave policy, benefits and working hours will be fully discussed.

It is the responsibility of the **Human Resource and Administration Department** to plan and monitor an orientation programme for new appointees where obviously necessary.

Programmes should follow the following outlines:

Non-Management employees to be briefed on:

- **Company** history, policies and practices
- Organisation
- Services rendered
- Performance appraisal
- Human resource policies and procedures
- Health and Safety Practices
- Benefits and salary administration
- Pensions
- Employee's duties and responsibilities

Senior Management employees to receive detailed coverage of:

- **Company** policies and practices
- Goals and objectives

- Duties and responsibilities of the supervising manager and those of recruit
- The thorough discussion of benefits, salary, performance evaluation
- Introduction to any developmental programmes the **Company** may be supporting.

3.0 EMPLOYMENT POLICIES

3.1 Introduction

Guyana Investment & Export Promotion Company's employment policies are governed by the following five principles:

1. Each **Managerial/ Professional** and **Non-Management** Staff member is entitled to respect, courtesy and dignity.
2. Each employee is entitled to safe, healthy and congenial working conditions.
3. The **Company** is firmly committed to the use of merit and performance evaluation systems to provide fair opportunities for promotion and job development.
4. The **Company** is committed to assisting the employee to realise his/her full potential.
5. Each employee is obligated to give the **Company** his or her cooperation and loyalty. **GOINVEST** is committed to working closely with each employee for the mutual benefit of the **Company** and the employee.

3.2 Job /Position Descriptions

The purpose of **Job /Position Descriptions** is to ensure that each set of important duties and responsibilities is produced in a uniform and consistent way. When each **Job /Position Description**, either new or revised, is prepared and approved, it becomes an official document. Each employee is therefore required to become thoroughly familiar with the **Description** issued, and in the case of Supervisors with those of his /her immediate subordinates.

Primary responsibility for the preparation and issue of Descriptions lies with the **Human Resource and Administration Department**. The **Board of Directors** and the **Chief Executive Officer** must formally approve these.

The procedure for evaluating **Jobs/Positions** is described in **The Manual Describing Evaluation Procedures**.

3.3 Employee Attendance

Official Working hours

a) The normal working hours of the **Company** are set out as follows:

(i) Senior Management/Professional/Supervisory/Secretarial and Clerical Staff.

Monday to Thursday

8:00 a.m. to 12:00 noon and 1:00 p.m. to 4:30 p.m.

Friday

8:00 am to 12:00 noon and 1:00 p.m. to 3:00 p.m.

(ii) Other Support Staff

Monday to Thursday

7:30 a.m. to 11:30 a.m. and 1:00 p.m. to 5:00 p.m.

Friday

8:00 am to 12:00 noon and 1:00 p.m. to 3:00 p.m.

3.3.1 Attendance Records

Attendance records are to be submitted on a monthly basis to the **Human Resource and Administration Department** for preparation of **staff attendance analysis reports** for review.

3.3.2 Overtime

a) Only ancillary staff will qualify for receiving overtime compensation as follows:

(i) After normal working hours beginning after the first half ($\frac{1}{2}$) hour during weekdays, payment will be calculated thus: 1.5 x hourly rate.

(ii) Saturdays, Sundays and holidays: 2.0 x hourly rate.

(iii) All overtime work must first be recommended by the substantive

Supervisor, then authorised by the **Human Resource and Administrative Manager** and approved by the **Chief Executive Officer**.

3.3.3 Compensatory Time

Administrative/Clerical/Messengerial staff will be allowed the equivalent time-off/day-off as they do not attract overtime.

Payment in 'lieu of leave' will not be allowed except in extreme cases. This must be recommended/ approved by the **Chief Executive Officer** and/or approved by the **Board of Directors**, as appropriate.

Records of all absences and leave will be kept by the **Human Resource and Administration Department**.

3.4 The Employee Performance Appraisal Policy

The **Employee Appraisal System** is intended to provide an objective, consistent and uniform way to gauge employees' on-the-job performance.

The **Performance Appraisal Process** seeks to promote successful goal attainment by identifying those outputs, and the individuals, teams and work units responsible for their achievement.

Each employee's performance shall be reviewed on an annual basis or any other period as decided by management.

The process is fully described in the document titled **Performance Appraisal Manual**.

3.5 Salary Administration Policy

The **Salary Administration Policy** is designed to provide an objective basis for paying employees fair and equitable salaries and wages in order to encourage high productivity and achieve acceptable performance levels

The **Human Resource and Administration Department** will be responsible for conducting periodic salary reviews and making appropriate recommendations for consideration and appropriate action by the **Chief Executive Officer**.

3.5.1 Merit Increases

The general salary progression method for moving employees within their respective salary scales from the minimum to the maximum is by variable merit increases which are indexed to levels of performance.

In the context of **GOINVEST** merit pay means an adjustment to base pay that relates directly to the employee's performance. In effect, no employee is guaranteed an automatic increase in base pay or an "across-the-board" or flat increase. **GOINVEST's** merit pay will be linked to the achievement of specific performance goals, as measured by way of the **Performance Appraisal System**.

Each of the **Company's** pay Grades is designed with a minimum and maximum limit to provide room to reward employees for meritorious effort and output. The general salary progression method recommended for moving employees within their respective salary ranges, from the minimum to the maximum, is as follows:

3.5.2 Promotional Increases

Promotional increases shall be granted immediately upon an employee's assumption of a new job in a higher classification.

3.5.3 Acting Increases

Payment in relation to **Acting Appointments** shall be of two types:

a) **Acting for Confirmation**

Acting for Confirmation occurs where there are specific vacancies within the **Company** and suitable internal candidates are given the opportunity to "act". The time limit for acting in such positions should not normally be less than one month and should not exceed one year, except in the latter case it is determined that an extension is warranted.

b) **Caretaker Acting**

Caretaker Acting occurs when an employee is required to act temporarily in a higher grade for someone who is either on leave, sick, on secondment or such like.

Caretaker Acting can be used to identify those employees with potential and to provide exposure to responsibilities at a higher level.

It is recommended however, that employees below the **mid-point** of the **substantive grade**, should not in normal circumstances, be required to act in a higher grade.

An employee is not usually allowed to act higher than one Grade beyond the incumbent's present level.

Payment is made for periods of one month or more.

Acting Premiums should be expressed as percentages of basic pay for all Staff:

Following are the **Acting Premiums**:

Classification	Acting Premium (% of Basic)	
	Acting for Confirmation	Caretaker Acting
Managerial/ Professional	5.0	3.0
Supervisory	5.0	3.0
Non-Management	5.0	3.0

3.6 Payroll Record Keeping

Accurate records will be kept of hours worked by non-management employees, so that overtime hours can be accurately computed. **Managers** will review the time record of each employee.

3.7 Employee Termination

The **Guyana Office for Investment** will strive to maintain continuous employment for all permanent employees but recognises that conditions may develop which preclude continuous employment and may result in the termination of an employee and consequently a reduction of Staff. The **Company** retains the right to reduce its work force, either permanently or temporarily, when other alternatives have been exhausted.

The following are definitions used in the termination process:

3.7.1 Voluntary Termination

A voluntary termination occurs when an employee resigns or is separated from the **Company** at his/her request.

Any employee who intends to resign or leave **GOINVEST** voluntarily is expected to give in writing the notice stipulated in the employment contract to his or her Manager. The Manager will notify the **Human Resource & Administration Department**.

When an employee gives written notice of intent to resign, the **Company** will take all reasonable steps, including personal discussion, to discover the cause.

3.7.2 Involuntary Termination

Involuntary termination is defined as follows:

3.7.2.1 Release

This occurs when after careful evaluation it is assessed that the staff member is unable to perform the job functions in a satisfactory manner as defined by **performance evaluation criteria**.

3.7.2.2 Discharge

Separation from the **Company** for cause, such as willful misconduct.

3.7.2.3 Immediate Dismissal

Separation from **GOINVEST** without notice, where the employee is asked to leave the premises without delay. Such action will be taken only upon proof of extraordinary misconduct, such as violence to another employee or willful destruction of the **Company's** property.

3.7.2.5 Termination on Grounds of Ill-Health

The **Chief Executive Officer** may terminate the appointment of a Staff Member based upon the joint Certification by **GOINVEST's** Medical Advisor and a duly registered medical practitioner who is treating the Staff Member, that the Staff member's state of health justifies the conclusion that he/she will be unable to perform duties satisfactorily during the remaining term of appointment.

In the event of a difference of opinion between **GOINVEST's** Medical Advisor and the registered medical practitioner, the question of the termination of a Staff member's appointment shall be referred to a third registered medical practitioner acceptable to the **Chief Executive Officer** and the Staff member (or his representative) for final arbitration.

