



Modern

Personnel  
Policies

A Model  
for  
Cooperative Organisations

International Cooperative Alliance

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# Modern Personnel Policies

## A Model for Cooperative Organisations

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1984

ICA Regional Office for  
East, Central and Southern Africa  
P.O. Box 946, Moshi, Tanzania

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# PREFACE

The International Cooperative Alliance (ICA) is committed to the strengthening of its Member Organisations. To this end the Regional Office for East, Central and Southern Africa has introduced a package of activities: a book has been published on Organisation Development; a methodology for Strategic Planning has been worked out; manpower surveys have been carried out; a booklet on "How to Become an Effective Board Member" has been produced and now this manual on Modern Personnel Policies is being presented.

The need for comprehensive and modern personnel policies has been apparent for some time. Both the first and the second meeting of the African Ministerial Cooperative Conference observed that Cooperative Organisations are not able to attract and retain highly qualified personnel and that this is a major constraint to cooperative development in the region. In order to redress this situation, this manual has been prepared. It is, therefore, hoped that this manual will contribute significantly to solving this problem.

The preparation of this document has been guided by the fact that it is intended as a practical reference manual. This is, for example, reflected in the lay-out. The editors are aware that other forms of lay-out may be even more advantageous. However, for this first edition practical considerations have had a decisive bearing on the lay-out. We would, however, invite users to offer suggestions and ideas for improving the manual and the lay-out in future editions. Already now a Handbook on Personnel Administration and Development is planned. This handbook will deal more with the theoretical framework and background to the various policies and procedures in this manual.

In the preparation of this document the ICA Regional Office has been assisted by the International Labour Organisation (ILO). The ILO provided a consultant, Dr Lennart Skaaret, to carry out the field study part of the project. The ICA Regional Office is, therefore, greatly indebted to the ILO for this assistance and for the comments made by the various technical units.

During his field assignment, Dr Skaaret visited our Member Organisations. Their views and ideas have been invaluable in the preparation of this manual. The ICA Regional Office is therefore grateful to them.

Folke Dubell    Bernard Kadasia

# INTRODUCTION

Personnel Policies and Development is an important aspect of Organisation Development (OD). The ICA Regional Office has clearly brought out this relationship in the book “Organisational Development in Cooperatives”. This Manual translates that relationship into practical guidelines.

The objective of this manual is to assist cooperative organisations to introduce and implement comprehensive modern personnel policies. It is a practical reference manual for Personnel Managers and others concerned with the personnel function and human resources development.

The document has been prepared with the large cooperative organisations in mind: ICA member organisations and other federations; national cooperative organisations; cooperative unions at provincial, regional and district levels; cooperative colleges and other training institutions; cooperative subsidiary companies; projects etc.

In many cases this document can be adopted to become the personnel manual of the cooperative organisation. In other cases it may have to be adapted to make it more suitable to the precise needs of the organisation concerned.

As this document is to be used as a practical manual, it has been structured with this purpose in mind. Thus, it contains policies on 71 specific personnel items, which in our view constitute the necessary components of a modern personnel policy. For each item the policy is first stated, followed by an explanation of the reasons for that policy, then how it is to be implemented and by whom. Finally, practically all items are cross-referenced. In addition, there are 16 sample forms. They can be reproduced and used as they are or modified to suit local needs.



<b>Title</b>	<b>1</b> <b><i>Personnel Department Services</i></b>
<b>Policy</b>	<p>The cooperative organisation shall have a Personnel Department executing the following services:</p> <ul style="list-style-type: none"><li>a) recruiting and hiring staff</li><li>b) determining employment and working conditions</li><li>c) determining compensation and compensation methods</li><li>d) developing career and promotion schemes</li><li>e) developing welfare services and social security benefits</li><li>f) developing staff through education and training programmes</li><li>g) developing and applying methods of consultation, negotiation and settling disputes between the cooperative organisation and the employees or their trade unions</li><li>h) evaluation of human resource needs (Manpower Planning)</li><li>i) Organisation Development (Personnel Strategic Planning)</li></ul>
<b>Why</b>	<p>Employees (human resources) are the most important asset in all organisations including cooperative organisations. This is the <i>raison d'être</i> for the establishment of a separate personnel department within the cooperative organisation to be in charge of the services listed above.</p> <p>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 cooperative organisation.</p>
<b>How</b>	<p>The Personnel Department shall be headed by a qualified personnel manager and be allocated necessary staff, logistic and financial resources for the efficient implementation of its services.</p> <p>The Personnel Department shall have a human and flexible approach in all its services. Being in charge of human resource, it shall be aware of its rôle as an agent of change in the organisation constantly prepared to revise and reform its activities in order to meet new requirements of organisational change and development.</p>

<b>Title</b>	<b>2</b> <i>Recruitment and Hiring</i>
<b>Policy</b>	The cooperative organisation shall recruit and hire staff on the basis of qualifications only.
<b>Why</b>	It is vital for the efficiency of the cooperative organisation that hired staff meet the requirements of the job they will be hired to do. Efficient recruitment procedures shall therefore be applied.
<b>How</b>	<p>An effective recruitment procedure shall comprise the following steps:</p> <ul style="list-style-type: none"> <li>a) a Job Description shall be the basis for recruitment</li> <li>b) qualifications shall be matched against the Job Description</li> <li>c) the position shall be advertised giving inter alia a concise description of the job and the qualifications</li> <li>d) a short-list of applicants shall be drawn up</li> <li>e) those short-listed shall be interviewed</li> <li>f) the most qualified and suitable applicant shall be offered the job</li> <li>g) a Letter of Appointment shall be issued in which a probationary period shall be stated and responsibilities, rights and privileges be listed</li> <li>h) after a successful probationary period a Letter of Confirmation shall be issued confirming that the selected candidate is hired</li> </ul>
<b>By Whom</b>	<ul style="list-style-type: none"> <li>1) The Personnel Department shall make the necessary procedural arrangements for the General Manager according to the steps above.</li> <li>2) The interview shall be carried out by an interviewing panel. The panel shall consist of selected members of the board and the General Manager regarding higher cadres of employees whereas the General Manager, the Personnel Manager and the Head of the concerned Department may interview applicants for middle and lower positions.</li> </ul>

- 3) Appointments at higher levels shall be sanctioned by the Board of Directors and at middle and lower levels by the General Manager.
- 4) The Board of Directors shall determine the Job Description, establish the salary range and appoint the General Manager.

**Ref**

Titles 4, 5. Sample Form 6.

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<b>Title</b>	<b>3</b> <i>Employment Requisitions</i>
<b>Policy</b>	Employment requisitions shall be authorised by the Board of Directors regarding all new posts in the establishment and regarding vacancies at the higher levels of the establishment. Vacancies at the middle and lower levels of the establishment shall be authorised by the General Manager.
<b>Why</b>	Employment of staff is from many viewpoints of such importance for the cooperative organisation that the Board of Directors and the General Manager shall authorise the employment requisitions as listed above.
<b>How</b>	In case of a new post in the establishment, a documentation showing the need for such a post must first be prepared and get the approval by the Board of Directors. An employment requisition for such a new post and also for any vacant post, containing inter alia a Job Description and a remuneration proposal shall also be presented to the Board of Directors or to the General Manager for approval, depending on the post.
<b>By Whom</b>	The Personnel Department shall prepare the documentation—mentioned above—when needed in collaboration with Heads of Departments—for the General Manager who in applicable cases shall submit it to the Board. When the Board and/or the General Manager has given their approval, recruitment shall start.
<b>Ref</b>	Title 4.

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## **Title**            **4**     *Job Descriptions*

**Policy**            The cooperative organisation shall have job descriptions for all posts.

**Why**                They serve the following purposes:

- a) as a basis for recruitment of staff
- b) informing new entrants about their job
- c) for an employee to know what to do
- d) questions of demarcation or “who does what” can be settled through Job Descriptions
- e) the planned and coordinated output of the whole organisation is based on the Job Description
- f) as reference in the event of disagreement or dispute about tasks
- g) as a basis for the annual appraisal interviews
- h) 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
- d) the duties, tasks, responsibilities of the job holder (“what he 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

- f) the Job Description may also contain measures of performance by which the job holder will be appraised

**By Whom**

The Job Descriptions shall be written by Heads of Departments, screened by the Personnel Manager and sanctioned by the General Manager.

**Ref**

Titles 2, 3, 28, 33, and Sample Form 15.

<b>Title</b>	<b>5</b> <i>Employment Interviews</i>
<b>Policy</b>	Employment Interviews shall be carried out before any employment and they shall be conducted in a professional way.
<b>Why</b>	They are the most crucial part of the recruitment process.
<b>How</b>	<ol style="list-style-type: none"> <li>1) The 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.</li> <li>2) 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 furthermore: <ol style="list-style-type: none"> <li>a) be familiar with the information contained in the original application by each candidate</li> <li>b) ask questions relevant to the nature of the job</li> <li>c) be familiar with the details of the job</li> <li>d) be polite and encouraging during the interview and make the interviewee feel at ease</li> <li>e) listen as well as talk (interviewee shall talk at least 75% of the time)</li> <li>f) be interested in the candidate</li> <li>g) not let prejudices or feelings come out too strongly</li> <li>h) be neutral</li> </ol> </li> </ol>
<b>By Whom</b>	<ol style="list-style-type: none"> <li>1) For higher managerial posts a panel shall be constituted by selected members of the board, the General Manager and the Personnel Manager.</li> <li>2) For middle and lower categories of posts a panel shall be constituted by the General Manager, the Personnel Manager and the Head of Department concerned.</li> </ol>
<b>Ref</b>	Titles 2, 9 and Sample Form 9.

<b>Title</b>	<b>6</b> <i>Employment Applications</i>
<b>Policy</b>	The cooperative organisation shall respond as quickly as possible to inquiries and applications for (non-advertised) jobs.
<b>Why</b>	This is a vital part of a human approach to employment. It is an obligation for a cooperative organisation to be interested in people and particularly those applying for jobs.
<b>How</b>	When an inquiry or an application is received, the cooperative organisation shall as quickly as possible send 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 consideration in case of future vacancies.
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Sample Form 5.



