

**manual  
on  
modern personnel policies  
for  
co-operatives in asia**

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on Modern Personnel Policies  
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Published by

**International Co-operative Alliance**  
**Regional Office for Asia and the Pacific**  
in collaboration with  
**ILO COOPNET Project of International Labour Organisation.**

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# Modern Personnel Policies for Co-operatives in Asia - A Guide

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## **PREAMBLE**

Management and development of human resources - members, leaders and staff- have always been central to the cooperative development processes. It is through the faith, commitment and collective endeavors of people that a cooperative comes into being, effectively competes and meet the needs of its members and the community at large. In larger, modern cooperatives it is through building sound partnership between members, leaders and staff that the goals of achieving higher efficiency and enhanced productivity on a sustained basis are realized.

In the wake of structural adjustment programmes and the unfolding environments characterized by de-regulation, liberalization and globalization, cooperatives face formidable challenges of building and retaining members' loyalty, building comparative advantage in the marketplace and remaining entrepreneurial. Competent, motivated and properly organized staff can immensely help cooperatives to meet these challenges.

In order to ensure that the staff of cooperatives are competent, motivated and properly organized, formulation/adoption of a set of sound, suitably inter-related and well-articulated personnel policies becomes essential. Such personnel policies, when properly understood and implemented can and do create the necessary conditions for the staff to contribute, willingly and competently, towards the achievement of organizational goals.

It is against this backdrop that this Guide for the Preparation of a Manual on Modern Personnel Policies in Agricultural Co-operatives has been jointly produced and published by the ICA ROAP and the ILO-COOPNET Programme for the benefit of agricultural co-operatives in Asia and the Pacific.

### **How to use this Guide?**

This Guide for the preparation of a Manual on Modern Personnel Policies in Co-operatives is divided into two main parts. Part 1 includes the Preamble and the Introduction. This Part essentially highlights the vital importance of the need to formulate and adopt appropriate personnel policies and how to use this Guide for such a purpose. Part 2 consists of draft policy statements. These are arranged in a suitable order, under six main headings.

The best way to use this Guide will be that the management of a co-operative initiates a series of discussions among its staff on the policy statements included

in Part 2 of this Guide. The purpose of the discussions should be both to test the validity and applicability of each policy statement as well as to explain and "sell" the package of policy statements to the co-operative staff. This will also help create a conducive climate for subsequent effective implementation of these policies and realizing the desired results. Every co-operative should of-course feel free to make any changes in the policies included in the draft Manual and include additional policies as may be considered necessary and helpful.

The resultant package of policy statements - revised and refined - should become the Manual of Personnel Policies for the concerned co-operative. Ideally, such a Manual, with a suitable preface may then be distributed among all staff members.

Mr. L. Skaaret, Consultant, ILO-COOPNET made the first draft of the Manual, which was edited and adapted by Messrs. K.K.Taimni, Regional Coordinator, ILO-COOPNET and W.U. Herath, Advisor, Human Resources Development, ICA ROAP. 12 participants from India, Indonesia, Nepal, Philippines and Sri Lanka validated the Manual at a workshop, whose names appear in Annex 03.

## INTRODUCTION

In organizations all over the world today, competence building and motivation of human resources are considered as some of the most important aspects of the successful achievement of targets, objectives and productivity norms. Motivation aids competence and promotes a good role performance. Somebody who is motivated to do a good job is also keen to learn by participating in training, by self-studies, by on-the-job training, by experience in order to improve his/her competence and performance. Motivation is usually achieved by creating favourable working environments for the people at the work place. This includes such factors as challenging compensation schemes (good salaries, bonus systems, fringe benefits), job recognition and satisfaction, social benefits systems, career possibilities etc. These factors are usually covered under the personnel policies of an organization. Personnel policies are usually designed and implemented by a special human resource department. The motivation of cooperative staff appears to be rather neglected which is often the reason for bad performance in the co-operative sector. This aspect of human resource management has to be looked into in order to enhance co-operative development.

Human Resource Management in a contemporary organization covers two major components, namely: Personnel Management, which includes manpower planning, recruitment, retention, motivation, development and training, and termination of employment and Human Resource Development (HRD), which includes organizational development, team-building, performance counselling and management, relationship review, process management, culture and value building, and total quality process management.

A modern organization committed to effective management of human resources, generally formulates and implements integrated policies covering both the above components of human resource management. This guide also follows this approach to the formulation of effective, modern personnel policies in co-operatives in Asia.

The personnel policies and procedures listed and briefly described here are a revised and adapted version for co-operative movements in Asia of a personnel policy guide, which was originally designed in 1990 in collaboration between the International Co-operative Alliance and the International Labour Organization for



co-operatives in Africa. Before and after the design of the guide, the ILO had conducted a number of workshops on Training and Personnel Policies for high-level co-operative policy-makers in ten different countries in Asia and experiences from these workshops were reflected in the guide. A revised and adapted version for Asia was also made and discussed at length in an ICA-COOPNET Workshop on Modern Personnel Policies in Co-ops in Asia in New Delhi from 28 Nov.-2 Dec. 1994. This version is the outcome of the New Delhi - workshop. The valuable contribution made by the participants of the workshop, who were drawn from India, Indonesia, Nepal, Philippines and Sri Lanka, and whose names appear in Annex 03, are gratefully acknowledged.

It is proposed that the policies presented here in this Guide be further elaborated upon and adjusted to fit the co-operative situation in each country and that they may be published as a Personnel Policy Guide for the cooperative movement. Some co-operative organizations may have very well developed personnel policies and such organizations are to be congratulated. In other cases it is quite clear that all proposed policies cannot be applied with immediate effect, but as the co-operative movement develops, the need for more comprehensive personnel policies will become apparent. At the same time, positive personnel policies will help the movement to grow, to become self-reliant and to become an attractive employer for young and ambitious professionals.

In many of the policies proposed in the Guide, references are made to ILO Conventions and Recommendations. The development of a system of international standards was in fact the purpose behind the creation of the International Labour Organization. ILO standard setting consists of adopting two distinct types of instruments: International Labour Conventions and Recommendations. Conventions are international treaties open to ratification by the member states. The ratifying state undertakes to implement the provisions of the Convention by bringing its national law and practice in line with these provisions. Recommendations do not impose binding legal obligations on member states. In the same way as unratified Conventions, they are merely intended to propose basic standards of reference to guide governmental action. It may be useful for the adapting work on the Guide to obtain a list of the ILO's Conventions and Recommendations for easy reference. Such information is obtainable from any ILO office.

Of particular interest in our context is of course the ILO Recommendation No.127, in which the Role of Co-operatives in the Social and Economic Development of Developing Countries is explicitly stated. A number of conventions and other recommendations are related to and supporting Recommendation No.127.

While adapting these personnel policies, care needs to be exercised that the policies encourage gender integration in the co-operative movement and remove any discrimination against women staff. At present, a number of ILO conventions and recommendations deal with this issue such as Equal Remuneration Convention (No.100) and Recommendation (No.90) of 1951 and Discrimination Employment and Occupation), Convention (No.111) and Recommendation (No.111) of 1958, It is recommended that the adaptation workshops sincerely consider all gender issues.

It is important to note that Guides and Manuals such as this have to be periodically reviewed and updated in order to reflect the socio-economic conditions in which co-operatives operate.

# 1

## Establishment of an HRM Department

- Policy** An Human Resource Management Department (HRMD) shall be established at a suitable level within the co-operative movement executing services in the following fields for its co-operative organisation (hereafter in this document referred to as "the coop org"):
- a) manpower planning and information
  - b) recruiting and hiring staff
  - c) determining employment and working conditions
  - d) determining compensation and compensation methods
  - e) developing career and promotion schemes
  - f) developing welfare services and social security benefits
  - g) developing staff through education and training programmes
  - h) developing and applying methods of consultation, negotiation and settling disputes between employers and employees or their trade unions
  - i) developing public and internal relations ( inter-alia publishing a Co-operative News Bulletin for members and staff of the co-operative organisation)
- Why** Employees (human resources) are the most important assets in all organisations including cooperative organisations. This is the *raison d'être* for the establishment of an HRM- Department within the coop org to be in charge of the services listed above. The establishment of such a department would already be a sign of self-reliance and, if working efficiently, it will furthermore contribute towards self-reliance in other respects for the coop org concerned.
- The purpose of the services and the policies guiding them is to recruit, develop, motivate and retain qualified, responsible, loyal and disciplined staff within the co-operative organization in order to increase productivity and to achieve self-reliance of the organisation

## HRM DEPARTMENT

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for the benefit of its members and staff. The policies should be related to the mission statement and the corporate plan and policies of the cooperative organization.

The HRMD shall be headed by a qualified personnel director - to report directly to the managing director - and be allocated necessary staff, logistic and financial resources for an efficient implementation of its services.

The HRMD shall have a human and flexible approach to all its services and promote gender equity in the coop org. Being in charge of human resource management and development, it shall be aware of its role as an agent of change in organisational development and affect such development as well as being constantly prepared to revise and reform its activities in order to meet new requirements of organisational change.

It shall offer its services directly and/or indirectly to all affiliated co-operatives. At secondary organisation level, a personnel manager may be appointed and be the link between HRMD and the secondary level organisation. At primary level, the manager shall be responsible for personnel matters and be the link between the primary society and the personnel manager at secondary level. The HRMD shall do its best to create a unified, coherent, integrated structure out of the three levels.