A Staff member whose appointment is terminated on grounds of ill health shall be paid as follows:

- i) A sum equivalent to any leave to which the person may still be entitled.
- ii) Remuneration in accordance with the rules governing retirement on the grounds of ill health in **GOINVEST's** Pension Plan.
- iii) Sums for which he/she is eligible under the Termination of Employment Act.

3.7.3 Termination Allowances, Payments and Benefits

The **Guyana Office for Investment** may find it necessary to terminate some permanent employees as a result of redundancy. The following shall apply:

3.7.3.1 Redundancy – Managerial/Professional Staff

Where the **Company** declares a position redundant during the contract period, the Staff member will be compensated on the basis of a formula agreed by the Board of Directors, but not less than that provided under the **Termination of Employment Act**.

3.7.3.2 Redundancy – Non-Management Staff

In the event of redundancy the employee shall be paid in accordance with the **Termination of Employment Act** and/or any other compensation approved by the Board of Directors.

3.7.4 Retirement

The age for compulsory retirement is sixty (60) years. Employment thereafter shall be with the approval of the **Chief Executive Officer** and shall be for definite term contracts. The employee shall retire on the last working day of the month in which he/she attains the age of 60.

Where the employee is covered under the **Pension Plan** he/she shall be paid such benefits as are due.

In addition, the employee shall be paid all leave and other accumulated benefits at that time. Benefits, health and life insurance coverage shall cease and outstanding claims processed.

3.7.5 Separation Notices

GOINVEST will give each employee to be terminated a proper separation notice. All employees, except, those affected by immediate dismissal, will receive at least three (3) month's notice or pay in lieu of notice. Employees terminated by immediate dismissal, will be given notice as soon as possible, either in person or by certified mail.

3.7.6 Exit Interviews

Departing Employee, regardless of the reason, can have an Exit Interview with the Head of the **Human Resource and Administration Department**, and if possible with the **Chief Executive Officer**.

The Exit Interviews should also serve as an opportunity to outline the benefits due to the terminated employee and to identify and correct any misunderstandings.

The exit interview should strive to determine all the reasons the employee is voluntarily leaving the **Company**, including grievance or problems with the **Company's** policies, practices and procedures.

3.7.7 References

All inquiries by prospective employers must be referred to the **Human Resource and Administration Department**.

3.8 Health and Safety Policy

GOINVEST shall institute and maintain all necessary precautions for safeguarding the health and safety of its employees and all employees are expected to cooperate in the implementation thereof. Staff on the other hand must recognise their obligations to assist in the prevention, correction and elimination of all unhealthy and unsafe working conditions and practices.

To this end, the **Company** will not only comply with all current operational health, safety and environmental laws, but it shall also develop the best operations, procedures, technologies and policies to provide such conditions.

The **Company's** policy is aimed at preventing any employee or visitor from being subjected to any unusual health or safety risk. Safety practices will be based on the principle of least acceptable risk and shall be based on both past experiences and new developments to prevent unreasonable health or safety risks.

In this regard, **GOINVEST** will take the following steps:

1. Maintain ongoing programmes at all levels to identify occupational health and safety risks.
2. Control and reduce employee exposure to all known or clearly suspected occupational health and safety risks, and attempt to lower exposure levels as quickly as national regulations, technology and economic feasibility allow.

3.8.1 Environmental Considerations

The **Company** shall comply with the requirements of occupational health and safety regulations with regard to solid waste, and shall make every effort to prevent the development of harmful environmental conditions.

3.8.2 Safety Programmes

The **Head, Human Resource & Administration Department** is responsible for organising and implementing safety education programmes for all employees since safe operations are considered a condition of employment.

3.8.3 Protective Clothing

Employees whose jobs so require, must wear all appropriate protective clothing at the proper times and in the proper environments. Failure to wear required protective clothing is cause for written reprimand.

3.8.4 Use and Care of GOINVEST Property

GOINVEST will establish and enforce all required measures to protect its property. However, each employee is directly responsible for the proper care of property, equipment and vehicles placed in his or her charge either temporarily or permanently. Such property shall be used in a safe and proper manner.

The **Human Resource and Administration Department** is responsible for developing and conducting checks on property, equipment and vehicle maintenance for the **Company**.

4.0 EMPLOYEE BENEFITS

Introduction

GOINVEST will provide each employee with adequate benefits to safeguard his/her economic security. The **GOINVEST** acknowledges its responsibility to provide certain benefits on an optional basis.

The **Human Resource and Administration Manager** is responsible for periodically reviewing the benefits package offered by the **GOINVEST** and to make recommendations to the **Chief Executive Officer** concerning any changes considered necessary. The **Chief Executive Officer**, as appropriate may submit them to the **Company** of Directors for final approval.

In the event that the process results in a benefit being added or withdrawn, employees will be duly notified.

GOINVEST will provide comparable benefits for its employees appropriate to their status and classification.

4.1 Holidays

All Staff enjoy the same statutory holidays. Provision is made for designated paid holidays according to recognised standard practice in Guyana.

4.2 Vacation

GOINVEST grants all eligible employees time off for vacation during the calendar year. Employees may take their vacation at any time during the year, subject to the schedules approved by the **Chief Executive Officer**.

Full-time employees are eligible for vacation after one year of employment, in accordance with the following basic schedule:

Level of Staff	Vacation Days per Annum
Senior Management	30 Calendar Days
Professional	30 Calendar Days
Supervisory/Secretarial	21 Calendar Days
Clerical/Support	14 Calendar Days

42.1 Leave Allowance

All staff are eligible for leave allowance in the sum of the value of the period leave entitlement.

4.2.1 Applications for vacation leave shall be submitted to the **Chief Executive Officer** at least fourteen (14) days in advance. Only in special circumstances may the **Chief Executive Officer** accept an application upon a shorter period of notice.

4.3 Sick Leave

- (i) Staff members shall be entitled to a maximum of twenty-eight (28) days as sick leave per year with pay. Sick leave for a period of more than two (2) consecutive days shall be granted only upon submission of a certificate from a Medical Practitioner satisfactory to the **GOINVEST**.
- (ii) The **Chief Executive Officer** may grant full pay during further certified periods of illness based on the merits of the individual case, and having regard to the employee's service record.

4.4 Maternity Leave

Members of the Staff shall be granted paid maternity leave in accordance with benefits of the **National Insurance Scheme** and based on the advice of a certified medical Practitioner. This consists of a total of thirteen weeks, and includes a minimum of six weeks prior to resumption of work.

4.5 Other Allowances

4.5.1 Commuted Allowance

This is provided to identified non-management employees at monthly rates approved from time to time.

4.5.2 Car Upkeep and Mileage Allowances

When a Staff member is called upon to use his/her personal vehicle in the service of the **GOINVEST** and in emergencies he/she may be compensated at rates applicable to counterparts in the Public Service.

4.5.3 Motor Cycle Allowance

Monthly allowance is paid only where applicable and with specific approval from the **Chief Executive Officer**.

4.5.4 Uniform Allowance

This allowance is granted annually to all staff at rates approved by the **Chief Executive Officer**.

4.5.5 Subsistence and Other Expenses while Travelling Overseas on GOINVEST's Business

Staff members travelling on official business will be provided with air tickets, a per diem allowance to cover the cost of accommodation, subsistence and all necessary incidental expenses occasioned by official activities.

4.6 Use of Official Vehicles

Official vehicles are assigned to the **Chief Executive Officer** and for use by **GOINVEST's** Staff.

In the case of staff, the following rules shall apply at all times:

- (a) Vehicles shall be used only for official business.
- (b) Vehicles shall be kept in good working condition at all times to ensure the maximum degree of safety.
- (c) Vehicles shall be driven only by authorised persons holding driving licenses valid in the country of operation.
- (d) Such authorised persons shall be physically and mentally fit to drive the vehicle and shall not have consumed alcoholic beverages or other intoxicants immediately before or while driving.
- (e) Individuals who are not connected with **GOINVEST** activities shall not be allowed to travel in **GOINVEST** vehicles which are for use of the **GOINVEST**, counterpart personnel and approved persons engaged in the activities to which the vehicles are assigned.

- (f) A logbook is provided which must be kept in accordance with specified information requirements.
- (g) The vehicle assigned must be kept clean and the basic rules of preventative maintenance observed, e.g. servicing at mileage specified by dealer; daily check for oil, water, gas levels, etc.

4.7 Vehicle Accident/Damage

All accidents or damage to **GOINVEST** vehicles should be reported as follows:

- a) Where other parties are involved, to the Police within twenty-four (24) hours of an occurrence.
- b) Where other parties are not involved, to **GOINVEST Human Resource and Administration Department** within eighteen (18) hours of an occurrence, regardless of the magnitude of the accident. The **Human Resource and Administration Department** will then determine and advise on the need to report the incident to the Police.

In all cases, for vehicles assigned under their control, the Staff member will ensure that accident forms and reports are duly completed within twenty four (24) hours of the first report being made.