<b>Title</b>	<b>7</b> <b><i>Part-Time Employees</i></b>
<b>Policy</b>	The cooperative organisation shall have well defined rules and regulations for employment of part-time staff.
<b>Why</b>	<p>Part-time work is work undertaken on an agreed basis for periods lower than the stipulated normal hours of work in the cooperative organisation. The work is usually carried out:</p> <ul style="list-style-type: none"> <li>• a certain number of days per week</li> <li>• every other week or</li> <li>• certain number of hours per day</li> </ul> <p>The reason for part-time employment on the part of the cooperative organisation is usually that a full-time input is not needed. The employee on his/her part may not be able or willing to spend more than part-time on a job.</p> <p>Rules and regulations for part-time employees shall be clear. If the cooperative organisation employs part-time employees, it shall offer them the following conditions:</p>
<b>How</b>	<ol style="list-style-type: none"> <li>a) they shall be placed on the salary scale of full-time employees and be paid weekly/monthly on a pro-rata basis</li> <li>b) they shall be offered participation in all benefit schemes of the cooperative organisation, e.g. pension, health and insurance schemes, paid leave etc on a pro-rata basis</li> <li>c) their services shall be terminated under the same conditions as for full-time employees</li> <li>d) after a certain period of part-time employment they shall be offered full-time work.</li> </ol>
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Titles 28, 30, 35.

**Title**        **8**        *Temporary/Casual  
Employees*

**Policy**        The cooperative organisation shall have well defined rules and regulations for employment of temporary/casual employees.

**Why**         It is a moral and social obligation for the cooperative organisation to have the best possible working conditions for this category of staff.

**How**         At least the following conditions shall be offered:

- a) if possible there shall be an agreement on the total duration of the employment.
- b) they shall be well informed about the health and safety regulations of the cooperative organisation
- c) 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, medical and disability insurance during the time of employment
- d) if they are employed for a longer period than three months, a full-time employment shall be considered
- e) if they are employed for a longer period than one month they shall be entitled to paid leave on a pro-rata basis or payment in lieu of leave

**By Whom**    The Personnel Department

**Ref**          Titles 26, 35, 36, 37, 45, 50, 53.

**Title**            **9**        *References*

**Policy**            The cooperative organisation 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 the applicant concerned.

**By Whom**        The Personnel Department shall be responsible.

**Ref**                Titles 2, 5, 6, 32, 33, 34 and Sample Form 11.

<b>Title</b>	<b>10</b> <i>Induction Programme</i>
<b>Policy</b>	The cooperative organisation shall have induction programmes for new employees.
<b>Why</b>	<p>The main purpose of the induction programme is to enable the new employee to function effectively as quickly as possible.</p> <p>The human aspects are of equal importance. The employee shall be made to feel that he/she is welcome and important to the organisation and that his/her contribution is necessary for the operations.</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 Job Description shall be explained.</li> <li>b) the employee shall be informed about the structure of the organisation and be made to understand the rôle 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>	The Personnel Department shall design and implement the induction programme in collaboration with concerned departmental staff.
<b>Ref</b>	Titles 4, 11, 28, 30.

<b>Title</b>	<b>11</b> <i>Organisation Structure</i>
<b>Policy</b>	All employees shall know and understand the structure of the cooperative organisation.
<b>Why</b>	Their rôle in the organisation will be clear to them, they will feel more responsible and thus become more effective.
<b>How</b>	Homogeneous categories of staff shall be educated on the organisation structure through in-house sessions. An organisation chart illustrating the structure of the organisation 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 organisation chart for private study.
<b>By Whom</b>	The Personnel Department shall be responsible for the design and implementation of this programme.
<b>Ref</b>	Sample Form 16.

<b>Title</b>	<b>12</b> <i>Employee Participation in Decision-Making</i>
<b>Policy</b>	The cooperative organisation shall encourage employee participation in decision-making.
<b>Why</b>	Employees' integration in their organisation and their participation in decision-making are key ideas in organisations all over the world today. These ideas serve partly the purpose of motivation and job enrichment and partly promotion of industrial democracy. Cooperative organisations being based on democratic ideals and principles shall play a leading rôle in this field.
<b>How</b>	Employee participation in decision-making shall be promoted in the following ways: <ul style="list-style-type: none"> <li>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. This makes them integrated in the cooperative movement as members - an experience which will be of great importance for their work in the cooperative organisation, where they are employed</li> <li>b) employees shall always be invited to participate in staff meetings at their level and be activated through questions and consultations by the supervisor/chairman to contribute with proposals from their special field of work</li> <li>c) they shall be made to understand that their contributions and proposals merit consideration 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)</li> <li>d) employees shall always be consulted when machinery and equipment in their field of work is to be purchased.</li> <li>e) employees shall always be consulted and involved in decisions on health and safety regulations</li> <li>f) employees shall be encouraged to submit proposals for improvements of working conditions and productivity</li> </ul>
<b>By Whom</b>	The Personnel Department shall do everything possible to promote employees' participation in decision-making at all levels
<b>Ref</b>	Titles 11, 13.

**Title**                    **13**   *Organisational  
Communications*

**Policy**                    The cooperative organisation shall have an internal and external communication system.

**Why**                      Cooperatives are democratic organisations serving many interests: members, employees, customers and society as a whole. This requires a balanced and open communication/information system both internally and externally in order to satisfy needs for efficiency, effectiveness and democracy. To be effective, the communication must also have the qualities of sincerity and credibility.

Employees at all levels shall be as well and objectively informed as possible about the situation of their cooperative organisation - failures and problems as well as development and progress. Facts shall be allowed to talk, not gossip. Effective internal communication is therefore very important.

- How**
- 1) Internal communication and information shall be implemented in the following way:
    - a) a notice board shall be used for certain general information
    - b) a messenger service for internal written information shall be established and a system applied to ensure that each staff member has taken notice of the communication concerned
    - c) if possible and applicable, a loud-speaker system shall be used for quick, general information
    - d) communication files shall in principle be open for applicable staff and "confidential" files shall be kept to a minimum (basically only personal files)
    - e) applicable staff shall read both incoming and outgoing communications through rotating flimsy files
    - f) communication to a specific receiver which may concern other employees in the cooperative organisation shall be copied to these employees

- 2) external communication and information shall be diffused through all the different technical channels available to the cooperative organisation. It shall be remembered that clear, objective and credible information to all external receivers is of utmost importance for the image of cooperative organisation. The Chairman of the board and General Manager shall be the official spokesmen for the cooperative organisation vis-a-vis mass media. Normally, the Chairman shall express views on policies and matters related to membership while the General Manager shall deal with issues of a more technical nature.

**By Whom**

The Personnel Department shall be responsible for the development of an efficient, effective and open internal and external communication system.

**Ref**

Title 11.



<b>Title</b>	<b>14</b> <i>Termination of Employment</i>
<b>Policy</b>	The cooperative organisation shall have well defined procedures for termination of employment.
<b>Why</b>	Termination of employment has serious implications both for the employee and for the cooperative organisation and shall therefore be carefully regulated.
<b>How</b>	The procedures shall concern at least the following cases: <ul style="list-style-type: none"><li>a) resignation</li><li>b) staffing reductions</li><li>c) summary dismissal</li><li>d) retirement</li></ul>
<b>By Whom</b>	The Personnel Department shall be responsible for the determination and implementation of the procedures.
<b>Ref</b>	Titles 15, 16, 18, 19, 61 and Sample Form 11.

<b>Title</b>	<b>15</b> <i>Resignation</i>
<b>Policy</b>	There shall be well defined procedures for resignations.
<b>How</b>	<p>An employee may resign from his/her appointment at any time on the following conditions:</p> <ul style="list-style-type: none"><li>a) the resignation of an employee in charge of stores and/or finances shall be effective only after a proper handing over</li><li>b) the resignation of employees having a liability to the cooperative organisation in respect of advances or other arrangements shall only be accepted after satisfactory arrangements have been made by such employees for the settlement of amounts due to the cooperative organisation</li><li>c) the employee shall submit his resignation with one month's notice or as specified in the letter of appointment</li><li>d) on resignation, the employee shall have full terminal benefits</li></ul>
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Title 14.

**Title**                    **16** *Staffing Reductions*

**Policy**                    There shall be well defined procedures for staffing reductions.

**How**                      When staffing reductions are found necessary the cooperative organisation shall endeavour to handle them in a fair way. All relevant labour law aspects shall be taken 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 and other considerations from case to case)
- b) the cooperative organisation shall make all efforts to find new jobs for terminated staff in the cooperative movement or elsewhere
- c) if no new jobs can be found, the cooperative organisation shall pay a retrenchment benefit at the rate of one month’s salary last drawn for each completed year of service with cooperative organisation and a proportionate part thereof for any uncompleted year of service
- d) in the event of staffing reductions, the cooperative organisation shall give at least two months’ notice of termination or two months’ pay in lieu of notice.

**By Whom**                The Personnel Department shall be responsible.

**Ref**                        Title 14.

<b>Title</b>	<b>17</b> <i>Retirements</i>
<b>Policy</b>	There shall be well defined procedures for retirements.
<b>Why</b>	<p>Retirement is from many viewpoints a critical phase in man's life and an employee who is about to retire shall consequently be treated with tact and care by the cooperative organisation.</p> <p>The retirement of an employee has also several practical implications both for the cooperative organisation and the employee which require a well planned procedure.</p>
<b>How</b>	<p>At least the following actions shall be taken:</p> <ul style="list-style-type: none"> <li>a) an employee shall normally retire at the age of 55 years</li> <li>b) earlier and/or later retirement age shall for various reasons be possible after mutual agreement between the cooperative organisation and the employee</li> <li>c) the employee shall be informed well in advance about the date of retirement and any actions he/she shall take as preparations for leaving employment</li> <li>d) the retiring employee shall be informed about his/her retirement benefits and he/she shall enjoy these immediately upon retirement</li> <li>e) the employee shall be subject to an exit interview before leaving employment</li> <li>f) the cooperative organisation shall assist the retiring employee with practical problems arising in connection with leaving his/her place of employment</li> <li>g) on his/her last working day, the employee shall be celebrated and thanked for his/her services by the General Manager and be given a farewell gift as a token of appreciation for his/her services</li> <li>h) in connection with the above ceremony, the employee shall also be given a Certificate of Service</li> </ul>
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Title 14, 61.

<b>Title</b>	<b>18 Transfers</b>
<b>Policy</b>	There shall be well defined procedures for transfers.
<b>Why</b>	Transfer of an employee from one post to another (and may-be from one place to another) has human and social implications and, therefore, requires to be handled with tact.
<b>How</b>	At least the following shall be observed: <ul style="list-style-type: none"><li>a) the employee shall be informed at least two months in advance of the transfer</li><li>b) the cooperative organisation shall do everything possible to assist the employee with practical (removal) problems which may arise in connection with the transfer</li><li>c) the cooperative organisation shall pay necessary extra costs which the employee may face because of the transfer</li><li>d) the transfer shall be implemented in such a way that the employee (and his family) is caused least possible embarrassment and hardship</li></ul>
<b>By Whom</b>	The Personnel Department shall be responsible.