# 2

## Entry

<i>Key Words</i>		
<i>Manpower Planning</i>	<i>Information</i>	<i>Management</i>
<i>Recruitment</i>	<i>Hiring</i>	<i>Part-time Employees</i>
<i>Job Description</i>	<i>Job Specification</i>	<i>In-service Training</i>
<i>Induction Programme</i>	<i>Casual Labour</i>	<i>Employment-</i>
<i>Interview</i>	<i>References</i>	<i>Application</i>
<i>Org. Structure</i>		

### 2.1 Manpower Information and Planning

**Policy** The HRMD shall be in charge of a manpower information system within the co-operative organization in order.

- Why**
- a) to obtain an overview of the staff situation in the movement
  - b) to draw age-profiles of staff
  - c) to identify turnover of staff
  - d) to make manpower projections and plans
  - e) to analyze and prioritize training needs
  - f) to establish and apply personnel policies
  - g) to establish and apply career and promotion systems
  - h) to establish and apply compensation structures

**How** A comprehensive manpower survey shall be carried out to obtain relevant quantitative and qualitative information and a computerised data base be established for storing of the collected data. Efficient and effective information channels between the grassroots levels and the data base shall be established for continuous updating of the data base. The HRMD will provide all relevant manpower data as required by affiliated organisations. The HRMD shall prepare short- and medium-term manpower plans, keeping in view the corporate plan and the gender balance in the coop org by promoting the employment of women staff.

## **2.2 Recruitment and Hiring**

**Policy** The HRMD shall design and issue procedures on how to recruit and hire staff within the cooperative organization.

**Why** It is vital for the efficiency of the cooperative movement that hired staff meet the requirements of the job they will be hired to do. Efficient and professional recruitment procedures shall therefore be applied. Thus, all vested interests and nepotism shall be avoided.

**How** An effective recruitment procedure comprises the following steps:

- a) a job description shall be the base for recruitment
- b) requirements shall be matched against the job description (job specification)
- c) the position shall be advertised (inter alia in the news-bulletin of the coop org) and contain a concise description and the requirements of the job plus compensation and other benefits;
- d) a short-list of applicants shall be drawn up
- e) those short-listed shall be interviewed
- f) (special tests may be applied)
- g) the most suitable applicant shall be selected for the job
- h) a Letter of Appointment shall be issued in which a probationary period shall be stated and responsibilities, rights and privileges be listed
- i) after a successful probationary period a Letter of Confirmation shall be issued confirming that the selected candidate is hired.

**By Whom** The HRMD shall be prepared to assist with proper recruitment procedures at all levels of the coop org.

## **2.3 Employment Requisition**

**Policy** Employment requisitions shall be made as per the approved org structure and staffing pattern and authorised by the board of directors.

**Why** Employment of staff is from many viewpoints of such importance for the coop org that the board of directors shall sanction the org structure and staffing pattern as well as the creation of a new job.

**How** An employment requisition containing inter alia a job-description and a compensation proposal shall be presented to the board of directors for approval.

**By Whom** The applicable manager shall prepare the documentation mentioned above and shall submit it to the board. When the board has given its approval, recruitment shall start.

## **2.4 Job Description and Job Specification**

**Policy** The coop org shall have job-descriptions for all posts.

**Why** They ensure that:

- a) recruitment of staff is based on job-descriptions  
(The job description shall in the case of recruitment should also have a job specification, which is a list of the qualifications regarded as necessary for a satisfactory performance of the job. The job description basically describes the job and the job specification the potential job holder.)
- b) new entrants are informed about their job through job-descriptions
- c) an employee knows what to do without being directly supervised when having a job-description
- d) questions of demarcation or "who does what" may be settled through job-descriptions
- e) the planned and co-ordinated output of the organisation is based on the job-descriptions
- f) job-descriptions can serve as reference in the event of disagreement or dispute about tasks
- g) they are used as a basis for the annual appraisal interviews
- h) they serve as the basis for identification of training needs of the job-holders

**How** The job-description shall be brief and clear. It is not a legal document but a working tool. It shall consist of at least the following parts:

- a) the job title
- b) the position or person to whom the job holder is responsible
- c) the purpose or the core function of the job

## ENTRY

- d) the duties, tasks, responsibilities of the job holder ("what he/she has to do")
- e) the job-description shall include a "catch-all" phrase to cover any special or unusual tasks which may be given to the job holder from time to time.

**By Whom** The job-descriptions shall be written by the nearest supervisor, screened and sanctioned by the manager and the board of directors.

Ref: Sample job descriptions of managers at various levels of the cooperative structure see appendix 1.

### 2.5 Employment Application

**Policy** The coop org shall respond as quickly as possible to inquiries about and applications for jobs.

**Why** This is a vital part of a human approach to employment. It is an obligation for a coop org to be polite, to show interest in people and particularly young people.

**How** When an inquiry or an application is received, the coop org shall respond as quickly as possible by sending an application form to the applicant asking him/her to return the filled in application form. The applicant shall be informed that he/she is now put on roster for screening in case of future vacancies.

**By Whom** The personnel officers at various levels.

### 2.6 References

**Policy** The coop org shall ask for references when short-listing applicants for a job and be prepared to give references when asked by other organisations.

**Why** References play an important role in the short-listing process and organisations shall in this respect support each other mutually.

**How** The applicant normally indicates referees in his/her application. The applicant's employer shall for obvious reasons not be approached unless the applicant has indicated him/her as a referee. References can be oral or written according to preference. References shall be objective and based on the personal file of applicant concerned.



**By Whom** The personnel officers at various levels.

## **2.7 Employment Interview**

**Policy** Employment Interviews shall be carried out in a professional way.

**Why** They are the most crucial part of the recruitment procedure

**How** Short-listed candidates shall be informed well in advance about place, date and time of the interview, in order to allow them to prepare themselves adequately.

An interviewing panel shall be constituted in such a way that a professional and fair interview is ensured. No undue pressures or vested interests shall be allowed to interfere in the interviewing process. The role of each panel member shall be agreed upon before the interview starts. The interview shall be conducted according to a designed form, and a scale to rate responses shall be used. The panel must further more:

- a) be familiar with the information contained in the original application by each candidate
- b) ask questions relevant to the nature of the job
- c) be familiar with the details of the job
- d) be polite and encouraging during the interview and make the interviewee feel at ease
- e) listen as well as talk (the interviewee shall spend at least 75% of the time talking himself/herself)
- f) appear interested in the candidate
- g) not let his/her prejudice or feelings come over him/her too strongly
- h) the interviewer shall be neutral

**By Whom** For higher managerial posts a panel shall be constituted by selected directors of the board, the manager and the personnel manager/officer. For middle and lower categories of posts a panel shall be constituted by the manager, the personnel manager/officer and the head of department concerned.

## **2.8 Induction Programme**

**Policy** The cooperative organization shall have induction programmes for new employees.

<b>Why</b>	<p>The purpose with the induction programme is first of all to enable the new employee to function efficiently on his job as quickly as possible.</p> <p>The human aspect is of equal importance. The employee shall feel that he/she is welcome to the org, he/she shall be put at ease and feel that he/she is important and that the total result of the operations of the org depends on the quality of his/her input.</p>
<b>How</b>	<ol style="list-style-type: none"> <li>a) the employee shall first of all be introduced to his/her immediate workplace and the tasks of the job-description shall be explained to him/her</li> <li>b) the employee shall be informed about the structure of the org and made to understand the role of his/her particular job in this structure.</li> <li>c) the employee shall be informed about his rights and responsibilities, about the code of conduct, health and safety regulations etc.</li> <li>d) the programme shall be implemented through sessions of information and instruction, through introductions, visits and selected interviews and through relevant reading material.</li> </ol>
<b>By Whom</b>	<p>The HRMD shall design a model induction programme, which shall be distributed to all levels of the coop org to be adapted to suit the conditions at each level.</p>

## 2.9 Part-Time Employees

**Policy** The co-operative organization shall have set rules and regulations for part-time staff according to existing labour law.

**Why** Part-time work is a work undertaken on a voluntary and regular basis for a number of hours that is substantially lower than the stipulated normal hours of work in the co-operative organization. The work is usually carried out:

- a certain number of days a week  
every other week or  
certain number of hours a day

The reason for part-time employment on the part of the co-operative organization is usually that a full-time input is not needed and on the part of the employee that he/she cannot or does not want to spend

more than part-time on a job (house-wives for example) or simply cannot get any other employment than part-time job.

Rules and regulations for part-time employees shall not be vague or simply non-existing and subject to the whim of the employer. If the co-operative organization employs part-time employees, it shall therefore offer them the following conditions on a voluntary basis:

**How**

- a) they shall be placed on the salary scale of full-time employees and be paid weekly/monthly on a pro-rata basis.
- b) they shall be offered participation in all benefit schemes of the co-operative organization, eg.pension, health and insurance schemes, paid leave etc on a pro-rata basis
- c) their services shall be terminated under the same conditions as for full-time employees
- d) after a certain period of part-time employment they shall be offered full-time work

**By Whom**

HRMD shall promote the policy. (Refer Part-time Work Convention No.175 and Recommendation No.182, 1984)

**2.10 Temporary/Casual Employees**

**Policy**

The co-operative organization shall have set rules and regulations for temporary/casual employees according to existing labour law.

**Why**

Temporary/casual employees shall not be more subjected to the whim of the employer than part-time employees. It shall therefore be a moral and social obligation of the co-operative organization to stipulate best possible working conditions for this category of staff.

**How**

At least the following conditions shall be offered:

- a) there shall be an agreement on the duration of the employment, when they are employed
- b) for obvious reasons, they cannot enjoy most of the benefit schemes of full-time employees but they shall at least be covered by a life and disability insurance during the time of employment
- c) if they are employed for a longer period than three months, a full-time employment shall be considered
- d) if they are employed for a longer period than one month they shall be entitled to be paid leave on a pro-rata basis or payment in lieu of leave

**By Whom** The HRMD shall promote the policy.

**2.11 The Employee and the Organisational Structure**

**Policy** All employees shall know and understand the structure of the co-operative organization and the whole cooperative structure in the country.

**Why** Their work will be more meaningful (job-enrichment) and they will feel more responsibility and become more efficient. The sense of belonging to a countrywide organisation shall be cultivated from the beginning.

**How** This shall be done for different categories of staff through in-house sessions. An organogram illustrating the structure of the org shall be presented and the relationships and interactions between the various entities of the structure shall be carefully explained. The employee shall be given copies of the organogram for private study.