The **Human Resource and Administration Department** has the responsibility of ensuring that the necessary reports are made to the insurance company, that the damage is assessed and repairs effected and insurance claims settled.

All correspondence to the insurance company are to be handled by the **Human Resource and Administration Department**.

Where an employee is found to be blameworthy, he/she shall be liable to pay the appropriate amount towards the cost for repairs and replacement on the following basis:

Extent of Vehicle Repair Cost	Payment to GOINVEST
Less than insurance deductible	Full Costs
Greater than amount of deductible	Insurance deductible

In the event of theft or loss, reports must be made immediately, as follows:

- a) **Police**
- b) **Human Resource and Administration Manager**

4.7.1 **Staff Advances**

GOINVEST may grant pay advances to Staff members in the event of an employee emergency and at the discretion of the **Chief Executive Officer**. Salaries may be advanced provided the criteria outlined below are satisfied:

- (i) Staff members should have completed one (1) year's service
- (ii) The amounts advanced should not exceed one (1) month salary;
- (iii) Requests for advance must be approved by the **Chief Executive Officer**.
- (iv) A Staff member can only be granted a maximum of two (2) advances within a twelve (12) month period except under special circumstances but with the prior approval of the **Chief Executive Officer**.
- (v) An existing advance must be retired before a new one can be approved.
- (vi) Repayment period must not exceed three (3) months.

The **Chief Executive Officer** may use his discretion to vary the terms of aforementioned depending on extenuating circumstances.

The **Payroll Advance Request Form** is shown at **Annex 9**.

4.8 **Pension**

Regular full time employees are required to become members of the **Company's** Pension Scheme. A separate booklet on the provisions of the scheme is made available to each staff member at time of registration.

5.0 EMPLOYEE DEVELOPMENT AND TRAINING POLICY

GOINVEST offers its employees opportunities to upgrade job skills, improve what opportunities may exist for promotion, and enhance personal development.

The **Company** will develop a programme aimed at:

- i) addressing identified gaps in qualifications and performance.
- ii) orienting new employees to the **Company**'s approach to executing assigned duties and responsibilities.
- iii) generally preparing employees for growth within the organisation.

5.1 Recommendations for Training and Development

Employees will be considered for further training and development through:

- **Voluntary Action:** Employees who wish to continue their education or training may ask for a recommendation for training at an appropriate institution.
- **Company Recommendations:** the **Chief Executive Officer** may recommend additional training for any employee who is assessed as being able to benefit from a relevant programme of training.

Subject to the availability of the relevant resources, appropriateness of training programmes and maximum effectiveness and benefit to the **Company**, will influence the design or identification for designing training programmes and the selection of Staff.

5.2 Correspondence and Part-time Study Assistance

Some assistance may be given to Staff members who undertake correspondence and part-time courses that are considered relevant to the Staff member and/or the **Company** as a whole. Each course will need to be considered on its individual merits for the purpose of assistance.

Assistance may take the form of an advance to meet the cost of courses (tuition, books, etc.) or part thereof. On successful completion of such courses this advance is liquidated. Reasonable time-off from official duties to attend approved part-time courses may also be granted.

Attachments

The **Company** may also make arrangements for study tours or attachments to counterpart agencies and other relevant organisations as warranted.

5.3 Administrative Arrangements

5.3.1 Staff Advisory Committee

A **Staff Advisory Committee** may be established to address training matters and members may be appointed by the **Chief Executive Officer**.

5.3.2 Evaluation Report and Formal Presentation

It is required that appropriate written reports, including an assessment of the training experience, will be submitted for review by the **Chief Executive Officer**.

6.0 EMPLOYEE BEHAVIOUR, DISCIPLINE AND GRIEVANCES

GOINVEST is committed to providing the best possible working conditions for its employees. Part of its commitment is to encourage an open and frank atmosphere in which any problem, complaint, suggestion or question is addressed objectively and in as timely a manner as possible.

6.1 Human Relations

The **Company** acknowledges the rights of its **Non-Management** employees to join collective bargaining units and is committed to cooperation with **Staff Associations** and **Unions**.

Established Industrial Relations practices in Guyana normally provide for the following categories of staff to be exempted from **Union's** representation:

- Head, Human Resource Management
- Executive Assistant
- Confidential Secretary
- Personnel Assistance
- Finance Manager

6.2 Problem Solving Procedure

To fulfill the commitment stated above, **GOINVEST** is dedicated to ensuring the following standards:

- Each employee shall be guaranteed fair and honest treatment in all aspects of his or her employment. Managers will treat each employee with respect and shall not demonstrate personal prejudice or grant unfair advances to one employee over another.
- Each employee has the right to express his or her views concerning the **Company** policies, practices and procedures to Management. However, each employee is responsible for expressing those views in a fair and honest manner. Consequently, every employee should be committed to making positive and constructive criticism.
- Each employee is responsible for following the **Company's** rules of conduct, policies and practices. In the event that an employee disagrees with a policy or practice, the employee is invited to formally express his or her view, but is expected to comply with the disputed policy or practice until the disagreement is resolved.

- An employee will not be automatically penalised – formally or informally – for voicing a disagreement with the **Company**.
- Every complaint, question, problem or suggestion shall be considered and answered as quickly as possible. In the case of formal action by an employee, the answer and an explanation shall be given in writing.

6.3 Discipline

The normal stages of discipline will consist of:

- i) Counseling
- ii) Written Warning/s
- iii) Suspension
- iv) Termination

All disciplinary action must be adequately and appropriately supported by written documentation in order to protect the respective rights of the **Company** and the employee.

The **Supervisor/ Manager**, with assistance of the **Human Resource and Administration Department**, will determine the course of action best suited to the circumstances.

6.3.1 Absence

Where an employee absents his/ herself during scheduled working hours the **Supervisor** shall as soon as possible thereafter discuss the reason for the unexcused absence. If there are clearly extenuating circumstances, such as a proven emergency, no reprimand shall be written or filed.

In the absence of justifiable extenuating circumstances, the employee's immediate **Supervisor** will write a reprimand for each occurrence, give it to the employee, and file a copy.

GOINVEST shall reserve the right to discipline any employee who is regularly absent from work without notification. Disciplinary action can include termination of employment.

6.3.2 Tardiness

This occurs when an employee is not on the job at the time when work is normally scheduled to begin.

As regards to tardiness the following procedures shall be followed:

- i. Repeated tardiness will be subject to written reprimand.
- ii. The **Supervisor/Manager** shall endeavour to discover the cause of an employee's unexcused tardiness. If there are not extenuating circumstances for frequent tardiness, the Supervisor/Manager shall issue written reprimands to the employee and enter them in the employee's permanent personnel file.

6.3.3 Excused Absence

This occurs when an employee notifies his or her immediate **Supervisor/Manager** of an upcoming absence for an acceptable reason such as illness, personal or family emergency or the like. The **Supervisor/Manager** must give the employee permission to be absent – and note such permission in writing – for the absence to be considered “excused”. Rare exceptions are permitted in cases where employee notification does not occur.

6.3.4 Unexcused Absence

This is defined as an employee's failure to notify the immediate **Supervisor/Manager** of absence prior to the normally scheduled work time, or an employee's decision to be absent even though supervisory permission was not granted when requested ahead of time.

6.3.5 Attendance Counseling

All **GOINVEST** employees who demonstrate attendance problems shall first be counseled by their immediate superior. If problems persist, a written reprimand will be issued. If an employee has a personal, health, physical or emotional problem, he or she shall be referred to the appropriate area for help.

6.3.6 Appeals

Any involuntarily terminated employee has the right to appeal the **Company's** action through the grievance procedures as described in the **Disciplinary Procedures**.

6.4 Corrective Counselling

Corrective counselling may be initiated when **Company** management is satisfied that an employee's performance problem can and will be resolved through adequate counselling.

6.4.1 Verbal Counselling – as the first step in counselling unacceptable performance or behaviour, the **Supervisor/Manager** will review pertinent job requirements with the employee to ensure his or her understanding of them. The **Supervisor/Manager** will consider the severity of the problem, the employee's previous performance appraisals and all of the circumstances surrounding the particular case.

If the problem continues, as a second step the **Manager** will analyse the problem in more detail and work with the employee to identify the requirements for performance improvement or change of conduct which may serve as a solution to the problem.

The seriousness of the performance or misconduct will be indicated by stating that a written warning, probation, or possible termination could result if the problem is not resolved. The employee will be asked to review what has been discussed to ensure his or her understanding of the seriousness of the problem and the corrective action necessary.

Immediately after the second step in verbal counselling, the **Supervisor/Manager** should document the verbal counselling for future reference.

6.4.2 Written Counselling – if the unacceptable performance or behaviour continues, the next step should be a written warning. Also circumstances such as violation of a wide variety known policy may justify a written warning without first using verbal counselling.