**Title**                    **19**    *Exit Interviews*

**Policy**                    There shall be an exit interview for all employees before leaving their employment.

**Why**                      The purpose is to get an assessment by the employee of the cooperative organisation in general and his/her special workplace in particular. This assessment may lead to changes and improvements to minimise the turn-over of personnel in the cooperative organisation.

**How**                      The interview shall be conducted correctly and objectively and recorded.

**By Whom**                The Personnel Department shall be responsible.

**Ref**                        Titles 14, 15, 16, 17 and Sample Form 14.

<b>Title</b>	<b>20</b> <i>Death</i>
<b>Policy</b>	The cooperative organisation shall pay respect and honour to a deceased employee according to a set procedure.
<b>Why</b>	This is a moral and social obligation.
<b>How</b>	<p>On information that an employee has passed away, the cooperative organisation shall do at least the following:</p> <ul style="list-style-type: none"><li>a) express condolences to the family of the deceased</li><li>b) inform the family of any benefits which they are entitled to from the cooperative organisation</li><li>c) see to it that the family gets these benefits</li><li>d) assist the family with practical arrangements in connection with the funeral, e.g. provide a coffin for the deceased</li><li>e) the cooperative organisation shall be represented at the funeral</li></ul>
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Titles 45, 48.

<b>Title</b>	<b>21</b> <i>Membership in Professional Bodies</i>
<b>Policy</b>	The cooperative organisation shall have a positive attitude to employees' membership in professional bodies.
<b>Why</b>	Such a membership may lend prestige to the cooperative organisation and further develop the employee in his/her profession to the benefit of the cooperative organisation.
<b>How</b>	<p>The cooperative organisation shall encourage employees' membership in professional organisations in the following way:</p> <ul style="list-style-type: none"> <li>a) employees who are already members of professional bodies shall be requested to bring this to the attention of the cooperative organisation and it shall be discussed how the employee and the cooperative organisation can benefit from this membership</li> <li>b) the cooperative organisation 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</li> <li>c) the membership shall not be allowed to interfere negatively in the work of the employee, but when called for, the cooperative organisation shall to the extent possible approve of certain time off from work to give employees time and possibility to participate in important meetings and activities held by their professional body</li> <li>d) the cooperative organisation shall pay membership fees for the employees in approved professional bodies.</li> </ul>
<b>By Whom</b>	The Personnel Department shall be responsible.



**Title**                    **22   *Civic Responsibilities***

**Policy**                    The cooperative organisation shall have a positive attitude to employees' participation in civic activities and responsibilities.

**Why**                      The cooperative organisation shall not be an isolated entity in the community or the nation but demonstrate its interest in promoting development also outside the cooperative organisation 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 cooperative organisation, e.g. social and religious work, sports, cultural activities and the conservation of the environment.

**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 cooperative organisation shall to the extent possible approve of certain time off for participation in important civic meetings and activities.

**By Whom**                The Personnel Department shall be responsible.

**Title**                    **23**   *Outside Employment*

**Policy**                    The cooperative organisation shall endeavour to pay salaries/wages which minimise employees' needs for outside employment.

**Why**                      Cooperative organisations benefit from employees devoting their time fully to the organisation. However, it is a fact that salaries and wages paid to employees within cooperative organisations are sometimes too low to fully satisfy the needs for daily subsistence. This may particularly be the case in the lower cadres. The cooperative organisation must therefore have an understanding for this situation and allow employees to do extra work outside their working hours.

- How**                      1) Full-time outside employment shall not be allowed at any level of employment.
- 2) All other outside employment shall never be allowed to interfere in the daily work of the employee for the cooperative organisation or decrease his/her capacity to carry out this daily work.
- 3) All such outside employment shall be brought to the attention of the cooperative organisation.

**By Whom**                The Personnel Department shall be responsible.

# Title **24** *Career and Promotion*

**Policy** The cooperative organisation shall develop and offer realistic and attractive 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 cooperative organisation 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 cooperative organisation. This will encourage and motivate staff.

**How**

- 1) In principle, employment within the cooperative organisation shall be open for any applicant - outside as well as inside the cooperative organisation. However, it is necessary to clearly show cooperative employees that it is possible to make a career within the cooperative organisation.  
  
Qualified cooperative employees shall therefore always be encouraged to apply for jobs higher up on the ladder, when such vacancies arise. Certainly, "fresh blood" is also needed to bring in new ideas and practices in the cooperative organisation. Cooperative experience shall, however, be given merit in the selection process for a cooperative job.
- 2) A clear career scheme shall be worked out and 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 cooperative organisation and the cooperative movement as a whole, if they work well and develop themselves through education and training.
- 3) Also, within each position there shall be possibilities for career and promotion. The cooperative organisation shall use its imagination and create several career steps (titles) between "junior" and "senior" in any position in order to satisfy general human needs for recognition and reward for well carried out tasks.
- 4) Education and training shall to some extent be linked to career possibilities. Successful completion of specified education and training programmes shall enhance the employee's possibilities to advance within the organisation.

- 5) Basically, however, career and promotion shall depend on the employee's behaviour and performance while at work. The performance appraisals throughout the years shall here be the main source of information.
- 6) Successful competition in recruitment processes shall be the decisive factor in making a career within the cooperative organisation, e.g. to climb the ladder from lower to higher posts. Promotion within the same position as mentioned under para 3 above shall be recommended by Heads of Departments to the Personnel Manager, who will submit the recommendation to the General Manager and, where applicable, the Board of Directors for final decision.

**By Whom**            The Personnel Department shall be responsible.

**Ref**                    Titles 25, 33.

# Title **25** *Education and Training*

**Policy** The cooperative organisation shall develop its human resources through education and training, among other programmes.

**Why** Education and training are vital elements in human resource development and are given high priority in cooperative movements. Human resource development through education and training is one of the prerequisites for organisational development and is consequently a must for the cooperative organisation.

**How** There shall be a strategy for a systematic in-house training of staff. Such a strategy shall embrace all employees and satisfy their training needs. It shall be a continuing programme, adequately funded and be linked to the overall education and training programmes of the cooperative movement. It shall constantly be evaluated and revised accordingly.

Education and training shall always be looked upon as an investment in the employee to enable that employee to do his/her job better. Thus, all training programmes must come as a result of clearly identified training needs.

Education and training shall also be linked to promotion and the advancement of employees within the organisation.

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

- 1) Cooperative pre-service education shall be an entry requirement for some posts in the cooperative organisation, if such education and training is provided in the country (through optional university programmes or through a cooperative training institute)
- 2) On-the-job training shall be emphasised as the most important training method within the cooperative organisation. 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.

- 3) In-house education and training programmes shall particularly be arranged in order to satisfy specific needs in the organisation, e.g. health and safety programmes.

In-house training shall also be arranged for staff members whose particular training needs have been identified.

- 4) In-service education and training programmes carried out outside the cooperative organisation shall be utilised. The programmes shall meet training needs of selected staff, be job-oriented and problem-solving.
- 5) The education and training programmes under 2-4 above shall be free of charge for the employee.
- 6) The cooperative organisation shall in principle grant leave for longer periods to such individual employees who want to go on training for further personal development. This is called study leave and shall be subject to special rules.
- 7) The cooperative organisation 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 educate and entertain.

**By Whom** The Personnel Department shall be responsible.

**Ref** Titles 24, 33, 56.

<b>Title</b>	<b>26</b> <i>Trade Union Membership</i>
<b>Policy</b>	The cooperative organisation shall establish collaboration with trade unions representing different categories of staff.
<b>Why</b>	A constructive collaboration with the trade unions will add to strength and harmony in the relationships between management and staff in the cooperative organisation.
<b>How</b>	<p>The cooperative organisation shall have a positive attitude towards employees' memberships in trade unions. Trade union representatives shall be invited to staff meetings and events where such representation is called for.</p> <p>Union representatives shall particularly be present at disciplinary action hearings and grievance meetings. Apart from direct negotiations for unionised staff the cooperative organisation shall also seek collaboration with the trade unions regarding development and inspection of health and safety regulations for employees.</p>
<b>By Whom</b>	Negotiations, contacts and relationships with trade unions shall be the responsibility of the Personnel Department.
<b>Ref</b>	Titles 50, 62, 63, 70, 71.

<b>Title</b>	<b>27</b> <i>Visitors to the Cooperative Organisation and to Employees</i>
<b>Policy</b>	The cooperative organisation shall have clear guidelines for receiving official and private visitors.
<b>Why</b>	This is necessary so as a) to ensure that official visitors are assisted to effectively carry out their business and b) to regulate private visits. It is also necessary for the good image of the cooperative organisation.
<b>How</b>	<ul style="list-style-type: none"> <li>a) the cooperative organisation shall have a reception desk/room near the main entrance of the cooperative organisation</li> <li>b) the receptionist shall welcome visitors in a polite and correct way</li> <li>c) the receptionist shall ask the visitor about the reason for his/her visit and take action accordingly</li> <li>d) the receptionist shall establish contact with the employee the visitor wants to meet</li> <li>e) where considered necessary a visitors' book shall be kept by the receptionist in which shall be entered the visitor's name, position, address, purpose of visit, time in (and later time out).</li> <li>f) the employee shall either him/herself escort the visitor to the employee's room or this shall be done by the receptionist or a messenger</li> <li>g) private visits to employees shall be short and restricted to urgent social or family matters</li> <li>h) the receptionist shall be informed of restricted areas within the cooperative organisation where visitors are not allowed and take care that visitors do not enter such areas</li> </ul>
<b>By Whom</b>	The Personnel Department shall be responsible for procedures for receiving visitors and compliance with these procedures.
<b>Ref</b>	Title 50.



**Title**                    **28** *Employee Responsibilities*

**Policy**                    The responsibilities of each employee shall be well defined and be made known to the employee.

**Why**                      This is necessary for the cooperative organisation to be effective, i.e. to get things done and for the individual employee to do what is expected of him/her. It also promotes harmonious relationships among staff of the cooperative organisation.

**How**                      The responsibilities shall be written 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 when needed.