**By Whom** The HRMD shall be responsible for the design of a standard programme which shall be adapted to suit the situation of each level within the co-operative organization.

## 3

## Retention

**Key Words**

<i>Employment Policies</i>	<i>Employment Record</i>	<i>Job Evaluation</i>
<i>Salary &amp; Wages</i>	<i>Allowances</i>	<i>Welfare</i>
<i>Safety &amp; Health</i>	<i>Leave</i>	<i>Retirement Benefits</i>
<i>Other Benefits</i>		

**3.1 Employee Record**

**Policy** The co-operative organization shall keep records of all employees according to forms designed for this purpose.

**Why** It is necessary for practical reasons for each office to keep such information about the employees and it is necessary for the overall manpower information and planning of the co-operative organization that such records are kept.

**How** The HRMD shall design the employee record form to be kept at each level of the co-operative organization for the sake of uniformity and practicality for the computerised data-base on manpower of the co-operative organization.

**3.2 Job Evaluation**

**Policy** Salary and wage differences within the co-operative organization shall be based on job evaluation.

**Why** Job evaluation is necessary in order to differentiate salaries and wages of staff in a fair way. Clear rules for payment are essential if labour costs are to be accurately estimated and controlled and meaningful personnel policies to be followed. Without such rules, salary and wage structures can quickly become chaotic, through inconsistent decisions by individual supervisors and the proliferation of a host of special allowances and payments.

**How** There is a wide range of job evaluation methods, which can be applied and a quite a lot of literature has been written on the subject ( JOB

EVALUATION published by the International Labour Office, Geneva, 1986, ISBN 92-2-103541-7 can here be mentioned).

Basically, three steps are to be distinguished in the procedure of evaluating jobs:

- a) a job analysis should be undertaken;
- b) job descriptions/specifications should be written on the basis of the analysis;
- c) a job evaluation schedule should be designed and applied in evaluating the jobs on the basis of the job descriptions/specifications.

The sample job descriptions/specifications in Appendix 1 are based on assumptions what managers at various levels ought to do or have to do in an active and well-functioning business environment. Maybe they can be termed as "ideal" job descriptions. They should of course be subject to review and revision from case to case.

The evaluation schedule as mentioned under c) above, should of course be applied to a revised, "real" job description/specification. Job factors which could be used in evaluation of jobs in the co-operative sector are the following ten:

1. Education
2. Training/Experience
3. Job Knowledge and Skill
4. Initiative and Judgement
5. Accuracy, Quality and Cost Consciousness
6. Decisions and Problems
7. Physical Effort/Risks
8. Mental/Visual Effort/Risks
9. Contact with people (inside the co-operative organization, interpersonal skills)
10. Contact with people (outside the co-operative organization, public relations skills)

Each one of the above factors should be detailed in degrees of difficulty from elementary to more complex levels and rated by points. Job Evaluation Schedules which are to a large extent self-explanatory can be obtained through the COOPNET Programme

The result of the evaluation procedure is the ranking of the jobs in grades in order of importance and translating the grades into salary and wage levels, which is the culmination of the job evaluation process.

**By Whom** The HRMD is recommended to execute a comprehensive job evaluation within the co-operative organization. First of all, job assessors need to be selected and trained on how to apply the evaluation schedule. Also, several policy problems need to be solved in this context before the process starts.

### **3.3 Compensation**

**Policy** The co-operative organization shall have a fair and attractive compensation scheme.

**Why** To enable the co-operative organization to recruit, motivate and retain qualified staff.

**How** An attractive compensation scheme shall comprise at least the following:

- 1) Salary and Wage Schemes, containing grades and steps/notches applying to all the various categories of staff. Salaries and wages are differentiated among cooperative staff as among staff of the private sector organisations and should be based on properly executed job evaluation.

The co-operative organization shall never pay unskilled staff less than the minimum wages recommended by the Government. Regarding positions with more responsibility and authority, the co-operative organization shall pay salaries keeping in view the market rate in order to attract best possible staff.

- 2) Annual increments, which is an incentive scheme offering possibilities for the employees to increase their salary/wage by one or several notches depending on work performance and general conduct. Suitable annual increments may be recommended in the annual performance appraisals.
- 3) Fringe Benefits, being non-monetary perks (car, housing and other allowances), which shall be offered to make the co-operative organization an appealing place of employment. In areas where there is a lack of skilled staff, fringe benefits shall aid recruitment.

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- 4) Bonus, being a remuneration related to work results rather than work hours, depends on the performance of the co-operative organization in each financial year. In case the co-operative organization makes an unprecedented surplus (beyond the set objective) in a financial year, on receipt of the audited accounts showing such a surplus, the employees shall be entitled to a bonus according to a set system and , in addition, attractive incentives linked with productivity shall be given according to a set system/bye-laws.
- 5) A special management bonus, according to which the manager responsible for a certain business operation shall be rewarded according to an agreed percentage on net profit made during the business year. This bonus should be designed in order to really develop the business acumen of the managers concerned. The members will of course be the ultimate beneficiaries.
- 6) Special compensation for overtime work and work on rest days and gazetted public holidays.
- 7) Insurance for all employees.
- 8) Other compensations payable under relevant laws/bye-laws/ orders/ agreements.

**By Whom** The HRMD shall design the compensation schemes in collaboration with the finance department and try to promote the application of the same throughout the co-operative organization. The scheme must be updated and revised regularly to meet new requirements and above all to match inflation.

### **3.4 Insurance**

**Policy** All employees shall be properly insured.

**Why** For social and economic reasons.

**How** All employees shall be covered by a life and disability insurance in one of the following ways:

- a) through contribution by the co-operative organization to statutory insurance according to workman's compensation act;
- b) and/or through a co-operative insurance or an insurance made with a insurance company or group insurance sceme.



**By Whom** The HRMD in shall design a scheme and present to the co-operative organization.

### **3.5 Pay Schedules**

**Policy** The co-operative organization shall have different pay schedules for different staff categories.

**Why** All employees do not have the same capacity to plan their economy.

**How** Salaries/wages shall be paid on

- a) a monthly basis for regular, permanent and temporary staff;
- b) a daily bases for casual labour

**By Whom** The HRMD shall design the pay schedules to be put into effect by the finance section at each level.

### **3.6 Meal Allowance**

**Policy** All employees shall have a meal allowance

**Why** Both from social viewpoint and the viewpoint of productivity, it is necessary that all staff get a proper meal in the lunch break.

**How** This shall be arranged for the employees in one of the following ways:

- a) a canteen shall be established where employees can have their lunch at subsidised prices
- b) a coupon system shall be established through which the employees can have their lunch at certain restaurants according to agreement between these restaurants and the co-operative organization at subsidised prices.
- c) lunch packages shall be brought to the co-operative organization from a restaurant and be eaten in specially arranged rooms within the premises of the co-operative organization.

**By Whom** To be arranged appropriately at each level of the co-operative organization.

### **3.7 Transportation Allowance**

**Policy** All staff shall have transportation allowances.

**Why** To increase efficiency of the co-operative organization and to reduce costs of the individual employee as part of his/her compensation.

- How** Transportation allowance shall be arranged in the following ways:
1. In duty-station:
    - a) special staff cars shall be allocated to executive staff;
    - b) collective transport shall be arranged for other staff, i.e. this staff shall be collected by a staff car or bus every morning and brought home every evening; or
    - c) a monetary transport allowance should be paid
  2. Travelling on duty outside duty-station:
    - a) all air travel shall be at economy class
    - b) travel by rail shall be at economy class or first class depending on the time needed for travelling
    - c) per diem and out-of-pocket expenses shall be paid and the employee shall have a reasonable advance of his travel expenses before he starts his travel
    - d) the employee shall be provided a travel insurance while travelling on duty
    - e) an employee on training or official duty overseas shall receive a per diem allowance related to the living costs of the country concerned, if his daily costs are not covered by a sponsor (ICA can advise on suitable per diem for various countries)
    - f) an employee who travels on official duty to a temperate country shall be paid an outfit allowance of XX units provided that during the last three years preceding the date of commencement of his/her journey he/she has not been given such an allowance.

**By Whom** The HRMD shall work out and constantly update the rules and regulations for transportation allowances in consultation with heads of departments.

### **3.8 Management Transportation Regulations**

**Policy** The co-operative organization shall have clear regulations for management transport entitlements.

**Why** To avoid misunderstandings and misuse of management transport.

**How** Management transportation shall be arranged in one of the following ways:

- a) Executive staff and specialists shall be allocated staff cars by the co-operative organization to be used officially and privately at their own discretion. All costs in connection with the use of the car shall be born by the co-operative organization.
- b) Employees of the same sector shall be allocated staff cars for official use only. "Official use" shall then be clearly defined by means of concrete examples. Exceptions for private use (emergency family matters) shall be listed. Misuse shall be subject to disciplinary action.
- c) Rules shall be laid down for maintenance and replacements of staff cars.

**By Whom** The HRMD shall write the regulations and they shall be sanctioned by the board of directors at various levels.

### **3.9 Per Diem Allowance**

**Policy** All employees shall enjoy a Per Diem Allowance when on duty out of station.

**Why** To cover the costs of being away from home.

**How** Per Diem Allowance shall be paid to each employee travelling on duty outside the normal work station. The amount shall cover calculated costs for food, accommodation and out-of-pocket expenses. The amount of the Per Diem Allowance shall be related to the grade of the employee.

**By Whom** The HRMD shall propose Per Diem Allowance for various places and the payment procedures.

### **3.10 Overtime and Work on Rest Days and Public Holidays**

**Policy** Employees shall have special compensation for overtime work and work on Rest Days and Public Holidays.

**Why** Because the work is carried out during time intended for rest and relaxation.

**How**

- a) employees can be required to do overtime work beyond normal working hours and shall then be compensated with one and a half times the ordinary hourly rate of pay;
- b) if employees are required to work on a rest day or a public holiday, they shall be paid twice the ordinary hourly rate.