The written warning defines the problem and how it may be corrected. The seriousness of the problem is again emphasized, and the written warning shall indicate that probation or termination or both, may result if improvement is not observed. Written counselling becomes part of the employee's personal file, although the **Supervisor/Manager** may direct that the written warning be removed after a period of time, under appropriate circumstances.

6.4.3 Suspension will be made under such circumstances as when an employee's continued presence interferes with productive work or when the circumstances surrounding a serious disciplinary action against the Staff member is unclear.

A suspension will occur after the employee's immediate Supervisor has issued both verbal and written warnings and the employee has continued his/her inappropriate behaviour, despite warnings.

Suspension – if the problem has not been resolved through written counselling, and/or the circumstances warrant it, the individual should be placed on suspension. Suspension is a serious action as is precedent to the employee being advised that termination will occur if improvement in performance or conduct is not achieved.

The **Human Resource & Administration Manager** and the employee's **Supervisor/Manager**, after review of the employee's corrective counselling documentation, will determine the length of suspension.

Suspension may be also justified when circumstances reasonably require an investigation of a serious incident in which the employee was allegedly involved. A suspension may also be warranted when employee safety, welfare, or morale may be adversely affected if the suspension were not imposed.

Suspension with or without pay may be imposed for such proven misconduct as intentional violation of safety rules, fighting, or drinking on the job; the need to investigate a serious incident.

In implementing a suspension, a written report will state the circumstances justifying the suspension. Such a report may become part of the employee's personnel file.

A written suspension notice to the employee is issued by the **Human Resource and Administration Department**. The letter shall include a statement of the following:

- i) The specific unsatisfactory situation;
- ii) A review of oral and written warnings;
- iii) The length of suspension;
- iv) The specific behaviour modification or acceptable level of performance;
- v) Suggestions for improvement;
- vi) A statement that further action, including termination, may result if definite improvement or behaviour modification does not result. "Further action" may include, but is not limited to reassignment, reduction in pay, grade or demotion.

The letter becomes part of the employee's personal file.

The Manager/Head of Department must consult with the **Human Resource and Administration Department** who will issue the relevant notice. Copies of any written warnings or reprimand will be placed in the employee's permanent personnel file along with the description of events and the action taken.

The **Company** is committed to working with all employees to prevent such suspensions, but acknowledges that in some cases, it may be the only option.

6.5 Classifications of Violations

The following definitions and classification of violations, for which corrective counselling, performance improvement, or other disciplinary action may be taken, are merely illustrative and not limited to these examples. A particular violation may be major or minor depending on the surrounding facts or circumstances.

6.5.1 Minor Violations – less serious violations that have some effect on the continuity, efficiency of work, safety, and harmony within the **Company**. They typically lead to corrective counselling unless repeated or when unrelated incidents occur in rapid succession. Examples of minor violations may include:

- i) Excessive tardiness;
- ii) Unsatisfactory job performance;
- iii) Defacing **Company** property;
- iv) Interfering with another employee's job performance;
- v) Excessive absenteeism;
- vi) Failure to observe working hours such as the schedule of starting time, quitting time, rest and meal periods; performing personal work on **Company** time.
- vii) Failure to notify the **Supervisor/Manager** of intended absence.
- viii) Unauthorised use of **Company** equipment for personal business.
- ix) Poor and unacceptable work.

6.5.2 Major Violations – more serious violations. They include any deliberate or wilful infraction of **Company** rules and may preclude continued employment of an employee. Following are some examples of major violations:

- i) Fighting on **Company** premises;
- ii) Repeated occurrences of related or unrelated minor violations depending upon the severity of the violation and the circumstances;
- iii) Any act which might endanger the safety or lives of others;
- iv) Departing **Company** premises during working hours for personal reasons without the permission of the **Supervisor/Manager**;
- v) Bringing firearms or weapons onto the **Company's** premises;
- vi) Deliberately stealing, destroying, abusing, or damaging **Company** property, tools or equipment, or the property of another employee or visitor;
- vii) Disclosure of confidential **Company** information or trade secrets to unauthorised persons;
- viii) Wilfully disregarding **Company** policies or procedures;
- ix) Wilfully falsifying any **Company** records; or
- x) Failing to report to work without excuses or approval of management for three consecutive days.

7.0 MISCELLANEOUS POLICIES

Introduction

This Section includes a group of Policies which will have applicability from time to time at the **Guyana Investment & Export Promotion Company**.

7.1 Membership of Boards

Membership of **Boards** and Corporate Directorships may be undertaken on the approval of the **Chief Executive Officer** or his/he nominee.

7.2 Consultancies

Permission must always be obtained from the **Chief Executive Officer** to perform consultancy services whether for local, regional, or international clients.

7.3 Political Activities

Participation in civic and political activities is considered to be a personal matter and, as such, is generally to be carried out outside of normal working hours. No political activities or solicitations will be carried out within the **Company** premises.

7.4 Sexual Harassment

GOINVEST will not allow any form of sexual harassment or any such conduct that has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Such conduct, when experienced or observed should be reported to the **Human Resource and Administration Manager**. The **Human Resource and Administration Department** will conduct an investigation and will be required to report the findings to the **Chief Executive Officer**. The privacy of the employee under investigation shall be respected at all times.

Any intentional sexual harassment is considered a major violation of the **Company's** policy and will be dealt with accordingly by corrective counseling and/or suspension or termination depending upon the severity of the violation.

7.5 Personal Use of Telephone

A large percentage of **GOINVEST's** business is transacted by telephone. The telephone equipment of the **Company** is provided for the purpose of providing service among the clients and customers of **GOINVEST**. It is therefore necessary to limit personal calls to an absolute minimum.

Personal telephone call privileges are subject to change or termination at any time. If an employee is found spending more than just limited time on personal calls, this privilege will be revoked either generally or specifically as to the offending employee.

7.6 Conflict of Interest

No employee of **GOINVEST** shall maintain an outside business or financial interest, or engage in any outside business or financial activity, which conflicts with the interests of **GOINVEST** or which interferes with his or her ability to fully disregard assigned job responsibilities.

Conflict of interest is defined as follows:

1. An employee's involvement in an outside business interest which competes with the activities of the employer and/or distracts full attention from his/her work responsibilities.
2. An employee's outside business which is a supplier of goods and services to the employer.
3. The employee forms associations with persons or agencies which may undermine the work of **GOINVEST**.

7.7 Employee Privacy

GOINVEST recognises employees' rights to privacy and will adopt some basic principles to preserve this right.

Confidential/Personal correspondence e.g. salary matters, medical certificates etc. should be handed personally to the **Chief Executive Officer** under confidential.

All follow – up processing must be dealt with in a similar confidential manner.

7.7.1 Collection and Retention of Personal Information

The collection of employee information will be limited to that needed by **GOINVEST** for business and legal purposes. The confidentiality of all personal information on file will be protected.

7.7.2 Company Official’s Access to Employee Records

Internal access to employee records will be limited to those employees having an authorised, business related “need-to-know.” In exceptional circumstances, access may also be given to third parties with the express approval of the **Chief Executive Officer**.

7.7.3 Employee Access to Personal Files and Management Records

Employees are permitted to see the personnel information maintained about them in the **Company’s** records and may request correction of inaccurate factual information or submit written comments in disagreement with any material contained in their records.

The reviewing of personnel file by the employee must be done in the presence of the **Human Resource and Administration Manager** or his/her nominee.

7.7.4 Disclosure of Employee Information

Unless legally required to do so the **Company** will refuse to release personnel information to outside parties without the employee’s written approval.

7.8 Code of Ethics, Standards of Professional Practice & Confidentiality Agreement

The **Code of Ethics and Standards of Professional Practice** is intended as a guide towards maintaining a high level of ethics and public service and to declare that the staff of the **Guyana Office for Investment (GOINVEST)** accept the obligation to conduct their practice in a way that will be beneficial to the **Company** and eventually the nation. All employees are asked to sign the Confidentiality Agreement & Standards of Professional Practice at the time of employment. This is shown in **Annex 10**.

ANNEX 1
EMPLOYMENT REQUEST FORM

EMPLOYMENT REQUEST FORM

To: Human Resource and Administration Manager

From: _____

Position to be Filled: _____

Department: _____

Date Required: _____ **Duration of Employment:** _____

Type of Employment: **Core:** _____ **Project:** _____

Reporting to: _____

List of key Duties: _____

Knowledge, skills, abilities required (give details): _____

Type and extent of experience required: _____

Manager

Date

Note: Job Description must be attached.

ANNEX 2

**MANAGERIAL/ PROFESSIONAL STAFF
SAMPLE JOB OFFER LETTER**

GUYANA OFFICE FOR INVESTMENT

SAMPLE CONTRACT FOR MANAGERIAL/PROFESSIONAL STAFF

DATE

NAME:

ADDRESS:

Dear

We are pleased to offer you a contract as
with the **Guyana Office for Investment (GOINVEST)** on the following terms and conditions.