Employee responsibilities are basically of two types:

- 1) Responsibilities regarding the job to be done and these shall be laid down in the Job Descriptions.
- 2) Responsibilities regarding general behaviour inside and outside the cooperative organisation and the basic rules of such behaviour shall be laid down 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):
  - a) employees shall serve the cooperative organisation to the best of their ability
  - b) employees are expected to guard and enhance the dignity and the interest of the cooperative organisation inside as well as outside the cooperative organisation
  - c) employees shall protect the property of the cooperative organisation in general and property and/or equipment assigned to them in particular
  - d) employees shall not accept any donation, award, bonus, gratuity, remuneration, financial or other aid from any other person or organisation other than the cooperative organisation for services rendered in their official capacity as employees of the cooperative organisation

- e) employees shall be punctual and keep working time
- f) employees shall have a polite and correct behaviour inside as well as outside the cooperative organisation
- h) employees shall obey instructions from their supervisors and adhere to rules and regulations regarding safety and health

**By Whom**

The Personnel Department shall be responsible for 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 sanctioned by the Board of Directors and the General Manager. The Trade Union shall be consulted.

**Ref**

Titles 10, 26, 29, 30, 31, 33, 62.

**Title**                    **29**    *Conflicts of Interests*

**Policy**                    Conflicts of interests shall not affect decisions made within the cooperative organisation.

**Why**                      If personal interests are allowed to influence decision-making, it will be detrimental to the cooperative organisation.

- How**
- 1) If an employee considers that personal interests (financial or other) may be deemed to influence his participation in a decision-making process in the cooperative organisation, he shall abstain from participation and ask to be excused.
  - 2) If an employee considers that somebody else's personal interests (financial or other) may be deemed to influence this person's participation in a decision-making process, the employee concerned shall report this and propose that the person concerned shall abstain from participation and be excused.
  - 3) If the cooperative organisation considers that personal interests (financial and other) may influence the decision-making process, it shall require that the employee concerned shall abstain from taking part in the decision.

**By Whom**                The cooperative organisation and all employees shall observe this rule. The audit sub-committee of the Board should monitor the implementation of this policy.

<b>Title</b>	<b>30</b> <i>Work Schedules</i>
<b>Policy</b>	The cooperative organisation shall have well planned work schedules for their employees.
<b>Why</b>	This will promote efficiency and effectiveness in the cooperative organisation and the employees shall know during what periods of time they shall perform their tasks.
<b>How</b>	<ol style="list-style-type: none"> <li>1) Normal working time for the employees of the cooperative organisation shall be 40 hours a week distributed over the week days in a way which best benefits both the cooperative organisation and the employees.</li> <li>2) Employees shall have to work overtime when the work situation so requires. Management and supervisory 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.</li> <li>3) Shift work may be necessary for various reasons, e.g. efficient use of machinery, competition, to meet production schedules etc. Shift work has many negative effects on the worker's health, family life, social relationships and community activities which shall be compensated accordingly.</li> </ol>
<b>By Whom</b>	Design of work schedules shall be the responsibility of the Personnel Department. They shall be sanctioned by the General Manager and the Board of Directors.
<b>Ref</b>	Titles 36, 43, 44, 51, 52.

<b>Title</b>	<b>31</b> <i>Dress Code - Appearance</i>
<b>Policy</b>	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.
<b>Why</b>	For the self-esteem of the employees themselves and for the good image of the cooperative organisation.
<b>How</b>	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 to the employee. They shall initially be given three sets of uniforms, and thereafter on a wear and tear basis.
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref.</b>	Title 10.

<b>Title</b>	<b>32</b> <i>Retention of Employee Records</i>
<b>Policy</b>	The personal records of an employee whose services have been terminated shall be kept for five years by the cooperative organisation.
<b>Why</b>	This is necessary for the sake of references.
<b>How</b>	When the services of the employee have been terminated, his employee record shall then be removed from the active file to the dormant file where it shall be kept.
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Titles 9, 14 and Sample Forms 1 and 11.

<b>Title</b>	<b>33 <i>Performance Appraisal</i></b>
<b>Policy</b>	The cooperative organisation shall appraise the performance of its employees on a regular basis.
<b>Why</b>	<p>In order to ensure that an employee succeeds in accomplishing his job tasks and other responsibilities, periodic appraisal of his 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 staff development.</p> <p>Performance appraisals shall normally be in the form of interviews.</p>
<b>How</b>	<ol style="list-style-type: none"> <li>a) the interview shall be between the employee and his/her immediate supervisor and be carried out according to a special form</li> <li>b) the purpose of the interview shall be carefully explained to the employee</li> <li>c) 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</li> <li>d) the interviewer shall first stress the good points in the performance of the employee and then - if called for - discuss the bad points</li> <li>e) the interview shall last at least 15-60 minutes</li> <li>f) the conclusions of the interview shall relate to future action and be agreed by both sides</li> <li>g) the filled in form for performance appraisal interview shall be retained in the employee's personal file and copied to the employee for reference at the next performance interview</li> <li>h) no interference shall be allowed during the interview</li> </ol>
<b>By Whom</b>	The Personnel Department shall organise the appraisal interviews, provide the necessary forms and train the supervisors on how to perform the appraisal interviews.
<b>When</b>	Annually.
<b>Ref</b>	Titles 4, 24, 25, 46 and Sample Form 8.

**Title**                    **34** *Informal Interviews  
with Employees*

**Policy**                    The cooperative organisation shall have informal, non-disciplinary interviews with all categories of employees.

**Why**                      In order to keep continuous contact with the employees and to gather information and ideas regarding the well-being of staff. This may help to retain qualified staff and to decrease the turnover.

**How**                      Instructions for this interview shall be prepared by the Personnel Department. The interviews shall be carried out by the immediate supervisors (to be trained for this purpose) and the results shall be transmitted to the Personnel Department for analysis and further actions.

**By Whom**                The Personnel Department shall be responsible for the organisation and implementation of these interviews.

**When**                    Annually.

**Ref**                        Titles 12, 35.



**Title**                    **35**    *Equal Treatment  
of Employees*

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

**Why**                      The cooperative movement is based on recognised human values, e.g. tolerance, equity, equality and democracy.

**How**                      There shall be no favouritism or discrimination practised within the cooperative organisation with respect to any employee by reason of position, age, sex, 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.

The policy shall be particularly promoted by the Personnel Department 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 Personnel Department above, all executive and supervisory staff shall be responsible for compliance with this policy.

**Title**                    **36 Compensation**

**Policy**                    The cooperative organisation shall have a fair and attractive compensation scheme.

**Why**                      To enable the cooperative organisation 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 private sector organisations. What shall influence the level of payment is:
  - a) the scope of responsibility and authority connected to the job position
  - b) the level of education and training needed for the job
  - c) the hardship suffered on the job
  - d) the shortage/availability of qualified candidates for the job

If the cooperative organisation wants a fair salary/wage scheme for the entire establishment these points shall be weighted appropriately. The cooperative organisation shall never pay unskilled staff less than the minimum wages recommended by the Government. Regarding positions with more responsibility and authority, the cooperative organisation shall pay according to 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. Annual increment shall be recommended or not 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 cooperative organisation an appealing place of employment. In areas where there is a lack of skilled staff, fringe benefits shall aid recruitment.

- 4) Bonus, being a remuneration related to work results rather than work hours, depends on the performance of the cooperative organisation in each financial year. In case the cooperative organisation makes an unprecedented profit (beyond the set objective) in a financial year, on receipt of the audited accounts showing such a profit, the employees shall be entitled to a bonus according to a set system.
- 5) Special compensation for overtime work and work on rest days and gazetted public holidays.
- 6) Life, Medical and Disability Insurance for all employees.

**By Whom**

The Personnel Department shall design the compensation schemes in collaboration with the finance department. The General Manager and the Board of Directors shall sanction the schemes, which must be updated and revised regularly to meet new requirements and above all to match inflation.

**Ref**

Titles 44, 48.

<b>Title</b>	<b>37</b> <i>Pay Schedules</i>
<b>Policy</b>	The cooperative organisation shall have different pay schedules for different staff categories.
<b>Why</b>	The remunerations of the various categories of employees differ. In addition, their terms of employment (and their ability to plan) are also different.
<b>How</b>	Salaries/wages shall be paid on <ul style="list-style-type: none"><li>a) a monthly basis for senior staff</li><li>b) a weekly/fortnightly basis for junior, lower cadre and part-time staff</li><li>c) a daily basis for temporary/casual labour</li></ul>
<b>By Whom</b>	The Personnel Department shall design the pay schedules and submit them to the finance section for implementation.
<b>Ref</b>	Titles 7, 8, 36, 38.

<b>Title</b>	<b>38</b> <i>Payroll Change Notices</i>
<b>Policy</b>	Employees shall as early as possible be informed about any change in their regular remuneration and the reasons.
<b>Why</b>	An employee has the right to know why a change has been made and also for how long the change will last in order to enable the employee to make necessary arrangements to adjust his/her economy to the new situation.
<b>How</b>	Each employee shall be informed by a (circular) letter about the new situation. If the time for this is too short in relation to the actual payment date, a notice to concerned staff shall be put on the notice board. The employees shall still be informed by (circular) letters and these shall be copied to the payment section and to the personal file of the employees.
<b>By Whom</b>	The Personnel Department in collaboration with the Finance Department.
<b>Ref</b>	Titles 36, 37.

<b>Title</b>	<b>39 Meal Allowance</b>
<b>Policy</b>	All employees shall have a lunch meal allowance.
<b>Why</b>	Both from a social viewpoint and the viewpoint of productivity, it is necessary that all staff get a proper meal in the lunch break.
<b>How</b>	<p>This shall be arranged for the employees in one of the following ways:</p> <ul style="list-style-type: none"> <li>a) a canteen shall be established where employees can have their lunch at subsidised prices</li> <li>b) a coupon system shall be established through which the employees can have their lunch at certain restaurants at subsidised prices according to agreement between these restaurants and the cooperative organisation</li> <li>c) lunch packages shall be brought to the cooperative organisation from a restaurant and be eaten in specially arranged rooms within the premises of the cooperative organisation at subsidised prices</li> </ul> <p>Employees shall not, however, receive cash in lieu of meals.</p>
<b>By Whom</b>	The Personnel Department shall decide and implement the system most suitable to the cooperative organisation and its staff in collaboration with the Finance Department.
<b>Ref</b>	Title 7.