**By Whom** The HRMD shall issue the regulations for the implementation of this compensation.

### **3.11 Employee Benefit Programmes**

**Policy** The co-operative organization shall have a well developed employee benefit programme.

**Why** For moral, social and pragmatic reasons.

**How** A well developed employee benefit programme shall comprise at least the following issues:

- a) safety and health regulations;
- b) regulations regarding rest days, public holidays and compensatory time;
- c) annual leave regulations;
- d) regulations regarding leave of absence and study leave;
- e) regulations regarding sick leave, compassionate leave, maternity leave and matrimonial leave;
- f) retirement schemes.

**By Whom** All employee benefit schemes shall be designed and promoted by the HRMD throughout the co-operative organization.

### **3.12 Revision and Changes of Employee Benefits**

**Policy** Employee benefits shall constantly be updated and adjusted.

**Why** To meet new requirements within the co-operative organization and in the community as a whole. Inflation shall always require adjustment actions, safety and health regulations shall always be subject to development and improvement and as a whole the benefit programmes shall be part and parcel of organisational development as such.

**By Whom** The HRMD shall here apply all its flexibility and have a dynamic approach to employee benefit programmes as a vital part of human resource development.

### **3.13 Safety and Health**

**Policy** The co-operative organization shall establish and develop working conditions which ensure that safety and health of staff/workers are safeguarded.

## **Why**

It is a moral obligation and in the interest of the nation, the co-operative organization and the individual. It is also a matter of increasing productivity. With a human approach to employment it is impossible to accept that man's most valuable possessions - life, health, physical integrity, aptitudes, professional skills and human dignity should be endangered by his employment.

## **How and By Whom**

- 1) Safety and health of staff/workers shall be considered on the basis of the following documentation and guidelines:
  - a) machinery used in cooperative workplaces shall be securely guarded according to the legislation of the country and/or ILO conventions and recommendations; (Cfr. Guarding of Machinery Convention No.119, and Recommendation No.118-196)
  - b) safe practices in the building construction industry shall be applied according to the legislation of the country and/or ILO conventions and recommendations. ( Cfr. Safety and Health in Construction Convention No.167 and Recommendation No.175-1988)
  - c) observance of hygienic conditions in all coop work-places shall be applied according to the legislation of the country and/or ILO occupational health services convention and recommendations. (Cfr. Occupational Safety and Health Convention No.155, and Recommendation No.164, 1985 and Occupational Health Services Convention No.155 and Recommendation No.164, 1985)
  - d) the working environment shall as far as possible be arranged in such a way that aspects of ergonomics are taken care of (for example when importing machinery and equipment)
- 2) The HRMD and personnel officers at all levels shall from the above documentation and guidelines select applicable and necessary parts and transform them into clear rules and regulations for safety and health within the co-operative organization. This shall be done in collaboration with the trade union.
- 3) These rules and regulations together with estimated costs for their implementation shall be screened and finally sanctioned by

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the board of directors. The conflict between economic and social factors is likely to be a problem at this stage. The social factors shall be promoted as far as possible and economic advantages of social measures shall be considered.

- 4) When the rules and regulations have been approved, the HRMD, and personnel officers at various levels shall be responsible for implementation and application in collaboration with the trade union and the heads of departments.
- 5) The rules and regulations for safety and health shall be introduced to staff/workers through suitable education and training programmes.
- 6) Managers at all levels shall be responsible for compliance with the rules and regulations and shall delegate this authority to heads of departments and supervisors.
- 7) Regular inspection of compliance with rules and regulations of safety and health shall be undertaken by the HRMD, personnel officers at all levels in collaboration with the trade union. An inspection report shall be submitted to the board of directors.
- 8) Health and Safety regulations shall be subject to constant revision and improvements.

### **3.14 Rest Day**

**Policy** All employees are entitled to at least one rest day per week.

**Why** The rest day is needed for rest and relaxation.

**How** Sunday shall be the official weekly rest day for every employee except in the case of a mutual agreement that an employee shall work on a rest day. Then he/she shall have a special compensation for this.

**By Whom** The HRMD, personnel officers shall be responsible for fixing the compensation for this type of work.

### **3.15 Public Holidays**

**Policy** Employees shall be entitled to all gazetted public holidays with full pay in accordance with the employment act except in a case of mutual agreement that the employee shall work on such a day. Then he/she shall have a special compensation for this.

**By Whom** At the end of each calendar year, the HRMD shall inform the employees about the entitled public holidays for the next year.

### 3.16 Annual Leave Regulations

**Policy** All employees are entitled to annual leave.

**Why** Annual leave shall give the employees a reasonable amount of time away from work to allow rest, recreation and recuperation from accumulated physical and mental strain.

**How**

- 1) Every employee shall be entitled to paid annual leave (vacation leave) according to seniority. The minimum amount of leave time shall be xx working days. Saturday, Sunday and Public Holidays are not counted as annual leave days;
- 2) All employees shall complete an "Application for Leave" form and have the application approved by their immediate supervisor at least 'x' weeks in advance of desired leave;
- 3) The approved leave application shall then be forwarded to the HRMD or personnel officer which shall check whether the applicant qualifies for leave or not;
- 4) If the application qualifies, leave shall be granted and the leave days of the applicant shall be registered in his personal file;
- 5) If the applicant does not qualify for leaves, he shall be informed accordingly;
- 6) Paid annual leave shall be calculated monthly from the date of commencement of duty (probationary period shall be counted);
- 7) If commencement of duty is before the 15 of the month, full leave shall be credited. If commencement of duty is after the 15 of the month, no leave shall be credited for that month;
- 8) In the best interest of the co-operative organization, an employee may at any time be required to take all or part of his/her annual leave;
- 9) Annual leave must be taken during the 12 months in which it is earned or within 6 months thereafter;
- 10) Payment in lieu of leave shall not be allowed except when an employee leaves the service with terminal benefits.

**By Whom** The HRMD shall be responsible for leave regulations and procedures.

### 3.17 Leave of Absence

**Policy** The co-operative organization shall have a positive attitude to applications for unpaid leave of absence.

- Why** There are in most cases sincere personal reasons for such applications.
- How**
- a) the application shall be submitted to the Personnel Officer which shall investigate whether the reason for the wanted leave is valid.
  - b) if the reason is found valid, it shall be matched against the possibilities of the co-operative organization to release the person for the period wanted and to keep the post for him/her until his/her return from the leave and a decision shall be made accordingly
  - c) the length of service and quality of performance of the applicant shall be considered before any decision be taken
  - d) such unpaid leave of absence can in principle be granted for any length of time if the co-operative organization so finds acceptable.
- By Whom** The HRMD/ personnel officers shall make the necessary investigation and the manager shall take the final decision.

### **3.18 Study Leave**

**Policy** The co-operative organization shall have a positive attitude to applications for paid study leave.

**Why** Paid study leave - if to be granted - shall assist in improving the quality of working life, in enhancing the employee's contribution to the co-operative organization and the community and in increasing efficiency and productivity as a whole. Three main purposes for study leave are mentioned in ILO Paid Educational Leave Convention No. 140 and Recommendation No. 148-1974:

- a) professional training at any level,
  - b) general, social and civic education,
  - c) trade union education.
- How**
- a) an application for paid study leave shall be submitted to the HRMD or personnel officers which shall investigate the value and validity of the proposed studies for the employee concerned, for the co-operative organization and for the community as a whole.
  - b) if the application is found valid from the above viewpoints, it shall be matched against the possibilities of the co-operative organization to release the applicant for the period wanted and the financial implications for the co-operative organization.
  - c) the length of service and the quality of performance of the applicant shall be considered before decisions be taken.



- d) if all considerations favour the application - before a decision is taken - the co-operative organization shall require a guarantee from the applicant that he/she after completion of his/her studies shall continue to work for the co-operative organization for an agreed period of time.
- e) all conditions met, paid study leave shall then be granted.
- f) paid study leave can in principle be granted for any length of time.
- g) paid study leave can mean study leave under full or reduced pay.
- h) if the conditions indicated above for study leave are not satisfactorily met, paid study leave shall not be granted.

**By Whom** The HRMD/ personnel officers shall make all the investigations and submit a proposal to the manager who shall make the final decision. (Cfr. Medical care and Sickness Benefits Convention, No.130 and Recommendation No.134, 1969)

### **3.19 Sick Leave**

**Policy** All employees shall be entitled to paid sick leave, free medical attention and hospitalisation.

**Why** This is a social obligation for the co-operative organization.

- How**
- a) if an employee feels seriously ill, he/she shall report this to his/her immediate supervisor and be released from work in order to see the co-operative organization's doctor;
  - b) if an employee feels seriously ill at home, he/she shall then immediately visit the co-operative organization's doctor and soonest possible in the circumstances report this to his/her immediate supervisor;
  - c) if the doctor in agreement with the employee prescribes that the employee shall report to work, the latter shall do so and provide a certificate from the doctor that the employee has consulted him on date indicated and between hours indicated;
  - d) this certificate shall be handed over to the immediate supervisor, who shall forward it to the HRMD, personnel officers for the personal file of the employee;
  - e) if the doctor prescribes sick leave at home, the employee shall immediately return home and the prescribed sick leave shall be

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- reported to the co-operative organization within two days together with a medical certificate testifying the prescribed sick leave;
- f) if the doctor prescribes hospitalisation, this shall be reported to the co-operative organization by the doctor and be certified by the doctor soonest possible by telephone and by mail;
  - g) in all the above cases the certification shall be made by co-operative organization's doctor or a Government Medical Officer or in case of emergency by any registered medical practitioner;
  - h) consultations with the co-operative organization's doctor and medicine and treatment prescribed by him shall be paid by the co-operative organization directly according to procedures agreed between the co-operative organization and the doctor and the chemistry concerned;
  - i) in case another doctor than the co-operative organization's doctor had to be consulted because of emergency, reimbursement shall be made to the employee upon proper receipts;
  - j) the employee shall be entitled to certified sick leave for x months full pay;
  - k) if sick leave is prescribed by the co-operative organization's doctor beyond x months, the employee shall be entitled to half pay for another period of x months;
  - l) if the employee after x + x months of sick leave can still not report to work, a medical review board shall be instituted to determine the capability of the employee to report back to work at all;
  - m) if this is not feasible, the services of the employee shall be terminated with terminal benefits;
  - n) medical documents shall be filed in the personal file of the employee.