- (i) The appointment is for the period of years commencing You will inform the **Chief Executive Officer** in writing at least _____ months prior to the expiry date of your current contract whether you wish the contract renewed.
- (ii) You will be on a probationary period of _____ months, however, a first assessment of your performance shall be made after _____ months. You will be required to join the Group Medical Insurance, Life Insurance and Pension Plans upon satisfactory completion of your probationary period.
- (iii) The appointment is full-time and no other employment whatsoever may be undertaken without the prior consent in writing of the **Chief Executive Officer** of the **Corporation**.
- (iv) You will report to the who will outline your duties and responsibilities.
- (v) Your duties and responsibilities are described in the accompanying **Position Description**.
- (vi) You will be paid an annual salary of \$..... in the range \$.....

Your performance will be reviewed annually.
- (vii) The attached schedule, titled “**Allowances**”, details the allowances and other benefits that form part of your remuneration package.

Please indicate your acceptance of this offer by signing and returning the attached copy.

Notice of termination of contract shall be given by either parties of this contract at least three (3) months prior to its termination.

Yours sincerely,

Chief Executive Officer

cc: Human Resource and Administration Manager

.....

Signature

.....

Date

ANNEX 3

**NON- MANAGEMENT STAFF
SMAPLE JOB LETTER**

GUYANA OFFICE FOR INVESTMENT
SAMPLE CONTRACT FOR NON-MANAGEMENT STAFF

DATE

NAME:

ADDRESS:

Dear

We are pleased to offer you a contract as
with the **Guyana Office for Investment (GOINVEST)** on the following terms and conditions.

- (viii) The appointment is for the period of years commencing You will inform the **Chief Executive Officer** in writing at least one month prior to the expiry date of your current contract whether you wish the contract renewed.
- (ix) You will be on a probationary period of ____ months, however, a first assessment of your performance shall be made after ____ months. You will be required to join the Group Medical Insurance, Life Insurance and Pension Plans upon satisfactory completion of your probationary period.
- (x) The appointment is full-time and no other employment whatsoever may be undertaken without the prior consent in writing of the **Chief Executive Officer** of the **Corporation**.
- (xi) You will report to the who will outline your duties and responsibilities.
- (xii) Your duties and responsibilities are described in the accompanying **Job Description**.
- (xiii) You will be paid an annual salary of \$..... in the range \$.....

Your performance will be reviewed annually.

Please indicate your acceptance of this offer by signing and returning the attached copy.

Yours sincerely,

Chief Executive Officer

cc: Human Resource and Administration Manager

.....

Signature

.....

Date

ANNEX 4

JOB APPLICATION FORM

OTHER TRAINING COURSES:

LANGUAGES SPOKEN, WRITTEN AND DEGREE OF FLUENCY:

EXPERIENCE:

EMPLOYER	FROM - TO	JOB TITLE

REFERENCES (List at least three):

NAME	HOME ADDRESS & TELE. No.	WORK ADDRESS & TELE. No.

ANNEX 5

SAMPLE ADVERTISEMENT

Sample Advertisement

GOINVEST's LOGO

Guyana Office for Investment

Invites Application for

Name and Position

Describe Position, reporting relationships; state educational requirements and job experience necessary.

Interested persons who satisfy the above requirements should apply in writing to:

The Chief Executive Officer
Guyana Office for Investment
191 Camp & Church Streets
Georgetown,
Guyana

Tel: 592 225 068

Fax: 592 225 0655

Email: GOINVEST@sndp.org.gy

ANNEX 6

**ASSESSMENT INSTRUMENT FOR EVALUATION OF
THE CHIEF ADMINISTRATIVE OFFICER**

ASSESSMENT INSTRUMENT
FOR
EVALUATION OF
THE CHIEF EXECUTIVE OFFICER

The Assessment Process will seek three (3) broad outcomes:

1. To classify expectations between the **Board of Directors** and the **Chief Executive Officer** concerning roles, responsibilities and job expectations.
2. To provide insights into the strengths and limitations of the **Chief Executive Officer's** performance and skills.
3. To foster the growth and development of both the **Chief Executive Officer** and the **Company**.

The Assessment Instrument is shown following.

AN ASSESSMENT INSTRUMENT FOR EVALUATING THE CHIEF EXECUTIVE OFFICER

I. Vision, Mission and Strategies

The **Chief Executive Officer**'s role has both strategic and operational components. Working with the Board of Directors, the **Chief Executive Officer** must develop shared vision for the future of **GOINVEST**, build understanding around the current mission, and develop appropriate goals and strategies to advance the Mission.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
1.1	The Chief Executive Officer has worked with the Board to develop a clear vision for the Company and understands his leadership role.					
1.2	The Chief Executive Officer , working with the Board, translates GOINVEST 's Mission into realistic goals and objectives.					
1.3	With input from the Board and Staff, the Chief Executive Officer has created an effective process for long-range or Strategic Planning.					
1.4	The Chief Executive Officer has a sense of what must change and what must remain the same to accomplish the Company 's Mission and realise its vision.					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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II. Accomplishment of Management Objectives

Working with the Board, the Chief Executive Officer establishes operational objectives that support the Strategic Plan. The Chief Executive Officer is responsible for leading the staff in the implementation of the Strategic Plan and the Medium-term and Annual plans.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
2.1	The Chief Executive Officer has made progress in accomplishing the personal and organisational management objectives established by the Board during the period of review.					
2.2	The Chief Executive Officer ensures that there are appropriate systems in place to facilitate the day-to-day operations of the Company in the areas of:					
	a. Development and delivery of programs					
	b. Policy development					
	c. Administration and operations					
	d. Financial Management					
	e. Investment Facilitation					
	f. Export Promotion					

What are the major strengths of the **Chief Executive Officer** in this area?

.....

How can the **Chief Executive Officer** do better in this area?

.....

III. Programme Management

The Chief Executive Officer leads the staff in managing and administering the Company's programmes. This requires a thorough knowledge of GOINVEST's Mission and an understanding of technical, operational, and ethical issues.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
3.1	The Chief Executive Officer works with the Board to develop appropriate policies to ensure efficiency and effectiveness of programmes					
3.2	The Chief Executive Officer ensures that staff manage these programmes effectively					
3.3	The Chief Executive Officer , through effective oversight and staffing, sets high standards of quality for the Company's programmes					
3.4	The Chief Executive Officer recommends new programmes and the modification or discontinuance of current programmes, as appropriate, to the Board					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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IV. Effectiveness in Resource Mobilisation and Development

The **Chief Executive Officer**, in partnership with the Board and appropriate staff, is responsible for developing and implementing appropriate fund raising and financial development strategies. The **Chief Executive Officer** and Board use their combined strengths, knowledge and relationships to help the organisation achieve its objectives.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
4.1	The Chief Executive Officer has a clear understanding of the current and future financial resources needed to realise the Company's Mission.					
4.2	Working in concert with the Board and staff, the Chief Executive Officer implements a resource mobilisation programme that meets the goals established.					
4.3	The Chief Executive Officer is innovative in the creation of partnerships with other institutions that contribute to the Company's resources.					
4.4	The Chief Executive Officer is an effective fund raiser, working well with staff, Donors and Board Members to secure adequate income and strong personal commitments from those who have an interest in the Company .					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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V. Fiscal Management

Ensuring that resources are managed wisely is essential for maintaining the **Company's** accountability to Governments, Donors and others. It is the role of the **Chief Executive Officer** to see that solid planning and budgeting systems are in place and that the **Company's** goals and strategic Plan serve as the basis for sound financial planning. In addition, it is the **Chief Executive Officer's** responsibility to ensure that qualified staff are hired to accurately monitor, assess and manage the **Company's** financial health.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
5.1	The Chief Executive Officer is knowledgeable regarding financial planning, budgeting, management of the centre's financial resources, and understands the place of each in GOINVEST's overall financial picture.					
5.2	The Chief Executive Officer has established a system linking strategic and operational planning with the Company's budgeting process.					
5.3	The Chief Executive Officer presents financial reports to the Board on a regular basis and submits an annual budget for Board review, revision and approval.					
5.4	The Chief Executive Officer ensures that a clear and accurate accounting system is maintained, allowing the Board to monitor the Company's finances and operations in relationship to approved budget and to make informed decisions.					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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VI. Operations Management

The Chief Executive Officer works with staff to develop, maintain and use the systems and resources that facilitate the effective operation of the organisation.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
6.1	The Chief Executive Officer is knowledgeable regarding the operations of the organisation.					
6.2	The Chief Executive Officer has assured the organisation has in place:					
	a. Sound risk management policies, including adequate insurance coverage					
	b. Accounting, payroll, and cash management systems					
	c. Appropriate personnel policies and systems for staffing					
	d. Appropriate policies for contracting for goods and services					
	e. Plans for the appropriate use of technology and technological systems					
6.3	The Chief Executive Officer ensures compliance with all legal and regulatory requirements					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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VII. The Chief Executive Officer / Board Partnership