**Title**                    **40**    *Transportation Allowance*

**Policy**                    All staff shall be given a transportation allowance.

**Why**                      To increase efficiency of the cooperative organisation and to reduce transportation costs to the individual employee.

**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 shall be paid every month
2. Travelling on duty outside duty-station:
  - a) all air travel shall be provided at economy class
  - b) travel by rail shall be provided at economy class or first class depending on the time needed for the travel
  - c) sleeping compartment shall be provided, if the employee has to travel by night
  - d) 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
  - e) the employee shall be provided a travel insurance while travelling on duty
  - f) 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

- g) an employee who travels on official duty to a temperate country shall be paid an outfit allowance provided that during the last two years preceding the date of commencement of his/her journey he/she has not been given such an allowance

**By Whom**

The Personnel Department shall work out and constantly update the rules and regulations for transportation allowances in collaboration with the Transport Department and the Finance Department. The General Manager and the Board of Directors shall sanction the proposals.

**Ref**

Titles 41, 42.



<b>Title</b>	<b>41</b> <i>Management Transportation Regulations</i>
<b>Policy</b>	The cooperative organisation shall have clear regulations for transportation of management staff.
<b>Why</b>	To avoid misunderstandings and misuse of management transport.
<b>How</b>	<p>Management transportation shall be arranged in one of the following ways:</p> <ol style="list-style-type: none"> <li>1) Employees of the executive and innovative sector (Research &amp; Planning, Product Development, Project Management etc.) shall be allocated staff cars by the cooperative organisation to be used officially and privately at their own discretion. All costs in connection with the use of the car shall be borne by the cooperative organisation.</li> <li>2) Employees of the same sector shall be allocated staff cars for official use only. In this case: <ol style="list-style-type: none"> <li>a) “official use” shall be clearly defined by means of concrete examples e.g.: <ul style="list-style-type: none"> <li>• transporting an employee between the home/office/home</li> <li>• transporting an employee between home/office and official/business institutions and official events and functions where his/her presence as cooperative employee is called for</li> <li>• transporting employee between home/office and any transport terminal (airport, railway-station etc.) when the employee shall go on official journey</li> <li>• transporting official guests of the cooperative organisation</li> </ul> </li> <li>b) exceptions for private use shall be defined by means of concrete examples e.g.: <ul style="list-style-type: none"> <li>• transport of employee and family members in emergency cases like serious illness</li> </ul> </li> </ol> </li> </ol>

- transport of other employees and their family members in similar private emergency cases
- c) examples of misuse shall be listed and declared subject to disciplinary action e.g.:
- transporting employee's family members or friends of the family to and from shopping
  - transporting employee's children to and from school
  - transporting employee, family members and friends to and from any places for private pleasure and entertainment
- 3) Employees of the executive and innovative sector shall use their own private cars and claim mileage for official use according to the same strict regulations as above.

Rules and schemes shall be laid down for maintenance and replacements of staff cars as mentioned under para 1 and 2 above.

**By Whom**

The Personnel Department shall write the regulations and they shall be sanctioned by the General Manager and the Board of Directors.

**Ref**

Title 40.

<b>Title</b>	<b>42</b> <i>Per Diem Allowance</i>
<b>Policy</b>	All employees shall enjoy a Per Diem Allowance when on duty out of station.
<b>Why</b>	To cover the costs of being away from home
<b>How</b>	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.
<b>By Whom</b>	The Personnel Department shall be responsible for the determination of the Per Diem Allowance and the payment procedures.
<b>Ref</b>	Titles 36, 40.

**Title**                    **43**    *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 normal rate per hour

                                  b) if employees are required to work on a rest day or a public holiday, they shall be paid twice the normal rate per hour.

**By Whom**                The Personnel Department shall be responsible for the implementation of this compensation.

**Ref**                        Titles 30, 36, 44, 51, 52.

**Title**                    **44** *Compensatory Time*

**Policy**                    Compensatory time shall be granted to employees instead of payment for overtime work and work on rest days and public holidays on mutual agreement between the cooperative organisation and the employee concerned.

**Why**                        Some cooperative organisations may not be able to pay compensation in cash. In other cases employees may prefer compensatory time instead of payment because of health - family or other social reasons.

**How**                        The same number of hours as done on overtime or rest day or public holiday shall be compensated as time off from the regular work schedule.

**By Whom**                The Personnel Department shall be responsible for establishing the policy and immediate supervision for the implementation.

**Ref**                         Titles 30, 36, 44, 51, 52.

<b>Title</b>	<b>45</b> <i>Insurance</i>
<b>Policy</b>	All employees shall be properly insured.
<b>Why</b>	For social and economic reasons.
<b>How</b>	All employees shall be covered by a life, medical and disability insurance in the following ways: <ul style="list-style-type: none"><li>a) through contribution to statutory insurance according to workmen's compensation act</li><li>b) through a cooperative insurance or an insurance made with a private insurance company to cover aspects not provided for under a) above</li><li>c) costs for the insurance shall be contributory or non-contributory on the part of the employee and/or the employer</li></ul>
<b>By Whom</b>	The Personnel Department in collaboration with the Finance Department.
<b>Ref</b>	Titles 8, 36, 50.

<b>Title</b>	<b>46 <i>Employee Award Programme</i></b>
<b>Policy</b>	The cooperative organisation shall have an Employee Award Programme.
<b>Why</b>	To motivate staff “to dedicated work and outstanding performance.”
<b>How</b>	<ol style="list-style-type: none"> <li>1) The cooperative organisation shall for each category of staff describe and/or give examples of what shall be considered as “dedicated work and outstanding performance.”</li> <li>2) The Heads of Departments shall - inter alia based on the latest performance appraisals - select 1-3 candidates for the award and submit names to the Personnel Department for further reviewing and final decision together with an award committee suitably constituted.</li> <li>3) The award shall then be assigned to the selected employees by the General Manager in a special ceremony.</li> </ol>
<b>By Whom</b>	The Personnel Department shall be responsible for the selection procedure in collaboration with Heads of Departments and the award committee.
<b>When</b>	Annually
<b>Ref</b>	Titles 4, 33.

<b>Title</b>	<b>47</b> <i>Special Holiday Paid for by the Cooperative Organisation</i>
<b>Policy</b>	A special week-end holiday shall be given as a reward to an executive staff member, who has made an outstanding contribution to the cooperative organisation.
<b>Why</b>	To show appreciation to this category of staff for proposed and implemented “activities which are found to be of significant financial or other benefit to the whole cooperative organisation”.
<b>How</b>	<p>When the General Manager considers the above to have been achieved, he shall propose to the Board of Directors that the reward be given to the executive staff concerned. The reward shall include the executive staff member and his/her immediate family.</p> <p>The holiday shall be taken without interrupting normal work. No money shall be given in lieu of this reward.</p>
<b>Ref</b>	Titles 33, 36.



<b>Title</b>	<b>48</b> <i>Employee Benefit Programme</i>
<b>Policy</b>	The cooperative organisation shall have a well developed Employee Benefit Programme.
<b>Why</b>	For moral, social and pragmatic reasons.
<b>How</b>	<p>A well developed Employee Benefit Programme shall in addition to what has been mentioned elsewhere (21, 25, 39, 40, 41, 42, 45, 46, 47) cover, at least, the following issues:</p> <ul style="list-style-type: none"> <li>a) safety and health</li> <li>b) rest days, public holidays and compensatory time</li> <li>c) annual leave</li> <li>d) leave of absence and study leave</li> <li>e) sick leave, compassionate leave, maternity leave and matrimonial leave</li> <li>f) pension schemes</li> </ul>
<b>By Whom</b>	All employee benefit schemes shall be designed and implemented by the Personnel Department. They shall be sanctioned by the General Manager and the Board of Directors.
<b>Ref</b>	Titles 7, 8, 49, 50, 55, 56, 57, 58, 59, 60, 61.

<b>Title</b>	<b>49</b> <i>Revision and Changes of Employee Benefits</i>
<b>Policy</b>	Employee benefits shall continuously be updated and adjusted.
<b>Why</b>	To meet new requirements within the cooperative organisation 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.
<b>How</b>	The Personnel Department shall encourage and assist employees to organise themselves so as to actively take part in personnel policy development. This means, for example, employees selecting a staff committee to negotiate staff benefits on their behalf. Involving staff in this process is a vital part of Human Resource Development.
<b>By Whom</b>	The Personnel Department
<b>Ref</b>	Titles 44, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62.

**Title**                    **50**    *Safety and Health*

**Policy**                    The cooperative organisation shall establish and develop working conditions which ensure that the safety and health of staff/workers are safeguarded.

**Why**                        It is a moral obligation and in the interest of the nation, the cooperative organisation and the individual.

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) Where feasible, a Safety and Health Committee should be set up (in line with ILO Occupational Safety and Health Convention 155 and Recommendation 164) to recommend guidelines on the safety and health of the personnel of the cooperative organisation.
- 2) Safety and health of staff/workers shall be considered on the basis of the following documentation and guidelines:
  - a) machinery in workplaces shall be securely guarded according to the legislation of the country and/or ILO convention 119
  - b) safe use of chemicals shall be applied according to the legislation of the country and/or ILO standards
  - c) safe practices in the building and construction industry shall be applied according to the legislation of the country and/or ILO convention 167
  - d) observance of hygienic conditions in all cooperative work-places shall be applied according to the legislation of the country and/or ILO occupational health services convention and recommendations
  - d) ergonomic aspects shall always be taken into consideration with regard to the working environment
- 3) The Personnel Department shall from the above documentation and guidelines from the Safety and Health Committee prepare clear rules and regulations for safety and health within the cooperative organisation.

- 4) These rules and regulations together with estimated costs for their implementation shall be considered and finally sanctioned by the General Manager and the Board of Directors. There is likely to be a conflict between economic and social factors. Social factors shall be promoted as far as possible and economic benefits of social costs shall be taken into consideration.
- 5) When the rules and regulations have been approved, the Personnel Department shall be responsible for the implementation in collaboration with the trade union and the Heads of Departments.
- 6) The rules and regulations for safety and health shall be introduced to staff/workers through suitable education and training programmes.
- 7) The General Manager shall be responsible for compliance with the rules and regulations and shall delegate this authority to Heads of Departments and supervisors.
- 8) Regular inspection of compliance with rules and regulations of safety and health shall be undertaken by the Personnel Department in collaboration with the trade union. An inspection report shall be submitted to the General Manager.
- 9) Safety and Health regulations shall be subject to continuous revision and improvements.

**Ref**

Titles 10, 45, 48.