**By Whom** The HRMD shall be responsible for the procedures and their implementation.

### **3.20 Compassionate Leave**

**Policy** The co-operative organization shall grant compassionate leave in case of death in the employee's immediate family, namely wife, husband, child and any registered dependent of not more than 18 years.

**Why** It is a social obligation.  
**How** On presentation of evidence to the satisfaction of the Personnel Officer, the manager shall grant compassionate leave according to time needed.

### **3.21 Maternity Leave**

**Policy** Female employees shall be entitled to maternity leave.

**Why** It is a social obligation.

**How**

- a) a female employee who has served with the co-operative organization for the last 12 months shall be entitled to maternity leave;
- b) her entitlement shall be 90 calendar days every 24 months with full pay;
- c) the delivery period shall be included;
- d) the employee shall apply for maternity leave at least four months before the wanted commencement of her maternity leave and provide medical certification on the calculated delivery date.

**By Whom** Personnel officers shall be responsible. (Cfr. Maternity Convention Revised, No.103 and Recommendation No.95, 1952)

### **3.22 Retirement Benefits**

**Policy** All employees shall be entitled to retirement benefits upon retirement.

**Why** It is a social obligation for the co-operative organization to arrange retirement benefit systems for employees.

**How** Retirement benefits for retired employees shall be arranged in the following way:

- a) by specially arranged retirement scheme with a co-operative or private insurance company
- b) costs for the retirement scheme shall be contributory or non-contributory on the part of the employee and/or the employer

**By Whom** The HRMD shall promote the implementation of the policy at all levels of the co-operative organization.

# 4

## Development

### **Key Words**

<i>Employee Res- ponsibilities</i>	<i>Employer-Employee - Relations</i>	<i>Democratic - Management</i>
<i>Performance - Appraisal</i>	<i>Career &amp; Promotion</i>	<i>Transfer</i>
	<i>Education &amp; Training</i>	

### **4.1 Employee Responsibilities**

**Policy** Each employee shall know his/her responsibilities.

**Why** This is necessary for efficient functioning of operations of the co-operative organization, for harmonious relationships among staff within the co-operative organization and for the image of the co-operative organization in the eyes of the public.

**How** The responsibilities shall be listed and carefully explained to employees. This shall particularly be done in connection with the induction programme, but shall be repeated in other in-house programmes whenever necessary.

Employee responsibilities are basically of two types:

- a) responsibilities regarding the job to be done and these shall be laid out in the job-descriptions.
- b) responsibilities regarding general behaviour inside and outside the co-operative organization and the basic rules of such behaviour shall be laid out in the code of conduct. This code shall contain for example the following responsibilities (the negative opposites of which shall be listed in the Code of Discipline):
  - employees are expected to serve the co-operative organization to the best of their ability;
  - employees are expected to guard and enhance the dignity and the interest of the co-operative organization inside as well as outside the co-operative organization;

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- employees shall protect the property of the co-operative organization and shall not have the right to alienate such property or use it for their private benefit;
- employees shall not accept any donation, award, bonus, gratuity remuneration, financial or other aid from any other person or organisation other than the co-operative organization for services rendered in their official capacity as employees of the co-operative organization;
- employees shall be punctual and maintain work schedule;
- employees shall have a polite and correct behaviour inside as well as outside the co-operative organization;
- employees shall carry out instructions from their supervisors and adhere to rules and regulations regarding safety and health.

**By Whom** The HRMD shall be responsible for issuing the Code of Conduct and make it as detailed and as simple as required by circumstances. It shall constantly be revised when needs arise. The Code of Conduct shall be worked out by the managers and approved by the board of directors of the Co-operative organization.

### 4.2 Equal Treatment of Employees

**Policy** The human dignity of all employees shall always be promoted and maintained.

**Why** The co-operative is based on tolerance and democracy.

**How** There shall be no favouritism or discrimination practised within the co-operative organization with respect to any employee by reason of position, age, gender, race, creed, colour, national origin, political or religious affiliation, or by reason of trade union membership or activity. All employees shall in the above respects be treated equally. Sexual harassment shall be subject to strict disciplinary action.

The policy shall be particularly promoted by the HRMD through inclusion of the policy in all In-house Education Programmes as a vital part of attitudinal training.

Complaints about violation of this policy shall be launched through the grievances procedure.

**By Whom** Apart from the responsibility given to the HRMD above, all executive and supervisory staff shall be responsible for compliance of this policy.

(Cfr. Discrimination/Employment and Occupational Convention No.111 and Recommendation No.111, 1958).

### **4.3 Performance Appraisal/Job Review and Design**

**Policy**

All employees shall be subject to performance appraisals.

**Why**

In order to ensure that an employee succeeds in accomplishing his job tasks and other responsibilities, periodic appraisal of his/her performance becomes necessary. It provides feed-back to the employee on how well he is performing, reveals his/her training needs and may also reveal that redesign of the job tasks may be necessary. Performance appraisal is an important and useful tool of employee development.

**How**

- a) the interview shall be between the employee and his/her immediate supervisor and be carried out according to a special form;
- b) it shall be made clear to the employee that this is a special occasion and no interferences shall be allowed during the interview;
- c) the purpose of the interview shall be carefully explained to the employee;
- d) the interview shall be a frank and friendly discussion on the work and general behaviour (Code of Conduct) of the employee during the past period.
- e) the interviewer shall first stress the good points in the performance of the employee and then - if called for - discuss the bad points;
- f) the interview shall last at least between 15-60 minutes;
- g) the conclusions of the interview shall relate to future action and be agreed by both sides;
- h) the conclusions shall be summarised in writing with a copy to the employee and be retained in the employees' personal file for reference at the next performance interview.

**By Whom**

The personnel officers shall organise the appraisal interviews, provide the necessary forms and train the superiors on how to perform the appraisal interviews.

**When**

Annually

#### **4.4 Transfers**

**Policy** There shall be a set procedure for transfers.

**How** For whatever reason an employee will be transferred from one post to another (and maybe from one place to another) the co-operative organization shall handle the matter with tact and due regard to the human and social implications of the transfer. At least the following shall be observed:

- a) the employee shall be informed at least two months in advance about the transfer;
- b) the co-operative organization shall do everything possible to assist the employee with practical problems which may arise in connection with the transfer;
- c) the co-operative organization shall pay necessary extra costs which the employee may face because of the transfer;
- d) the transfer shall be implemented in such a way that the employee (and his family) is caused least possible embarrassment and trouble.

#### **4.5 Education and Training**

**Policy** The co-operative organization shall develop its human resource through education and training programmes.

**Why** Education and training are vital elements in human resource development and have always been given high priority in co-operative movements. Human resource development through education and training is one of the prerequisites for organisational development and is consequently a must for the co-operative organization.

**How** A strategy for a systematic training of staff shall exist outlining an ongoing programme, embracing all employees and satisfying their training needs, having effect on promotion, being adequately funded, being a part of and utilising the in-service education and training programmes of the the co-operative movement and constantly being evaluated and revised accordingly. Education and training shall never be allowed on an ad hoc basis, but shall be looked upon as an investment which shall yield results in the shape of improved performance by those who have the privilege to be selected for such programmes.

At least the following types of education and training programmes and activities shall be applied:

- a) Co-operative pre-service education shall be an entry requirement for some posts in the co-operative organization, if such education and training is provided in the country for example through optional university programmes;
- b) On-the-job training shall be emphasised as the most important training within the co-operative organization. Each experienced staff member shall concern him/herself to increase the knowledge and skills of less experienced colleagues and the latter shall be attentive to such training. A constant exchange of ideas and experience between colleagues shall be encouraged. Particularity in connection with performance appraisals, possibilities for on-the-job training shall be explored and applied, when necessary;
- c) In-house education and training programmes shall particularly be arranged in order to satisfy needs which call for immediate attention such as induction programmes and health and safety programmes (Parts of such programmes can certainly be on the job, but other parts require instruction and information sessions);
- d) In-service education and training programmes carried out outside the co-operative organization shall be explored and utilised for development of staff. They shall be of a duration which makes it possible to release staff concerned from work during the programme (1-4 weeks). The programmes shall meet training needs of selected staff, be job-oriented and problem-solving and participatory training methods shall preferably be applied. Such programmes shall contain "action commitments", and the co-operative organization shall be prepared to allow the returning learner/employee to apply the commitments for the purpose of improved performance and organisational development. Computer aided training programmes shall be considered and adopted;
- e) The education and training programmes under (b)-(d) above shall be organised/arranged by the co-operative organization for the employee. They shall be prepared in consultation with the employees. The co-operative organization shall use its education fund to cover costs for education and training;



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- f) The co-operative organization shall in principle grant leave for longer periods to such individual employees who want to educate and train themselves for further personal development. This is called study leave and is subject to special rules;
- g) The co-operative organization shall as far as possible try to arrange (participation in) study visits, library services, film shows, musical events etc. for its staff with a view to educating and entertaining simultaneously.

**By Whom** The HRMD and the personnel officers shall collaborate closely with co-operative training centres regarding all in-service education and training. (Cfr. Human Resource Development Convention No. 142 and Recommendation No. 150, 1975)

### 4.6 Career and Promotion

**Policy** The co-operative organization shall develop and present attractive and realistic career and promotion schemes to employees.