The **Chief Executive Officer** and the Board must work together as partners. Each arm of leadership draws on its shown unique strengths and abilities. The **Chief Executive Officer** and the Board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The Board is responsible for creating a written job description for the **Chief Executive Officer** that is clear and agreed to by all parties.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
7.1	The Chief Executive Officer and the Board are clear about the differences between their respective roles.					
7.2	The Chief Executive Officer is treated as a respected professional by members of the Board.					
7.3	The Chief Executive Officer raises issues and questions and provides adequate information to inform Board discussions.					
7.4	The Chief Executive Officer receives the Annual Review in a professional manner and responds positively to recommendations on areas for improvement.					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

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VIII. The Chief Executive Officer / Staff Relationship

Because many organisational issues require a partnership of Board and Staff to be addressed effectively, the **Chief Executive Officer** should work to create opportunities for Senior Staff to interact with Board Members and to ensure that Board and Staff have a good working relationship.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
8.1	The Chief Executive Officer has established appropriate systems for dialogue and communication between the Board and Staff to ensure that the Board maintains a good knowledge of the Company .					
8.2	The Chief Executive Officer and Senior Staff have built effective working relationships with the Officers of the Board who are responsible for specific aspects of the Company's governance.					
8.3	The working relationships among the Chief Executive Officer , Staff and Board are collegial.					

What are the major strengths of the **Chief Executive Officer** in this area?

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How can the **Chief Executive Officer** do better in this area?

.....

IX. External Liaison and Public Image

The **Chief Executive Officer** and Board Members are key players in establishing and maintaining positive relationships with the many groups that support the work of the **Company**.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
9.1	The Chief Executive Officer maintains a positive professional reputation in the investment & export donor community and is a good ambassador.					
9.2	The Chief Executive Officer cultivates effective relationships with:					
	a. Other Agency leaders					
	b. Professional Colleagues					
	c. Public Officials					
	d. Relevant professional organisers					
	e. Partners, including Donors					
9.3	The Chief Executive Officer is an articulate and knowledgeable spokesperson					
9.4	The Chief Executive Officer is well regarded by his professional peers in the Company's area of focus					

What are the major strengths of the **Chief Executive Officer** in this area?

.....

How can the **Chief Executive Officer** do better in this area?

.....

X. Board Perceptions of the Company.

As the Board reviews the performance of the **Chief Executive Officer**, it should also gauge its perceptions of the general operations and quality of the **Company** in the following areas. The responses to these questions may help to focus the Board of Directors and **Chief Executive Officer's** attention on specific areas of organisational strength and limitations and will help to guide future organisational development efforts.

<i>How satisfied are you that:</i>		Not Satisfied		Satisfied		Not Sure
		1	2	3	4	NS
10.1	Quality of research and services					
10.2	Relevance of research and services					
10.3	Quality of Staff					
10.4	Research organisation and management					
10.5	Long-range and Strategic Planning					
10.6	Programme development and delivery					
10.7	Financial Management					
10.8	Administration and operations					
10.9	Resource mobilisation					
10.10	Public relations					
10.11	Sets realistic annual targets and objectives					
10.12	Attains annual targets and objectives					
10.13	Other					

Comments:

.....

Open – Ended Questions

1. What have been the most significant achievements of the **Chief Executive Officer** over the last year?

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.....
.....

2. In the last year, what difficult issues have faced the organisation and how did the **Chief Executive Officer** resolve them?

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3. What external factors have influenced the **Chief Executive Officer's** performance?

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4. What are the major strengths of the **Chief Executive Officer**?

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5. What are key limitations in the **Chief Executive Officer's** performance?

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6. Have any legal or ethical issues arisen with regard to the operations of the **Company**? Were they brought to successful resolution? How?

.....
.....

ANNEX 7

**PERFORMANCE APPRAISAL FORM
MANAGERIAL/PROFESSIONAL/SUPERVISORY
STAFF**

GUYANA OFFICE FOR INVESTMENT (GOINVEST)
PERFORMANCE APPRAISAL/ CAREER DEVELOPMENT REPORT – MANAGERIAL/ PROFESSIONAL/ SUPERVISORY
(PERSONAL AND CONFIDENTIAL)

SECTION I – EMPLOYEE DATA					
SURNAME:			OTHER NAMES:		
JOB TITLE:			DUTY STATION:		
PROGRAMME:			PROJECT:		
SERVICE WITH GO-INVEST		yrs.	Mths.	SERVICE IN PRESENT JOB:	
				Yrs.	Mths.
SECTION II – APPRAISAL SUMMARY					
OVERALL PERFORMANCE SUMMARY					
<input type="checkbox"/> OUTSTANDING <input type="checkbox"/> VERY GOOD <input type="checkbox"/> GOOD <input type="checkbox"/> MARGINAL <input type="checkbox"/> UNACCEPTABLE					
OVERALL POTENTIAL SUMMARY					
<input type="checkbox"/> POTENTIAL FOR DEVELOPMENT CLEAR TO THE NEXT LEVEL AND BEYOND.		<input type="checkbox"/> POTENTIAL FOR DEVELOPMENT CLEAR TO THE NEXT LEVEL		<input type="checkbox"/> POTENTIAL FOR DEVELOPMENT WITHIN THE NEXT LEVEL	
				<input type="checkbox"/> NO APPARENT DEVELOPMENT POTENTIAL	
				RECOMMENDED INCREMENT (%) <div style="border: 1px solid black; width: 60px; height: 20px; margin: 0 auto;"></div>	
SECTION III – SIGNATURES					
APPRAISAL PERIOD: FROM:			TO:		
APPRAISED BY: NAME:			SIGNATURE:		DATE:
REVIEWED BY: NAME:			SIGNATURE:		DATE:
APPRAISEE: (I acknowledge having seen and read this appraisal)			SIGNATURE:		DATE:

SECTION IV: ACCOMPLISHMENT OF MAJOR JOB OBJECTIVES (MJO's)

The Major Job Objectives must be agreed upon and filled in at the beginning of the appraised period. To review, place an "x" in the column which best describes the employee's performance.

	MAJOR JOB OBJECTIVES – These should be inherent responsibilities in the job. (Give Qualitative and Quantitative Descriptions)	PERFORMANCE REVIEW – Review Major Job Objectives (MJO's) and indicate accomplishment. State where improvement is needed.	5	4	3	2	1
1							
2							
3							
4							
5							
6							
TOTAL MJO SCORE							
AVERAGE MJO SCORE : (Total MJO Score/ NO. of MJOs)							

- Key:**
- 5 – Outstanding**
 - 4 – Very Good**
 - 3 – Good**
 - 2 – Marginal**
 - 1 – Unacceptable**

SECTION V: CONTRIBUTORY PERFORMANCE FACTORS

To review, place an "X" in the column which best describes the employee's performance. It is important to use the "Comments" column to give specific examples to support the rating.

PERFORMANCE FACTORS	COMMENTS	FACTOR WEIGHT	5	4	3	2	1	WEIGHTED SCORE (2 Dec. Pl)
KNOWLEDGE OF THE JOB Understanding the full scope of functions assigned to the position held and the relationship of jobs within and outside the Department.		0.20						
WORK DIRECTIONS Ability to plan, schedule and control work requirements (with special emphasis on cost control); to delegate or assign work to subordinates; to follow up, thus ensuring successful completion; to demonstrate a concern for care and security of assets under control.		0.18						
DECISION – MAKING Ability to recognise when to make decisions, using good judgement and all available information.		0.16						
SELF DIRECTION Personally well organised; uses initiative; practices effective time management.		0.13						
INTERPERSONAL SKILLS Ability to deal effectively with and relate to peers, functional superiors, subordinates and members of the Public.		0.11						

SUB-TOTAL

KEY: 5 – OUTSTANDING 4 – VERY GOOD 3 – GOOD 2 – MARGINAL 1 - UNACCEPTABLE

SECTION V: CONTRIBUTORY PERFORMANCE FACTORS (cont'd)

To review, place an "X" in the column which best describes the employee's performance. It is important to use the "Comments" column to give specific examples to support the rating.