**Title**                    **51 *Rest Day***

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

**Why**                      For the physical and mental well-being of the employees.

**How**                      Sunday or any other traditional rest day (and if so agreed Saturday) shall be the official weekly rest day(s) 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 special compensation for this.

**By Whom**                The Personnel Department shall be responsible for the compensation for this type of work.

**Ref**                        Titles 30, 36, 43, 44, 53.

**Title**                    **52**   *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 Personnel Department shall inform the employees about the dates of entitled public holidays for the forthcoming year. Compensation for work on public holidays shall also be the responsibility of the Personnel Department.

**Ref**                         Titles 30, 36, 43, 44, 53.

<b>Title</b>	<b>53</b> <i>Annual Leave Regulations</i>
<b>Policy</b>	All employees are entitled to annual leave.
<b>Why</b>	Annual leave shall give the employees a reasonable amount of continuous time away from work for rest and recreation.
<b>How</b>	<ol style="list-style-type: none"> <li>1) Every employee shall be entitled to paid annual leave according to seniority. The minimum amount of leave time shall be 18 working days. Rest days and Public Holidays are not counted as annual leave days.</li> <li>2) All employees shall complete an "Application for Leave" form and have the application approved by their immediate supervisor at least two weeks before the desired leave.</li> <li>3) The approved leave application shall then be forwarded to the Personnel Department which shall check whether the applicant qualifies for leave or not. (See Article 10 of the Holidays with Pay Convention (Revised), 1970 (No. 132).</li> <li>4) If the applicant qualifies, leave shall be granted (and the applicant shall be informed accordingly) the leave days shall be registered in his/her personal file.</li> <li>5) If the applicant does not qualify for leave, he/she shall be informed accordingly.</li> <li>6) Paid annual leave shall be calculated monthly from the date of commencement of duty (probationary period shall be counted).</li> <li>7) If commencement of duty is before the 15th of the month, full leave shall be credited. If commencement of duty is after the 15th of the month, no leave shall be credited for that month.</li> <li>8) In the best interest of the cooperative organisation, an employee may at any time be required to take all or part of his/her annual leave.</li> <li>9) Annual leave must be taken during the 12 months in which it is earned or within 6 months thereafter.</li> <li>10) Payment in lieu of leave shall not be allowed except when an employee leaves the service with terminal benefits.</li> </ol>
<b>By Whom</b>	The Personnel Department shall be responsible for the administration of leave regulations and procedures.
<b>Ref</b>	Titles 14, 51, 52, 54 and Sample Form 10.

<b>Title</b>	<b>54</b> <i>Leave Schedules - Conflicts</i>
<b>Policy</b>	If there is a concentration of leave applications during a certain period of the year, the cooperative organisation shall take appropriate action.
<b>Why</b>	The cooperative organisation will not be able to function efficiently if seriously understaffed during a certain (vacation) period of time.
<b>How</b>	This problem shall be solved in one of the following ways: <ul style="list-style-type: none"><li>a) if a qualified majority of staff wants annual leave during one and the same period, the cooperative organisation shall consider the possibility of closing the organisation for this period and grant leave to all staff during the period concerned</li><li>b) or the cooperative organisation shall arrange leave schedules according to which the employees shall be granted leave interspersed over the year according to a system which shall provide greatest possible fairness</li></ul>
<b>By Whom</b>	The Personnel Department shall investigate the two alternatives and choose and implement the most suitable one for both the cooperative organisation and the employees.
<b>Ref</b>	



**Title**                    **55** *Leave of Absence*

**Policy**                    The cooperative organisation 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 Department which shall investigate whether the reason for the wanted leave is valid

b) if the reason is found valid and the cooperative organisation is able to release the person for the period wanted, the leave shall be granted

c) the length of service and quality of performance of the applicant shall be considered before any decision is taken

d) such unpaid leave of absence can in principle be granted for any length of time.

**By Whom**                The Personnel Department shall make the necessary investigation and the General Manager shall take the final decision.

**Ref**                        Titles 33, 48 and Sample Form 12.

<b>Title</b>	<b>56 Study Leave</b>
<b>Policy</b>	The cooperative organisation shall have a positive attitude to applications for paid study leave.
<b>Why</b>	<p>Three main purposes for study leave are mentioned in ILO Paid Educational Leave Convention and Recommendation:</p> <ul style="list-style-type: none"> <li>a) professional training at any level</li> <li>b) general, social and civic education</li> <li>c) trade union education</li> </ul>
<b>How</b>	<ul style="list-style-type: none"> <li>a) an application for paid study leave shall be submitted to the Personnel Department which shall investigate the value of the proposed studies for the employee and the cooperative organisation and the possibility for the cooperative organisation to release the applicant</li> <li>b) the length of service and the quality of performance of the applicant shall be considered before decisions is made</li> <li>c) before a decision is made the cooperative organisation shall require a guarantee from the applicant that he/she shall continue to work for the cooperative organisation for an agreed period of time after completion of his/her studies</li> <li>d) paid study leave can in principle be granted for any length of time and includes overseas training</li> <li>e) paid study leave can mean study leave under full or reduced pay</li> <li>f) if the conditions indicated above for study leave are not satisfactorily met, paid study leave shall not be granted</li> </ul>
<b>By Whom</b>	The Personnel Department shall make all the investigations and submit a proposal to the General Manager who shall make the final decision.
<b>Ref</b>	Titles 24, 25, 33 and Sample Form 12.

**Title**                    **57 Sick Leave**

**Policy**                    All employees shall be entitled to paid sick leave, free medical attention and hospitalisation. This shall be secured through proper insurance arrangements.

**Why**                        This is a social obligation for the cooperative organisation.

- How**
- a) if an employee falls suddenly ill during work, he/she shall report this to his/her immediate supervisor and be released from work in order to see the doctor of the cooperative organisation
  - b) if an employee falls suddenly ill at home, he/she shall then immediately visit the doctor of the cooperative organisation and as soon as 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
  - d) this certificate shall be handed over to the immediate supervisor, who shall forward it to the Personnel Department for the personal file of the employee
  - e) if the doctor prescribes sick leave at home, the prescribed sick leave shall be reported to the cooperative organisation within two days together with a medical certificate to this effect
  - f) if the doctor prescribes hospitalisation, this shall be reported and certified by the doctor as soon as possible
  - g) in all the above cases the certification shall be made by the doctor of the cooperative organisation or a Government Medical Officer or in case of emergency by any registered medical practitioner
  - h) consultations with the doctor of the cooperative organisation and treatment prescribed by him/her shall be paid for by the cooperative organisation directly according to procedures agreed between the cooperative organisation and the doctor

- i) costs for medicine prescribed by the doctor of the cooperative organisation or Government Medical Officer or any registered practitioner shall be reimbursed to the employee against proper receipts
- j) in case a doctor other than that of the cooperative organisation had to be consulted because of emergency, reimbursement shall be made to the employee against receipts
- k) the employee shall be entitled to certified sick leave for three months with full pay
- l) if sick leave is prescribed by the doctor of the cooperative organisation beyond three months, the employee shall be entitled to half pay for another period of three months
- m) if the employee after six months of sick leave can still not report to work, a Medical Review Board (consisting of the doctor of the cooperative organisation, the Personnel Manager and the employee/patient) shall be instituted to determine the employee's possibility to report back to work at all
- n) if it becomes clear that the employee cannot report back to work at all, the services of the employee shall be terminated with terminal benefits
- o) the medical documents shall be filed in the personal file of the employee.

**By Whom**

The Personnel Department shall be responsible for the procedure and their implementation.

**Ref**

Titles 45, 50, 67, 68, and Sample Form 3.

**Title**                    **58** *Compassionate Leave*

**Policy**                    The cooperative organisation shall grant compassionate leave in case of death in the employee's immediate family, namely mother, father, 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 Department, the Personnel Manager shall grant compassionate leave according to time needed.

**Ref**                         Title 48.

**Title**                    **59**    *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 cooperative organisation 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, of which at least 45 must be taken after childbirth

                                  c) the delivery period shall be included

                                  d) the employee shall apply for maternity leave at least four months before the intended commencement of her maternity leave and provide medical certification on the calculated delivery date

**By Whom**                The Personnel Department shall be responsible.

**Ref**                         Titles 48, 50.

<b>Title</b>	<b>60</b> <i>Matrimonial Leave</i>
<b>Policy</b>	Every employee shall be eligible for matrimonial leave.
<b>Why</b>	It is a social obligation.
<b>How</b>	The Personnel Department shall grant the matrimonial leave on the occasion of the employee's first marriage subject to the production of suitable evidence for such leave and not exceeding one day.
<b>Ref</b>	Title 48.

<b>Title</b>	<b>61 Pension</b>
<b>Policy</b>	All employees shall be entitled to pension upon retirement.
<b>Why</b>	It is a social obligation for the cooperative organisation to arrange pension systems for employees.
<b>How</b>	Pension for retired employees shall be arranged in the following way: <ul style="list-style-type: none"><li>a) through contribution to the statutory pension fund</li><li>b) by specially arranged pension schemes with a cooperative or private insurance company</li><li>c) costs for the pension scheme shall be contributory or non-contributory on the part of the employee and/or the employer</li></ul>
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Titles 14, 15, 20.



# Title **62 Employee Discipline**

**Policy** The cooperative organisation 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 cooperative organisations, disciplined behaviour (i.e. strict adherence to the Code of Conduct) is important. Disciplined behaviour assists in the accomplishment of the objectives of the organisation and promotes the well-being and harmony of the individuals.

**How** The Disciplinary Code shall be applied in the following ways:

- 1) Firstly, in connection with induction programmes, the Disciplinary Code shall be introduced. The purpose being to make employees know what are the consequences of various 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 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 cooperative organisation. The policy under title 35, Equal Treatment of Employees, shall here be particularly remembered.
- 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, minor negligence endangering property of the cooperative organisation, 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 cooperative property, disobedience, abuse of co-worker or disorderly behaviour.

This action shall be proposed by the immediate supervisor to his superior and they shall jointly sign the warning and send it to the Personnel Department 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 in force. 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 in force.

It shall be issued according to the same procedure as in the previous case.

- e) *Formal Complaint*: This shall be applied when the previous warnings have not contributed to correct the 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 Department by the offender's supervisor and his superior and shall lead to a disciplinary hearing which shall be conducted under special rules and regulations (see next title).