**Why** Career and promotion are very important aspects of human resource development. They have to do with the growth of the individual employee as a human being in general and as a professional in particular. The co-operative organization will only meet its obligations, and furthermore, benefit as an organisation if it makes sincere efforts to offer its employees possibilities to grow with and within the co-operative organization. Therefore, in order to encourage and motivate staff, the co-operative organization shall develop and present attractive career and promotion schemes.

**How**

- a) In principle, employment within the co-operative organization shall be open for any applicant - outside as well as inside the co-operative organization. However, it is necessary to clearly show co-operative employees that it is possible to make a career within the co-operative organization. Qualified co-operative employees shall therefore always be encouraged to apply for jobs higher up on the ladder, when such vacancies arise. Certainly, "fresh blood" also needs to be infused to bring in new ideas, practices and efficiency in the co-operative organization. Co-operative experience shall, however, be given high merits in the selection process for a co-operative job.
- b) A clear and realistic career scheme may be presented to the

employees. It shall demonstrate what possibilities there are for junior employees to climb the ladder and reach higher posts within the co-operative organization (from primary to highest level), if they work well and develop themselves through education and training.

- c) Also, within each position there shall be possibilities for career and promotion. The co-operative organization shall use its imagination and create several career steps between "junior" and "senior" in any position in order to satisfy general human needs for recognition and reward for well carried out tasks.
- d) Education and training shall to some extent be linked to career possibilities. Successful completion of certain education and training programmes shall therefore be made conditions for certain career and promotion steps and be presented in connection with the career and promotion schemes.
- e) Basically, however, career and promotion shall depend on the employee's behaviour and performance while at work. The performance appraisals throughout the years shall be the guide here.
- f) Successful competition in recruitment processes shall be the decisive factor in making a career within the co-operative organization, eg. to climb the ladder from lower to higher posts. A grade to grade promotion with the same position shall be recommended by heads of departments to the personnel officer, who will submit the recommendation to the manager and the board of directors for final decision.
- g) a well-planned system of job rotation and transfer shall be maintained.

**By Whom** The HRMD shall design possible career schemes within the co-operative organization.

#### **4.7 Employee Participation in Decision-Making**

**Policy** The co-operative organization shall allow and encourage employee participation in decision-making.

**Why** Employee's integration in their co-operative and their participation in decision-making are key-ideas among co-operators all over the world

## DEVELOPMENT

today, these ideas serving partly the purpose of motivation and job enrichment and partly promoting greater democracy within the co-operative organization.

### **How**

Employee participation in decision-making shall be promoted in the following ways:

- a) employees shall be encouraged to become members of a primary co-operative society of their interest in order to learn how such a society works at grass root level and in order to make them integrated in the co-operative movement as members, an experience which will be of great importance for their work in the co-operative organization, where they are employed;
- b) employees shall always be invited to participate in staff meetings, which shall be conducted on a regular basis, at various levels. Employees shall be activated through questions and consultations by the seniors to contribute with proposals from their special field of work;
- c) they shall be made to understand that their contributions and proposals have momentum and will be forwarded to the staff meeting at next level and that their ideas and proposals may finally influence the decisions made by the Board of Directors (participatory management);
- d) concerned employees shall always be consulted when machinery and equipment in their field of work shall be purchased;
- e) employees shall always be consulted and involved in cases regarding health and safety regulations;
- f) employees shall be encouraged to submit proposals for improvements of working conditions and productivity;

### **By Whom**

The HRMD shall do everything possible to promote employee participation in decision-making at all levels.



## Discipline and Conduct

### **Key Words**

<i>Code of Conduct</i>	<i>Employees' Discipline</i>	<i>Civic Responsibilities</i>
<i>Work Schedules</i>	<i>Disciplinary Hearing</i>	<i>Property Inspection</i>
<i>Membership</i>	<i>Negligence</i>	<i>Appeals</i>
<i>Grievances</i>		

### **5.1 Code of Conduct and Employee Discipline**

**Policy** The co-operative organization shall have a Disciplinary Code stating what actions shall be taken in case of offences being committed by employees against the Code of Conduct.

**Why** In any organisation including co-operative organizations, disciplined behaviour on the part of all individuals serving within the organisation (i.e. strict adherence to the Code of Conduct) is of utmost importance for successful accomplishment of the org's objectives and also for the wellbeing and harmony of the individuals. This is why it is necessary to have a Disciplinary Code being both educative and corrective with the ultimate purpose of maintaining discipline.

**How** The disciplinary code, shall be based on the relevant laws of the country, and shall be applied in the following ways:

- 1) Firstly, in connection with induction programmes and other In-House Education Programmes, the disciplinary code shall be used for educational purposes in order to prevent offences and in order to make employees aware of what the consequences shall be in case he/she commits offences against the code of conduct. It shall in other words be impossible for an employee involved in a disciplinary case to say: "I did not know!"
- 2) Secondly, the disciplinary code shall be applied for corrective purposes. When an employee commits an offence, he/she shall be corrected in accordance with the code. This means - on the part of those who shall apply the code - that thorough

## DISCIPLINE & CONDUCT

investigations into each alleged offence shall be carried out that clear evidence of guilt shall be presented and that all circumstances of the case shall be taken into careful consideration.

- 3) Disciplinary action shall always be prompt, fair and firm: Delays in dealing with a problem only breeds gossip and resentment. Unfair and inconsistent treatment is a disgrace to the co-operative organization. The policy under title 4.4.4.2, Equal Treatment of Employees, shall here be particularly remembered. No hesitation or vagueness shall be allowed in disciplinary proceedings.
- 4) The disciplinary proceedings shall progress in increasing order of severity according to the following levels each one related to the type of offence committed;
  - a) *Unrecorded, oral warning:* A supervisor shall at his discretion reprimand an employee for a first minor offence like lack of punctuality, poor timekeeping, minor negligence endangering damage to property of the co-operative organization, careless work performance and other minor offences. No entry shall be made in the personal record of the employee at this stage.
  - b) *First written warning:* This shall be applied in case of repetition of an offence for which oral, unrecorded warning has been given or it shall be applied for a first more severe offence like absenteeism, loss, damage or misuse of co-operative property, disobedience, abuse of co-worker or disorderly behaviour. This action shall be proposed by the immediate supervisor to his supervisor and they shall jointly sign the warning and send it to the personnel officer for filing in the personal file of the employee. A copy shall be sent to the employee, who shall be informed that the warning shall remain in force for a period of 18 months.
  - c) *Second written warning:* This shall be applied for repetition of the same offence as in the previous case or an offence of similar severity during the period when the first written warning is still effective. It shall be issued according to the same procedure as in the previous case.
  - d) *Third written and final warning:* This shall be applied for repetition of the same offence as in the previous case or an

offence of similar severity during the period when a second warning is still effective. It shall be issued according to the same procedure as in the previous case.

- d) *Formal Complaint:* This shall be applied when the previous warnings have not contributed to correct behaviour of the employee or when an offence of such severity has been committed by an employee that the previously listed procedure would be inappropriate. A formal complaint shall be submitted to the personnel officer by the offender's supervisor ( and his supervisor) and shall lead to a disciplinary hearing which shall be conducted under special rules and regulations (see next title).

**By Whom** It has been indicated above by what employees disciplinary action shall be taken. For unrecorded, oral warning the immediate supervisor shall be responsible. For recorded, written warnings the nearest supervisor ( and his supervisor) shall be jointly responsible and the personnel officer will be automatically informed when the warnings are submitted. At any stage of disciplinary action it is adviceable to consult the personnel officer.

## 5.2 Conflicts of Interests

**Policy** Conflicts of Interests shall be avoided in decision-making processes withing the co-operative organization.

**Why** If personal interests are allowed to influence decision making, it will be detrimental to the co-operative organization.

**How**

- a) If an employee discovers that personal interests (financial or others) are likely to influence his participation in a decision-making process in the co-operative organization, he shall abstain from participation and ask to be excused.
- b) If an employee discovers that somebody else's personal interests (financial of others) are likely to influence this person's participation in a decision-making body, he/she shall propose that the person concerned shall abstain from participation and be excused. However, this person may be consulted before taking the final decision.

**By Whom** All employees shall observe this rule.

**5.3 Outside Employment**

**Policy** The co-operative organization shall not encourage outside parallel employment.

**Why** Outside employment may negatively affect the efficiency of the employees.

**How** This policy should be explained in the induction programme and included in Code of Conduct. Outside employment may be allowed in exceptional cases. All such outside employment shall be brought to the attention of the co-operative organization .

**By Whom** Such outside employment should be registered by the personnel officers.

**5.4 Membership in Professional Bodies**

**Policy** The co-operative organization shall have a positive attitude to employees' membership in professional organisations.

**Why** Such a membership may lend prestige to the co-operative organization and further develop the employee in his profession to the benefit of the co-operative organization.

**How** The co-operative shall encourage employees' membership in professional organisations in the following way:

- a) employees who are already members of professional organisations shall be requested to bring this to the attention of the co-operative organization and it shall be discussed how the employee and the co-operative organization might benefit from this membership;
- b) the co-operative organization shall furthermore identify employees who may qualify for membership in a professional organisation and encourage them to become members with the same purpose as above;
- c) the membership shall not be allowed to interfere negatively in the work of the employee, but when called for, the co-operative organization shall to the extent possible approve of certain time off from work to give employees time and possibility to participate in important meeting and activities held by their professional organisation.