SUB – TOTAL OF WEIGHTED SCORE (BROUGHT FORWARD)								
PERFORMANCE FACTORS	COMMENTS	FACTOR WEIGHT	5	4	3	2	1	WEIGHTED SCORE (2 Dec. Pl)
WORK ATTITUDE Ability and willingness to accept responsibility; takes an interest in the job.		0.09						
COMMUNICATIONS Expression in oral, written and other forms of communication; organisation of communication; appropriate use of language.		0.07						
PEOPLE DEVELOPMENT Ability to recognise subordinates' needs for development and to implement programmes for satisfying these needs.		0.04						
LABOUR RELATIONS Ability to deal effectively with disciplinary and labour relations matters involving subordinates.		0.02						
TOTAL WEIGHTED PERFORMANCE SCORE								
* ADJUSTED TOTAL WEIGHTED PERFORMANCE SCORE								
** OVERALL PERFORMANCE SUMMARY								

KEY: 5 – OUTSTANDING 4 – VERY GOOD 3 – GOOD 2 – MARGINAL 1 – UNACCEPTABLE

* - Multiply Total Weighted Performance Score By 1.064 If Two Factors "People Development" And "Labour Relations" Are Not Applicable.

** - Overall Performance Summary = [(Total Weighted Performance Score + average MJO Score) / 2]

SECTION VI: CONTRIBUTORY POTENTIAL FACTORS

To review, place an “x” in the column which best describes the employee’s potential. It is important to use the “Comments” column to give specific examples to support the rating.

POTENTIAL FACTORS	COMMENTS	FACTOR WEIGHT						WEIGHTED SCORE (2 Dec. Pl)
			5	4	3	2	1	
LEADERSHIP Ability to command attention and respect of others, recognise need for direction and provide such when needed.		0.29						
CONCEPTUAL ABILITY Ability to recognise and integrate ideas and information in the evaluation of complex studies.		0.24						
PERSONNEL MANAGEMENT Ability to assess employee’s strengths and weaknesses, guide performance, motivate behaviour, reward excellence, and deal with marginal and failing performance.		0.19						
FLEXIBILITY Ability to objectively consider new and innovative methods and practices; adaptability to social and physical requirements.		0.14						
STRESS TOLERANCE Ability to function consistently and effectively regardless of pressure; ability to deal with situations objectively and rationally.		0.10						
BUSINESS MANAGEMENT Ability to develop goals and objectives, organise work for effective completion, delegate responsibility and measure results, etc.		0.05						
TOTAL WEIGHTED SCORE								

Key: 4 – Clear To The Next Level And Beyond 3 – Clear To The Next Level 2 – Within The Current Level 1 – No Apparent Development Level

INSTRUCTIONS

- The employee's performance is assessed under the following main headings:

Section 4	-	Major Job Objectives
Section 5	-	Contributory Performance Factors
Section 6	-	Contributory Potential Factors
Section 7	-	Career Development Planning

- A maximum of six (6) major job objectives (MJO's) are catered for in Section 4 and nine (9) contributory performance factors in section 5. For each Performance Factor or MJO place an "X" in the appropriate column, based on the performance criteria set out below:

RATING	POINT SCORE	CRITERIA
OUTSTANDING	5	Employee consistently meets and frequently exceeds established standards and desired results.
VERY GOOD	4	Employee consistently meets established standards and sometimes exceeds, but never falls short of desired results.
GOOD	3	Employee meets established standards and usually achieves, but seldom falls short of desired results.
MARGINAL	2	Employee meets established standards in some instances but lacks consistency; falls short of desired results from time to time.
UNACCEPTABLE	1	Employee consistently fails to meet established standards and frequently falls short of desired results.

For the Major Job Objectives (MJO's), multiply the assigned point scores by the appropriate weights, then total up to arrive at the TOTAL MJO SCORE. Divide the total MJO score by the number of MJO's to compute the average MJO score.

For the Contributory Performance Factors, multiply the assigned point score by the appropriate weights, then total up to arrive at the Total Weighted Performance Score.

The Overall Performance Summary is computed by the following formula:

$$\left(\text{TOTAL WEIGHTED PERFORMANCE SCORE} + \text{AVERAGE MJO} \right) / 2$$

- For each potential factor in Section 6, place an “X” in the appropriate column, based on the criteria set out below:

D.	Point Score	E.	Criteria
	4		Potential for development clear to the next level and beyond
	3		Potential for development clear to the next level
	2		Potential for development clear within the current level
	1		No apparent development potential

Multiply the assigned point scores by the appropriate weights, then total up to arrive at the Total Weighted Potential Score.

SECTION 2: CAREER DEVELOPMENT PLANNING

A. ASSESSMENT OF EMPLOYEE’S STRENGTHS AND WEAKNESSES

- 1. What are the employee’s dominant strengths? Indicate how they affect overall performance and suggest how they could be more effectively used by **GOINVEST**.

- 2. List major weaknesses that currently impair the employee’s ability to perform job with optimum effectiveness. Suggest how weaknesses may be remedied in the best interest of the employee and **GOINVEST**.

B. TRAINING AND DEVELOPMENT

- 1. **Indicate what training, if any, was initiated either by the employee or GOINVEST within the appraisal period. If completed, state outcome (certificate, etc.) and assess where practicable how training influenced employee’s job performance.**

2. Indicate what training and/or counselling is recommended for the future.

What action is required to prepare employee to achieve career goals and optimum employee performance? State nature and objective of training being recommended.

C. CAREER INTERESTS

What career plans does the employee have for the long and short term?
(N.B. views of employee must be reflected here).

D. COMMENTS

1. GENERAL COMMENTS BY APPRAISER

2. COMMENTS BY REVIEWER:

3. COMMENTS BY EMPLOYER

ANNEX 8

**PERFORMANCE APPRAISAL FORM
NON-MANAGEMENT STAFF**

**GUYANA OFFICE FOR INVESTMENT (GOINVEST)
 PERFORMANCE APPRAISAL/ CAREER DEVELOPMENT REPORT
 – NON-MANAGEMENT
 (PERSONAL AND CONFIDENTIAL)**

EMPLOYEE:					
APPRAISAL PERIOD: _____					
(From)			(To)		
SURNAME: _____		OTHER NAMES: _____			
JOB TITLE: _____		DUTY STATION: _____			
PROGRAMME/ PROJECT: _____		DIVISION/ DEPARTMENT: _____			
DATE OF BIRTH: _____		DATE OF HIRE: _____			
SERVICE: _____ Yrs. _____ Mths (with GOINVEST)		SERVICE: _____ Yrs. _____ Mths. (In Present Job)			
SIGNATURES:					
EVALUATED BY: _____		_____			
(NAME)		(TITLE)			
_____		_____			
(SIGNATURE)		(DATE)			
REVIEWED BY: _____		_____			
(NAME)		(TITLE)			
_____		_____			
(SIGNATURE)		(DATE)			
APPRAISEE'S SIGNATURE: _____		DATE: _____			
(I ACKNOWLEDGE HAVING SEEN AND READ THIS APPRAISAL)					
OVERALL PERFORMANCE SUMMARY					
OUTSTANDING [] (90 – 100)	VERY GOOD [] (70 – 89)	GOOD [] (50 – 69)	MARGINAL [] (30 – 49)	UNACCEPTABLE [] (20 – 29)	INCREMENT _____ %

SECTION 1: PERFORMANCE APPRAISAL (Tick the appropriate box).

1. KNOWLEDGE OF THE JOB – Technical knowledge of the job and ability to apply it.

- a.

20	
----	--

 Knows the jobs thoroughly. Needs no direction. Views Job requirements with exceptional insight and perception.
- b.

16	
----	--

 Knows job well. Rarely needs direction
- c.

12	
----	--

 Understands job requirements. Seldom needs direction.
- d.

8	
---	--

 Lacks knowledge of some aspects of job. Requires Direction.
- e.

4	
---	--

 poor knowledge of job. Requires constant direction.

2. QUALITY OF WORK – Accuracy and thoroughness of work output. Neat effective presentation.

- a.

18	
----	--

 Consistently good quality work without errors. Excellent presentation.
- b.

15	
----	--

 Good quality work. Errors are rare. Very good presentation.
- c.

11	
----	--

 Usually Good quality work with few errors. Good presentation.
- d.

7	
---	--

 Acceptable quality of work with few errors. Good Presentation.
- e.

4	
---	--

 Frequent errors. Cannot be depended upon to be accurate.

3. PRODUCTIVITY – Production and Volume of Work

- a.

16	
----	--

 Exceptionally high and sustained volume of output. Works at a paced rate and not only meets but surpasses target.
- b.

13	
----	--

 Consistently high volume of output. Consistently meets targets.
- c.

10	
----	--

 Average volume of output. Meets target most of the time.
- d.

6	
---	--

 Below average volume of output. Rarely meets targets and deadlines.
- e.

3	
---	--

 Unacceptably low volume of output. Slow and lethargic.

4. **INTERPERSONAL RELATIONSHIPS** – ability to deal effectively with and relate to peers, functional superiors and clients in accomplishing tasks.

- a.

11	
----	--

 Outstandingly effective with peers, functional superiors and clients in accomplishing tasks.
- b.

9	
---	--

 Very effective with peers, functional superiors and clients in accomplishing tasks.
- c.