- 5) Offences by higher level staff against the Code of Conduct shall be reported to and dealt with by the Board of Directors.
- 6) Subordinate staff at any level wanting to report offences committed by superior staff shall use the Grievance Procedure for this purpose (See Title 71).

**By Whom**

It has been indicated above by whom disciplinary action shall be taken. However, at any stage of the disciplinary process, it is advisable to consult the Personnel Department.

**Ref**

Titles 10, 63, 65, 70, 71 and Sample Form 2.

**Title**

## **63** *Disciplinary Hearing*

**Policy**

A Disciplinary Hearing shall be convened to deal with severe cases of indiscipline in order to protect the interests of the cooperative organisation.

**Why**

It is necessary that the interests of the cooperative organisation 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 cooperative organisation shall be considered in need of protection and consequent disciplinary action shall be taken in at least the following cases, which may or may not have been subject to warnings of the kind prescribed in Title 62 under para 4:

- a) unauthorised, repeated, inexcusable absence from duty
- b) repeated, inexcusable 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
- f) taking or converting for his own use any property belonging to the cooperative organisation
- g) willful or negligent damage to any property of the cooperative organisation
- h) failure to account for funds or money or assets belonging to the cooperative organisation 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 Department receives a Formal Complaint as described in Title 62, para 4 (d), the Personnel Manager shall immediately constitute a Disciplinary Committee.

This committee shall comprise himself (chairman), the Head of Department under whom the accused employee works and three other members of staff selected by the General Manager.

- 2) The Disciplinary Committee shall now investigate the case carefully and record in writing all statements from the supervisors, the employee 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 employee has in applicable cases the right to be accompanied by a Trade Union representative who shall attend the meeting as an observer.
- 4) Having ascertained that the particulars of the Formal Complaint and the Disciplinary Hearing are correct, the chairman shall inform the employee of the charge against him/her and ensure that it is fully understood.
- 5) The employee shall be asked to answer the charge and shall be permitted to make any pertinent comments he/she may wish.
- 6) If the employee 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 is satisfied that he/she has all the facts, he/she may invite the trade union representative to comment.
- 8) If during the course of the hearing, the chairman finds it necessary to obtain further information, the hearing shall be adjourned to allow further investigation.
- 9) After the hearing, the employee shall be informed that he/she will receive the decision of the committee in writing not later than two days after the hearing.
- 10) A simple majority within the committee shall decide whether the employee is guilty or not. If he/she is found not guilty, the case shall be dismissed and this be entered on the complaint form and put in his/her personal file.

11) If the committee finds the employee guilty, it shall decide on disciplinary 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 moderating circumstances
- current practices

12) The following penalties may be applied:

- suspension for a certain period without pay
- reduction of salary
- demotion
- resignation required from a specified date. If the employee fails to resign, he/she shall be dismissed
- instant dismissal

13) All recorded disciplinary proceedings shall be retained in the personal file of the employee as stated in Title 32, Retention of Employee Record.

14) Cases of indiscipline involving high level staff shall be dealt with by the Board of Directors in a manner decided by them.

**By Whom**

As can be seen from the above, the Board of Directors and/or the Personnel Department shall play a crucial role in disciplinary hearings in close collaboration with the General Manager and the various parties concerned.

**Ref**

Titles 28, 32, 33, 35, 62, 65, 66, 70, 71.

<b>Title</b>	<b>64</b> <i>Inspection of Co-operative Property Assigned to Staff</i>
<b>Policy</b>	Cooperative property assigned to staff shall be inspected.
<b>Why</b>	This shall be done in order to ensure proper maintenance of property, to prevent negligence and to detect losses.
<b>When</b>	Twice per year.
<b>How</b>	<p>Two high level staff members shall be selected by the General Manager to carry out the inspection - two different staff members each time - under the leadership of the Internal Auditor. They shall:</p> <ul style="list-style-type: none"> <li>a) ensure that property of the cooperative organisation is properly kept and maintained according to issued instructions for protection and upkeep</li> <li>b) propose and recommend improved instructions in the above respect, if found necessary</li> <li>c) report any damage caused to cooperative property by unforeseen events and estimate costs for restoration</li> <li>d) report any damage caused to cooperative property through negligence on the part of the employee responsible for the property and estimate costs for restoration</li> <li>e) submit the report to the General Manager</li> </ul>
<b>By Whom</b>	The General Manager shall act upon the reports and in applicable cases submit them to the Board of Directors.
<b>Ref</b>	Titles 28, 62, 65, 66 and Sample Form 7.

<b>Title</b>	<b>65</b> <i>Negligence</i>
<b>Policy</b>	Negligence in handling cooperative property (assigned to staff) shall be subject to disciplinary action.
<b>Why</b>	This is to protect the interest of the cooperative organisation and to instil a feeling of responsibility among the employees.
<b>How</b>	<ol style="list-style-type: none"> <li>1) Depending on the scope of damage and negligence suitable disciplinary action shall be taken as listed in Title 62, Employee Discipline, under para 4.</li> <li>2) Depending on the scope of damage and negligence a suitable penalty shall be decided upon.</li> <li>3) The cooperative organisation shall be protected against damage and losses regarding cooperative property through appropriate insurance (property insurance).</li> </ol> <p>In case of damage caused to very costly property or equipment through negligence, the insurance (professional indemnity 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.</p>
<b>By Whom</b>	<ol style="list-style-type: none"> <li>1) The General Manager shall select the two staff members to carry out the inspection together with the Internal Auditor.</li> <li>2) The General Manager shall act upon the reports and in applicable cases submit them to the Board of Directors.</li> <li>3) If disciplinary action is found necessary, the case shall be handed over to the Personnel Department for implementation.</li> </ol>
<b>Ref</b>	Titles 28, 62, 63, 64, 70.



**Title**                    **66 Theft**

**Policy**                    The cooperative organisation shall have well defined procedures for handling cases of theft.

**Why**                      Theft, when discovered, is a sensitive issue for all those concerned and involved, and shall therefore be handled with care, tact and firmness in order to settle the problem as quickly as possible.

**How**                      The following procedure shall be applied:

- a) when somebody discovers what appears to be a theft, he/she shall immediately report this to his/her immediate supervisor
- b) they shall then together make a first investigation in order to establish that theft has really taken place (the assumingly stolen item may have been temporarily removed etc.)
- c) if they find that theft must have been committed, they shall immediately report this to the Personnel Manager
- d) the Personnel Manager shall inform the General Manager about the theft and the Head of the Department concerned
- e) the latter and the Personnel Manager shall then as quickly as possible carry out a thorough investigation, hearing all people who may or may not have been involved
- f) if suspicions and facts point to a particular employee, the person concerned shall be fairly but thoroughly heard. All facts indicating that he/she is the culprit shall be thoroughly investigated
- g) if the suspected employee does not confess and if his/her guilt cannot be established, he/she shall be cleared from suspicion
- h) if the suspected employee confesses or facts and witnesses clearly point him/her out as the culprit, he/she shall then be subject to a disciplinary hearing as described in Title 63.

- i) after that, his/her case shall be reported to the police
- j) if the suspected employee is cleared in the disciplinary hearing, the matter shall be dropped.

**By Whom**

- 1) The discoverer of the theft and his immediate supervisor shall report the theft to the Personnel Manager
- 2) The Personnel Manager shall inform the General Manager and the Head of Department concerned
- 3) The Personnel Manager and the Head of Department shall carry out necessary investigations
- 4) The Personnel Department shall be in charge of any disciplinary hearing and further action, if there are strong and convincing reasons to believe that a certain employee has committed the theft
- 5) If the culprit cannot be identified through the above actions, the Personnel Department shall hand over the case to the police.

**Ref**

Titles 62, 63, 70 and Sample Form 13.

<b>Title</b>	<b>67</b> <i>Supervisory Actions - Sick Leave</i>
<b>Policy</b>	Sick leave shall be supervised.
<b>Why</b>	Sick leave is an important part of the Employee Benefit Programme and very costly for the cooperative organisation and for the society as a whole. Any abuse shall therefore be prevented.
<b>How</b>	The following supervisory actions shall be undertaken: <ul style="list-style-type: none"><li>a) medical certificates submitted to the Personnel Department by employees shall be checked with the certifier</li><li>b) an employee on sick leave at home shall be visited by a representative from the Personnel Department</li></ul>
<b>When</b>	Periodically
<b>Ref</b>	Titles 48, 57, 62, 68.

<b>Title</b>	<b>68</b> <i>Abuse of Sick Leave</i>
<b>Policy</b>	Abuse of sick leave shall be subject to disciplinary action.
<b>Why</b>	Abuse of sick leave is fraud.
<b>How</b>	When abuse of sick leave is discovered it shall be dealt with in a disciplinary hearing according to procedures in Title 63 and depending on the scope of the abuse, a penalty shall be decided upon according to para 12 of the same title.
<b>By Whom</b>	The Personnel Department shall be responsible.
<b>Ref</b>	Titles 57, 62, 63, 67, 70.

<b>Title</b>	<b>69</b> <i>Alcohol and Other Social Employee Problems</i>
<b>Policy</b>	Employees who suffer from alcohol, drug, and mental problems shall be offered counselling and treatment before any disciplinary action is taken.
<b>Why</b>	Alcoholism and drug addiction are social evils in all societies and the cause of many tragedies. The cooperative organisation shall take its social responsibilities and try to keep employees with such problems as long as they can reasonably carry out their work.
<b>How</b>	<p>When employees with the above problems are identified, they shall be asked to report to the office of the Personnel Manager for discussion of their problems. They shall be made to understand that their problems may be solved, if they agree to treatment. They shall be requested to see the doctor of the cooperative organisation for treatment or visit a rehabilitation center or be given other suitable counseling by a voluntary organisation.</p> <p>Only when the employee is no longer able to perform his duties satisfactorily or when interests of the cooperative organisation are at stake, (i.e. when the employee concerned causes disturbances and disharmony and may be a risk factor for his environment) shall disciplinary action be taken according to Titles 62 and 63.</p>
<b>Ref</b>	Titles 62, 63.

<b>Title</b>	<b>70</b> <i>Appeals</i>
<b>Policy</b>	An employee who has been subject to disciplinary action shall have the right to appeal.
<b>Why</b>	In the interest of fairness and justice. New circumstances may have occurred which may lead to a new decision.
<b>How</b>	The appeal with any additional documentation shall be submitted to the General Manager ( or in applicable cases to the Board of Directors) within two weeks after the decision of the disciplinary committee. The General Manager (or the Board of Directors) shall study the appeal and the documentation and decide whether or not the case shall be opened again.
<b>By Whom</b>	The General Manager (or the Board of Directors) shall inform the employee who has appealed about their decision and give reasons for it. If they decide to open the case again, it shall be referred to a new Disciplinary Committee hearing. All documentation regarding the appeal shall be filed in the personal file of the employee.
<b>Ref</b>	Titles 62, 63.