- By Whom** The personnel officers shall be responsible
- 5.5 Civic Responsibilities**
- Policy** The co-operative organization shall have a positive attitude to employees' civic activities and responsibilities.
- Why** The co-operative organization shall not be an isolated entity in the community or the nation but demonstrate its interest in promoting development also outside the co-operative organization by allowing and encouraging employees to take on civic responsibilities. There is a rich variety of such important civic activities and responsibilities which shall be favourably considered by the co-operative organization e.g. social work, promoting youth through study circles, religious work and sports.
- How** Involvement in civic activities and responsibilities shall not be allowed to interfere negatively in the work of the employee, but when called for, the co-operative organization shall to the extent possible approve of certain time off for participation in important civic activities.
- By Whom** The personnel officers shall be responsible.
- 5.6 Work Schedules**
- Policy** The co-operative organization shall have well planned work schedules for their employees.
- Why** This will promote efficiency and effectiveness in the co-operative organization and the employees shall know during what periods of time they shall perform their tasks.
- How**
- a) Normal working time for the employees of the co-operative organization shall be x hours a week distributed over the weekdays in a way which benefits both the co-operative organization and the employees.
  - b) Employees shall have to work overtime when the work situation so requires. Executive staff are expected to work extra hours with no pay for overtime. Other staff shall be paid overtime according to rules and regulations laid down in the compensation agreement.
  - c) Shift work may be necessary to apply for the sake of efficient use of machinery etc. Shift work has many negative effects on the worker's health, family life, social relationships, trade union



## DISCIPLINARY CODE

work and community activities which shall be compensated accordingly.

**By Whom** Design of work schedules shall be the responsibility of the HRMD. They shall be sanctioned by managers and the Board of Directors.

### 5.7 Dress Code - Appearance

**Policy** Employees shall be dressed according to generally accepted good taste and normal conventions corresponding to their position. They shall appear at work clean and tidy.

**Why** For their own self-esteem and for the image of the co-operative organization.

**How** It may be a problem for lower income earners among the employees to meet the requirements of the dress code. If so wanted by them, they shall be required to wear uniforms and such uniforms shall then be provided without cost for the employee. They shall initially be given three sets of uniforms, and thereafter on a wear and tear basis.

### 5.8 Disciplinary Hearing

**Policy** A Disciplinary Hearing shall protect the interests of the co-operative organization but shall be conducted in such a way that a fair treatment is ensured on the part of the employee accused of offence.

**Why** It is necessary that the interests of the co-operative organization are protected. This, however, must be done in such a way that no prejudice, preconceived concepts or biases shall be allowed to influence the disciplinary hearing. Complete impartiality shall be applied for the sake of fairness and preservation of continued good disciplinary standards.

The interest of the co-operative organization shall be considered in need of protection, and consequent disciplinary action in at least the following cases which have been subject to warnings of the kind prescribed in 5.1 under para- 4:

- a) unauthorised, repeated, unexcusable absence from duty;
- b) repeated, unexcusable refusal to obey legitimate orders and instructions;
- c) insubordination to a superior;
- d) intolerable rudeness in general behaviour;

- e) being under influence of alcohol or drugs during hours of duty incapacitating the employee to carry out his/her work efficiently and effectively;
- f) taking or converting for his own use any property belonging to the co-operative organization;
- g) wilful or negligent damage to any property of the co-operative organization;
- h) failure to account for funds or cash or assets belonging to the co-operative organization and/or misappropriation of the same;
- i) any criminal offence committed, which results in conviction in a Court of Law.

## How

- 1) When the personnel officer received the Formal Complaint as described in 6.1, para 4 (d), he shall immediately constitute a Disciplinary Committee.
- 2) The Disciplinary Committee shall now investigate the case carefully and record in writing all statements from the complainant(s), the accused and any witnesses the two parties may call upon to support their statements.
- 3) The formal disciplinary hearing shall then take place as soon as possible. The accused has the right to be accompanied by a trade union representative who may attend the meeting as an observer.
- 4) Having ascertained that the particulars of the Formal Complaint and the Disciplinary Hearing are correct, the chairman of the disciplinary committee shall inform the accused of the charge against him/her and ensure that it is fully understood.
- 5) The accused shall be asked to answer the charge and shall be permitted to make any pertinent comments.
- 6) If the accused shall wish to submit further evidence this shall be allowed, if the committee is of the opinion that such evidence will be of relevance for the case.
- 7) If the chairman of the disciplinary committee is satisfied that he has all the facts, he may invite the trade union representative to comment.
- 8) If during the course of the hearing, the chairman of the disciplinary committee finds it necessary to obtain further information, the

**DISCIPLINE & CONDUCT**

case shall be adjourned to allow further investigation.

- 9) After the hearing the accused shall be informed that he/she will receive the verdict of the committee in writing not later than two days after the hearing.
- 10) A simple majority within the committee shall decide whether the accused is guilty or not. If found not guilty, the case shall be dismissed and this entered on the complaint form and put in his/her personal file.
- 11) If the committee finds the accused guilty, it shall decide on punitive action to be taken. In so doing the committee shall particularly consider:
  - the nature of the offence,
  - the offender's record of service and disciplinary record,
  - any other circumstances,
  - current practices as expressed by the trade union representative.
- 12) The following penalties may be applied:
  - reduction of salary or demotion,
  - resignation required from a specified date failing which the offended will be dismissed,
  - suspension,
  - instant dismissal.
- 13. All recorded disciplinary proceedings shall be retained in the personal file of the employee.

**5.9 Inspection of Co-operative Property Assigned to Staff**

- Policy** Co-operative property assigned to staff shall be inspected twice a year.
- Why** This shall be done in order to ensure proper maintenance of property and to prevent negligence.
- How** Two high level staff members shall be selected by the manager to carry out the inspection - two different staff members each time. They shall:
  - a) ensure that property of the co-operative organization is properly kept and maintained according to issued instructions for protection and upkeep;

- b) propose and recommend improved instructions in the above respect if found necessary;
- c) report any damage caused to co-operative property by unforeseen events not caused through negligence on the part of the employee concerned and estimate costs for restoration;
- d) report any damage caused to co-operative property through negligence on the part of the employee responsible for the property and estimate costs for restoration;
- e) submit the report to the manager.

**By Whom** The manager shall screen the reports and send them to respective heads of departments/units for any comments and proposed actions regarding findings under (b), (c), and (d) above.

**5.10 Negligence**

**Policy** Reported negligence in handling co-operative property assigned to staff shall be subject to disciplinary action.

**Why** This is to protect the interest of the co-operative organization and to instill a feeling of responsibility among the employees.

**How**

- 1) Depending on the scope of damage and negligence a suitable disciplinary action shall be taken as listed in 6.1, under para4.
- 2) Depending on the scope of damage and negligence a suitable penalty shall be decided upon.
- 3) The co-operative organization shall be protected against damage and losses regarding co-operative property through an appropriate insurance. In case of damage caused to very costly property or equipment through negligence, the insurance shall then cover the costs for restoration but the employee, who has caused the damage through his/her negligence, may have to contribute in a reasonable way to some of the costs.

**5.11 Appeals**

**Policy** An employee who has been subject to disciplinary action shall have the right to appeal.

**Why** In the interest of fairness and justice. New circumstances may have occurred which may contribute to another verdict than that arrived at.

**How** The appeal with additional documentation which may change the verdict shall be submitted to the manager within two weeks after the decision of the disciplinary committee. The Manager shall screen the appeal and its documentation and decide whether or not the case shall be reopened.

## **5.12 Grievances**

**Policy** The co-operative organization shall have a set procedure through which an employee can express grievances. (cfr. Examination of Grievances Recommendation No.130, 1967)

**Why** The co-operative organization shall recognise the value and importance of democracy and open discussion within the co-operative organization and thereby ensuring harmonious relations. Every effort shall therefore be made by the co-operative organization and to respond to suggestions, enquiries, complaints and grievances as expeditiously as possible.

**How**

- 1) The personnel officer shall appoint one staff member who is trustworthy and has the confidence of most staff to be the counsellor to all staff on matters of grievances. He shall treat all cases brought to him confidentially.
- 2) Any employee who wants to express his grievance shall first discuss his case with this counsellor and get his advice on how to proceed. The counsellor may be able to help in solving the problem of the complainant at this stage.
- 3) If the problem is found important enough, the counsellor shall assist the complainant to fill in a Grievance Form which shall then be submitted to the Personnel Officer, who shall take any further action found needed and suitable to respond to the grievance of the employee concerned. All documentation regarding the grievance shall be filed in the personal file of the employee.
- 4) If found suitable and needed, the employee concerned shall at any stage of the grievance procedure ask his trade union representative to be present.

# 6

## Relations Building

### **Key Words**

*Relations with -  
Trade Unions*

*Membership  
Internal Relations*

*Public Relations*

### **6.1 Trade Union Recognition and Membership**

#### **Policy**

The co-operative organization shall establish collaboration with trade unions representing different categories of staff. (cfr. Freedom of Association and Protection of Right to Organize Convention No.87, 1948 and Collective Bargaining Convention No.154 and Recommendation No.163, 1981)

#### **Why**

A constructive collaboration with the trade unions will add to strength and harmony in the relationships between management and staff in the co-operative organization.

#### **How**

The co-operative organization shall have a positive attitude towards employees' memberships in trade unions and invite trade union representatives to staff meetings and events where such representation is called for. Union representatives may particularly be present at disciplinary action hearings and grievance meetings. The co-operative organization shall also seek collaboration with the trade unions regarding development and inspection of health and safety regulations for employees.

### **6.2 Public and Internal Relations of the Co-operative organization**

#### **Policy**

The co-operative organization shall have an efficient and effective system for public and internal employees relations. A special public and internal relations officer within the HRMD shall be in charge of these important aspects.

#### **Why**

Co-operatives are democratic organisations serving many interests: members, employees, customers and society as a whole. This requires a balanced and open information system both externally and internally. Internal relation building should strengthen team spirit and efficient and effective collaboration among the employees.

## RELATIONS BUILDING

The general public, members, board members and employees at all levels shall be as well and objectively informed as possible about the situation of their co-operative organization - failures and problems as well as development and progress. Facts shall be allowed to talk not gossip. Effective public and industrial relations are therefore very important.

### **How**

The HRMD through its Public and Internal Relations Officer shall establish and cultivate reliable channels to all mass media of the country. News briefs about co-operative development and events shall be regularly dispatched to all media. It shall be remembered that clear, objective and credible information to all external receivers is of utmost importance for the image of the co-operative movement.