7	
---	--

 Relates well with peers, functional superiors and clients in accomplishing tasks.
- d.

5	
---	--

 Manages to maintain a fair relationship with peers, functional superiors and clients in accomplishing tasks.
- e.

2	
---	--

 Does not relate well with peers, functional superiors and clients in accomplishing tasks. A poor mixer.

5. **WORK DIRECTION** – Ability to plan and organise tasks and to follow – through for successful completion.

- a.

10	
----	--

 Outstanding ability to plan and organise tasks with little supervision. Follows through successfully.
- b.

8	
---	--

 Plans and organises tasks very well. Responsive.
- c.

6	
---	--

 Plans, organises and performs tasks with guidance from Supervisor.
- d.

4	
---	--

 Plans and organises tasks if closely supervised.
- e.

2	
---	--

 Does not plan and organise tasks. Needs constant follow-up.

6. **TEAMWORK** – Ability to respond to changing work requirements; cooperative and willing.

- a.

8	
---	--

 Cooperative and willing beyond the normal call of duty. Adapts readily to changing work load cycle.
- b.

6	
---	--

 Always cooperative and willing in carrying out assignments; adapts easily to changing work load cycle.
- c.

4	
---	--

 Usually cooperative and willing in carrying out assignments; can cope with changing work load cycle.
- d.

3	
---	--

 Not always willing and cooperative; cannot easily cope with changing work requirements.
- e.

2	
---	--

 Displays little interest and flexibility in job

7. PUNCTUALITY AND ATTENDANCE – Ability to be on the job regularly and punctually.

- a.

6	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 95 to 100 percent of the time.
- b.

5	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 90 to 95 percent of the time.
- c.

4	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 85 to 90 percent of the time.
- d.

3	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 80 to 85 percent of the time.
- e.

1	
---	--

 Frequent lateness and absenteeism.

8. STRESS TOLERANCE – Ability to function consistently and effectively regardless of pressure.

- a.

6	
---	--

 Maintains consistently high output regardless of pressure of work or adverse conditions.
- b.

4	
---	--

 Maintains reasonable level of output regardless of pressure of work or adverse conditions.
- c.

3	
---	--

 Usually maintains a fair output regardless of pressure at work or adverse conditions.
- d.

2	
---	--

 Barely maintains fair output under pressure of work or adverse conditions.
- e.

1	
---	--

 Output falls dramatically in the face of pressure of work or adverse conditions.

SECTION 2 - CAREER DEVELOPMENT PLANNING

A. ASSESSMENT OF EMPLOYEE’S STRENGTHS AND WEAKNESSES

- 1. What are the employee’s dominant strengths? Indicate how they affect overall performance and suggest how they could be more effectively used by **GOINVEST**.

- 2. List major weaknesses that currently impair the employee’s ability to perform job with optimum effectiveness. Suggest how weaknesses may be remedied in the best interest of the employee and **GOINVEST**.

B. TRAINING AND DEVELOPMENT

- 1. **Indicate what training, if any, was initiated either by the employee or GOINVEST within the appraisal period. If completed, state outcome (certificate, etc.) and assess where practicable how training influenced employee’s job performance.**

2. Indicate what training and/or counselling is recommended for the future. What action is required to prepare employee to achieve career goals and optimum employee performance? State nature and objective of training being recommended.

C. PROMOTABILITY (Tick one box only)

1. Very good promotion potential to the next level and possibly beyond.
2. Good promotion potential to the next level
3. Promotion potential **not** clear. May qualify in time.
4. No apparent promotion potential in present job.

D. CAREER INTERESTS

What career plans does the employee have for the long and short term?
(N.B. Views of employee must be reflected here).

SECTION 3 - COMMENTS

A. GENERAL COMMENTS BY APPRAISER:

B. COMMENTS BY REVIEWER:

C. COMMENTS OF EMPLOYER:

ANNEX 9

PAYROLL ADVANCE REQUEST FORM

PAYROLL ADVANCE REQUEST

EMPLOYEE NAME:

DATE OF ADVANCE REQUEST:

ADVANCE AMOUNT:

Agreement:

I, the undersigned employee, in consideration of the above advance pay given to me by **GOINVEST** hereby authorise **GOINVEST's** finance Department to deduct the above advance amount in three (3) equal installments from the net earnings payable to me immediately following the date of the first pay period of the advance amount. I understand that each such deduction shall be (\$). I fully understand and agree that the total of all payroll deductions for repayment of this advance shall be equal to the total amount advanced in accordance with the above schedule.

I further understand and agree that my acceptance of the advance amount and this related authorisation for payroll deduction shall in no way be construed as a contract for my continued employment with **GOINVEST**. In the event of my termination of employment with the company, whether voluntary or involuntary, prior to the total recovery, by **GOINVEST**, of the amount advanced to me, I authorise **GOINVEST** to deduct the full remaining balance of this advance from my final paycheque. In event my final paycheck is insufficient to repay the advance, I recognise my absolute and irrevocable obligation to fully repay any remaining balance to **GOINVEST** after my final paycheck has been credited against the advance owed.

Signatures:

(Employee)

(Date)

Approved:

(Chief Executive Officer)

(Date)

(Finance Department)

(Date)

ANNEX 10

**STANDARDS OF PROFESSIONAL PRACTICE &
CONFIDENTIALITY AGREEMENT**

In recognition also of my obligation to **GOINVEST**, I agree to comply with the following:

1. I will guard as confidential all information concerning the affairs of clients that is gathered during the course of professional engagements and will not take personal, financial or other advantage of materials or inside information coming to my attention as a result of my professional relationship with clients.
2. I will at all times place the interest of clients ahead of my own and serve them with integrity, competence and in accordance with the operating philosophy of **GOINVEST**.
3. Advice to clients will be based on impartial consideration of all pertinent facts and responsible opinion.
4. I will inform clients and **GOINVEST** of any relationships, circumstances or interests that might influence my judgement or the objectivity of my services.
5. I will discuss with the client any important changes in the nature, scope, and, where possible the estimated timing for the proposed service and obtain the client's agreement to such changes before taking necessary action on them.
6. I will not serve two or more competing clients, or clients in any known adversary relationship, on sensitive matters or problems only with their knowledge.
7. I will strive continually to advance and protect the standards of **GOINVEST** and make available to our clients the benefits of my professional attainments.
8. I will work at broadening public understanding and enhance public regard and confidence in the management of **GOINVEST**.
9. I will conduct myself so as to reflect credit to the Company and to inspire the confidence, respect and trust of clients and the public.
10. In the course of my employment, I will strive to maintain a wholly professional attitude towards those we serve and toward those who assist us in executing our Mission.

Signed by: _____

Date: _____

Signature: _____

Witnessed By: _____

Date: _____

Signature: _____

ANNEX 11

INTERVIEW SUMMARY SHEET

INTERVIEW SUMMARY SHEET

References of Previous Employer/s:	SCORES	
	MAX	AWARD
Growth in Career: Accomplishments: _____ _____ _____ _____ _____		
Applicant's Strengths: _____ _____ _____ _____		
Applicant's Limitations: _____ _____		

PERSONALITY QUALITIES

(Circle One)

<p>Leadership Potential: (Consider the possibilities of inter-viwee becoming a leader. Is there a past record of successful leadership? Does he/she inspire confidence and respect?)</p> <p>None or Minimal/ Could be developed with Training/Experience/High Potential.</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	SCORE	
		MAX	AWARD
<p>Initiative: (Does he/she impress you as having drive and force? Do you discern "self-starting ability?)"</p> <p>Compliant/ Initiative limited to familiar issues/Willing to take some risks/Distinctly Proactive.</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>Judgement: (Does he/she appreciate the relative value of important and unimportant material? Is expression 'diplomatic?)"</p> <p>Would Not Step Out of Line/Average Capacity for Making Decisions/Shows Good Powers of Observation/Highly Perceptive. Judgements Close to the Mark.</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>Motivation: (How energised was the applicant about the job?)</p> <p>Total Disinterest/Fairly Enthusiastic/ High Degree of Initiative.</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>Self-Expression: (Consider the applicant's ability at self-expression. Were statements clear and simple? Was good English used?)</p> <p>Tentative/Reasonably Articulate/Impressive Command of English and Expression.</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>General Presentation:</p> <p>Presence/ Articulation/ Manners/ Unprepossessing/Modest/Impressive</p>	<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p>		
	TOTAL		
<p>Salary Discussed: No <input type="checkbox"/> Yes <input type="checkbox"/> Explain _____</p> <p style="text-align: right;">Specific Amount/Ranges</p>			
<p>Overall Assessment: _____</p>			
<p>Recommendations of Interviewer: Highest <input type="checkbox"/> Offer <input type="checkbox"/> No Offer <input type="checkbox"/> Doubt <input type="checkbox"/></p>			

.....
Interviewer

.....
Date