The chairman of the board and the manager shall be the official spokesmen for the co-operative organization vis-a-vis mass media. Normally, the chairman shall express views on policies and matters related to membership while the manager shall deal with issues of a more technical nature. It shall be the duty of the Public Relations Department (PRD) through its PR-officer to arrange conferences for mass media when applicable.

Equally important is reliable internal information. Brief, simple newsletters for various target-groups within the co-operative organization may be called for with certain intervals. More important is the publication of a monthly News-Bulletin for the whole co-operative organization. The purpose with the publishing of the News-Bulletin is to create and cultivate a sense of togetherness and belonging among staff, board-members and members of the whole co-operative organization - apart from the purpose of enlightening the readers. Internal relations shall be promoted by periodic exercises such as joint meetings, informal gatherings and information sharing. When found needed an industrial relations cell may be created to promote industrial relations.

News and information from the various levels of the co-operative organization, debates, innovations, personnel news etc. should be presented in such a professional way that readers will look forward to the next issue of the Bulletin.

### **By Whom**

The HRMD will be in charge of publishing the News-bulletin but all co-operative levels will contribute to the content.

# 7

## Exit

<i>Key Words</i>		
<i>Termination of - Employment</i>	<i>Resignation Retirement</i>	<i>Retrenchment</i>

### 7.1 Termination of Employment

**Policy** The co-operative organization shall have set procedures for termination of employment according to existing law.

**Why** Termination of employment has serious implications both for the employee and for the co-operative organization and shall therefore be carefully regulated.

**How** The procedures shall concern at least the following cases:

- a) resignation,
- b) termination with terminal benefits,
- c) staffing reductions,
- d) summary dismissal,
- e) retirement - on superannuation, voluntarily and compulsarily.

**By Whom** The HRMD shall issue instructions of the procedures to be followed. (Cfr. Termination of Employment Convention No.158 and Recommendation No.166, 1982)

### 7.2 Resignation

**Policy** There shall be a set procedure for resignation.

**How** An employee may resign his/her appointment at any time on the following conditions:

- a) the resignation from the service of an employee in charge of stores and/or finances shall be effective only after a proper handing over has been carried out.
- b) the resignation of employees having a liability to the co-operative organization in respect of advances or other arrangements shall



only be accepted after satisfactory arrangements have been made by such employees for repayments of the amounts due .

- c) the employee shall submit his/her resignation with one month's notice.
- d) on resignation, the employee shall be given full terminal benefits.

**7.3 Staffing Reductions**

**Policy** There shall be a set procedure for staffing reductions.

**How** When bona-fide staffing reductions are found necessary the co-operative organization shall endeavour to handle the necessary actions in a fair way taking all human aspects of the matter into consideration. At least the following actions shall be undertaken:

- a) a fair principle for selecting the staff whose services shall be terminated shall be applied ("last in first out" may be one such principle, which, however, may have to be matched against social considerations from case to case);
- b) the co-operative organization shall make all efforts to find new jobs for terminated staff in the co-operative movement or elsewhere;
- c) if no new jobs can be found, the co-operative organization shall pay a retrenchment benefit at the rate of one month's salary last drawn for each completed year of service with co-operative organization and a proportionate part thereof for any uncompleted year of service;
- d) in the event of staffing reductions, the co-operative organization shall give at least two month's notice of termination or two month's pay in lieu of notice in addition to other entitled benefits.

**7.4 Retirement**

**Policy** Employees shall retire at the age prescribed in staff rules and regulations.

**How** Retirement is from many viewpoints a critical phase in life and an employee who is about to retire shall consequently be treated with care and tact by the co-operative organization.

The retirement of an employee has several practical implications both for the co-operative organization and the employee which require a

well planned procedure. At least the following actions shall be taken:

- a) the employee shall well in advance be informed about the date for his/her retirement and any actions he/she shall take as preparations for this.
- b) all necessary actions shall be taken to find a replacement for the retiring employee and preferably a proper handing over of duties shall take place.
- c) the retiring employee shall be informed about his/her retirement benefits and he/she shall enjoy these immediately upon retirement.
- d) the employee shall be subject to an exit interview before leaving employment.
- e) the co-operative organization shall assist the retiring employee with practical problems arising in connection with leaving his/her place of employment.
- f) on his/her last working day, the employee shall be celebrated and thanked for his/her services by the chairman and/or the manager and be given a farewell gift as a token of appreciation.
- g) in connection with the above ceremony, the employee shall also be given a Certificate of Service.

**ANNEX 01****JOB DESCRIPTION**

**TITLE** : Director of the Human Resource Management Department (HRMD)

**RESPONSIBLE TO** : The Managing Director

**RESPONSIBLE FOR/**

**AUTHORITY OVER** : Head of Internal and Public Relations and other staff of his department.

**CORE FUNCTION:**

To manage the personnel services of his/her co-operative organization and to introduce attractive personnel policies within the co-operative with the purpose of recruiting, developing, motivating and retaining qualified and loyal staff within the co-operative organization.

**DUTIES:**

1. To participate in the preparation of annual business and work plan and a budget for its implementation; to particularly present the budgetary requirements for successful implementation of the personnel services;
2. To be in charge of manpower information according to the management information system designed for the co-operative organization, implementing manpower projections and plans within the co-operative organisation;
3. To design and implement policies and procedures for recruitment and hiring staff within the co-operative organization;
4. To initiate, plan and implement a comprehensive job evaluation within the co-operative organization in collaboration with the heads of departments;
5. To design salary structures;
6. To design and introduce compensation schemes and methods;
7. To develop and introduce career and promotion schemes;
8. To develop and introduce welfare services and security benefits;
9. To design and introduce policies for developing staff through education and training programmes, meeting their training needs and implement such training through close collaboration with the co-operative movement's education and training structure;

## MANDATES

10. To be an active member of the education and training policy committee, established to direct education and training of co-operative movement staff; board of directors and members;
11. To develop, introduce and apply methods of consultation, negotiation and settling disputes between employees and the co-operative organization and their trade unions;
12. To develop internal and public relations (inter-alia publishing a Co-operative News Bulletin for members and staff of the co-operative organization);
13. To carry out other managerial functions and assignments in his/her field as determined by the Managing Director.

## JOB REQUIREMENTS:

University degree(s) in applicable subject(s), long and prove experience as director of personnel in large co-operative or private organizations; working knowledge of English.

## **ANNEX 02**

### **LIST OF INTERNATIONAL LABOUR STANDARDS REFERRED TO IN THIS GUIDE**

1. ILO Recommendation No.127 on the Role of Co-operatives in the Social and Economic Development of Developing Countries.
2. Equal Remuneration Convention No.100 and Recommendation No.90.
3. Discrimination (Employment and Occupation) Convention No.111 and Recommendation 111.
4. Part-Time Work Convention No.175 and Recommendation No.182.
5. Guarding of Machinery Convention No.119 and Recommendation No.118.
6. Safety and Health in Construction Convention No.167 and Recommendation No.175.
7. Occupational Safety and Health Convention No.155 and Recommendation No.164.
8. Paid Educational Leave Convention No.140 and Recommendation 134.
9. Medical Care and Sickness Benefits Convention No.130 and Recommendation 134.
10. Maternity Convention, Revised, No.103 and Recommendation No.95.
11. Human Resources Development Convention No.142 and Recommendation No.150.
12. Examination of Grievances Recommendation No.130.
13. Freedom of Association and Protection of the Rights to Organize Convention No.87.
14. Collective Bargaining Convention No.154 and Recommendation No.163.
15. Termination of Employment Convention No.158 and Recommendation No.166.

## **ANNEX 03**

### **LIST OF PARTICIPANTS OF ICA-COOPNET WORKSHOP**

New Delhi, 28 Nov. - 02 December, 1994

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**ANNEX 04****KEY WORDS**

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**The International Co-operative Alliance** with its headquarters in Geneva, Switzerland, is a world-wide association of co-operative organisations of all types. Founded in London on August 18, 1895, the ICA has affiliates in 101 countries, with 225 national organisations and 9 international organisations serving over 730 million individual members.

**The ICA Regional Office for Asia and the Pacific (ICA ROAP)**, based in New Delhi, India, since 1960, serves 62 national level organisations from 26 countries and the Asian Confederation of Credit Unions, representing over 470 million individual members. Main activities of the Regional Office include coordination of co-operative development efforts within the Region and promotion of exchanges and experiences; project identification, formulation and evaluation; promotion of establishment and development of national co-operative apex organisations; and organisation of seminars and conferences on specific subjects, including support for programmes aimed at the involvement of women and youth in co-operative activities.

The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council (UN-ECOSOC) and has active working relations with UN and other international organisations.

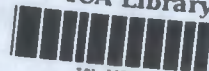
**COOPNET** - In 1993, the ILO Co-operative Branch, under the global *ILO/DANIDA Programme for Co-operative Development in Rural Areas*, launched the inter-regional programme COOPNET (*Human Resources Development for Co-operative Management and Networking*) to respond to new developments in co-operative human resource development (HRD). The COOPNET programmes builds on the experience the Co-operative Branch gained in technical co-operation at the national and at the inter-regional level, particularly with the MATCOM project (*Material for Co-operative Management Training*). COOPNET first started in Asia and East, Central and Southern Africa, and later extended its services to Latin America and West Africa. It collaborates closely with major co-operative institutions such as the International Co-operative Alliance (ICA).

COOPNET is not a network and does not intend to create new networks, but facilitates networking among existing co-operative HRD institutions and their networks as well as other organizations/institutions related to co-operative HRD. The programme focuses on strengthening the capacity of local and national institutions to develop their own HRD programmes to promote co-operative development. Its immediate objectives refer to improved HRD policies, curriculum development, training methods and materials, improved co-operative entrepreneurship, as well as improved methodologies to training needs assessment and new approaches to evaluating the impact of HRD on the performance of co-operatives.

Since it is of chief importance that all human resources concerned, i.e. men and women, have access to co-operative HRD, in order to take full use of the co-operative potential, COOPNET considers gender issues in all its activities.

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