<b>Title</b>	<b>71</b> <i>Grievances</i>
<b>Policy</b>	The cooperative organisation shall have a well defined procedure through which an employee can express grievances.
<b>Why</b>	<p>The cooperative organisation shall recognise the value and importance of democracy, discussion, debate and criticism within the cooperative organisation. Every effort shall therefore be made by the cooperative organisation to respond to complaints and grievances as expeditiously as possible.</p> <p>Depending on the type of grievance and the preference of the employee expressing it, a matter of grievance shall be dealt with openly or confidentially.</p>
<b>How</b>	<ol style="list-style-type: none"> <li>1) The Personnel Manager (or in applicable cases the General Manager) shall be the counsellor to all staff on matters of grievances. He/she shall, if so wanted, treat all cases brought to him/her confidentially in order to protect the interests of the employee concerned.</li> <li>2) The employee who wants to express his/her grievance shall first ask for an appointment with the counsellor, express his/her concern and get advice on how to proceed. The counsellor shall try to help in solving the problem of the complainant already at this stage.</li> <li>3) If the problem is complicated and of general relevance to the cooperative organisation, the counsellor shall assist the complainant to fill in an Action on Grievance Form. The Form shall then be submitted to the Board of Directors/the General Manager/the Personnel Manager/the Head of the Department concerned, or any other suitable person for action. This may include disciplinary action.</li> <li>4) If applicable and found suitable and needed, the employee concerned shall at any stage of the grievance procedure ask his/her trade union representative to be present.</li> </ol>
<b>Ref</b>	Titles 26, 62, 63 and Sample Form 4.

# **SAMPLE FORMS**



1. CONFIDENTIAL EMPLOYEE RECORD FORM

A. BASIC DATA

Name of employee \_\_\_\_\_

Date of birth \_\_\_\_\_

Wife's/husband's date of birth \_\_\_\_\_

If children, name and date of birth

1. \_\_\_\_\_ Date of birth \_\_\_\_\_

2. \_\_\_\_\_ Date of birth \_\_\_\_\_

3. \_\_\_\_\_ Date of birth \_\_\_\_\_

4. \_\_\_\_\_ Date of birth \_\_\_\_\_

Name and address of next of kin:  
\_\_\_\_\_  
\_\_\_\_\_

Identity Card No \_\_\_\_\_

National Social Security No \_\_\_\_\_

Passport No \_\_\_\_\_

Education \_\_\_\_\_

Previous Work Experience/Positions held:

1 \_\_\_\_\_ No. of Years \_\_\_\_\_

2 \_\_\_\_\_ No. of Years \_\_\_\_\_

3 \_\_\_\_\_ No. of Years \_\_\_\_\_

Entered service on probation(date/year) \_\_\_\_\_

Was confirmed(date/year) \_\_\_\_\_



D. Other Leaves

Ref No.	Type of Leave	Starting Date	Ending Date	No of Days	Remarks

E. References Given to Other Organisations

Ref No.	Organisation	Date	Oral/Written

F. Membership in Professional Organisations

Ref No.	Organisation	Date Joined	Position

Remarks \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## G. Civic Responsibilities of Employee

Ref No.	Organisation	Date Joined	Position
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Remarks

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## H. Outside Employment

Ref No.	Type of Employment	Work Carried Out at What Time
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Remarks

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## I. Education and Training

Ref No.	Type/Name of Courses	Dates	Action Commitment
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L. Sick Leave

Ref No	Starting Date	Ending Date	No of Days	At Home	In Hospital

M. Supervisory Actions - Sick Leave

Ref No.	Date	Checked Medical Certification Remarks	Action taken

Visits Paid During Sick Leave at Home

Ref No.	Date	Remarks	Action taken

## N. Disciplinary Actions

Ref No.	Date	Offence	Action (Warnings etc)
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## O. Grievances Expressed by the Employee

Ref No.	Subject	Date	Action Taken
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## P. Termination of Service

Ref No.	Reason	Date	Remarks
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Q. Exit Interview

Ref No.	Carried out by Name/Position	Date	Action taken
<hr/>			

Comments

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File removed from active to dormant file

on \_\_\_\_\_

By \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_



2. DISCIPLINARY ACTION

To

The Personnel Manager

Date \_\_\_\_\_

Re: Disciplinary Action

Name \_\_\_\_\_

Position \_\_\_\_\_

Below find details of disciplinary action taken against

Mr/Mrs/Ms \_\_\_\_\_

First Warning

Third Warning

Second Warning

Formal Complaint

Offence: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_

3. MEDICAL CERTIFICATE

To  
The Personnel Manager  
(Name of Coop Org.)

Date \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

This is to certify that (name and position of employee)

\_\_\_\_\_

has consulted me on (date) \_\_\_\_\_

between \_\_\_\_\_ and \_\_\_\_\_ hours.

I have prescribed that he/she shall:  
(tick off and fill in applicable lines below)

Return to work immediately and come to see me again  
(date) \_\_\_\_\_ at \_\_\_\_\_ hours  
and have prescribed medicine according to enclosed copy of prescription.

Have sick leave at home from (date) \_\_\_\_\_ to \_\_\_\_\_  
and report to work on (date) \_\_\_\_\_ and have prescribed medicine  
according to enclosed copy of prescription. He/she shall see me  
for further consultation on (date) \_\_\_\_\_ at \_\_\_\_\_ hours.

Be hospitalised for a period to be decided on according to further developments.  
The employee is under my treatment.

Medical practitioner

Name \_\_\_\_\_

\_\_\_\_\_

Rubber stamp

4. ACTION ON GRIEVANCE

To  
The General Manager

Date \_\_\_\_\_

Re: Grievance Expressed by

Mr./Mrs./Ms \_\_\_\_\_

Position \_\_\_\_\_

After thorough discussions between the undersigned counsellor and the employee concerned, we have jointly decided to submit the following grievance to you for your consideration and necessary action.

Grievance: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ (Tick off applicable box below:)

We kindly request you to treat the matter with greatest possible confidentiality.

Confidentiality is not necessary.

Name \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_ (Employee)

Name \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_ (Counsellor)

## 5. APPLICATION FOR EMPLOYMENT

Job Applied for at the Cooperative Organisation:

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## PERSONAL HISTORY

Surname 

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Other Names 

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Date of Birth 

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Place of Birth 

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Nationality 

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Marital Status  Married  Not MarriedIf married, name of wife/husband 

---

Number of children 

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If offered employment, when would you be available?

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May we contact your present employer?  Yes  No

## EDUCATION/TRAINING

Name of Institution(s)                      Time                      Course(s)

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OUTSIDE ACTIVITIES

Civic/Cultural/Sports/Professional \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

EMPLOYMENT DATA

Name/Adr. of Employer (Most recent first)	Position	Years Fr.-to	Salary (at end)	Reasons leaving
1 _____	_____	_____	_____	_____
2 _____	_____	_____	_____	_____
3 _____	_____	_____	_____	_____

Describe briefly the nature of your last position \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

REFERENCES

Name	Address	Telephone	Telex/Fax
1 _____	_____	_____	_____
2 _____	_____	_____	_____
3 _____	_____	_____	_____

Signature \_\_\_\_\_ Date \_\_\_\_\_

6. LETTER OF APPOINTMENT

Name of Cooperative Organisation  
Address

\_\_\_\_\_ 19 \_\_\_\_\_

TO \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear Mr/Mrs/Ms \_\_\_\_\_

LETTER OF APPOINTMENT

Further to your recent interview, we are pleased to offer you the position

of \_\_\_\_\_ commencing on \_\_\_\_\_

1. This appointment is provisional subject to your passing a medical examination, including an X-Ray of the chest by a Medical Practitioner approved by our cooperative organisation. Please contact the Personnel Manager at our office, who can advise you about the medical examination, which must be taken during your probationary period. We will meet the costs for the examination.

2. This appointment is subject to the standard six months' probationary period, during which time your performance will be reviewed. Upon successful completion of the probationary period, you will be eligible for confirmation in your position and for appointment to the permanent establishment.

3. Your salary will be \_\_\_\_\_ per annum in grade \_\_\_\_\_ on our salary scale. Increments are granted annually subject to satisfactory performance and your first increment will be on the anniversary of your appointment to the permanent establishment. You will enjoy the following fringe benefits and/or allowances: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. In your position you will be responsible to \_\_\_\_\_ and your appointment is governed by the Personnel Policies and Procedures and Employee Personnel Regulations presently in force. You will be given copies of these documents on joining the organisation and should you have any questions, these can be discussed during your induction programme which will start on your first day with us.

5. You will be entitled to \_\_\_\_\_ working days leave per annum. Annual leave must be taken at a time convenient to the cooperative organisation, but in any event within six months of the date it falls due.

6. One calendar month's notice is required by you or the cooperative organisation in order to terminate employment. If your appointment is terminated on grounds of misconduct, you may not be given any notice and are liable to forfeit any benefits.

7. At the time of appointment to the permanent establishment, you will be required to join the Statutory Pension Fund and the Special Pension Fund arranged by our cooperative organisation to which contributions are made at the rate of \_\_\_\_\_ % of salary.

You will also be part of our comprehensive life, medical and disability insurance. A copy of the rules for the pension funds and the insurance will be made available to you by the Personnel Department.

9. Normal office hours are from \_\_\_\_\_ am to \_\_\_\_\_ pm, Monday to \_\_\_\_\_ with a lunch break from \_\_\_\_\_ to \_\_\_\_\_ pm. You may be asked occasionally to work overtime for which you will receive no/extra compensation.

This letter is written in duplicate. If the terms are acceptable to you, please sign your acceptance on one copy and return it to the Personnel Manager.

We congratulate you on your appointment, wish you all success in it, and look forward to your utmost contribution in the services of our co-operative organisation.

Yours faithfully,

General Manager

I accept employment with your cooperative organisation on the conditions set out in this letter.

Date \_\_\_\_\_

Signature \_\_\_\_\_

7. REPORT ON INSPECTION OF PROPERTY/EQUIPMENT ASSIGNED  
TO STAFF MEMBERS

To  
The General Manager

Date \_\_\_\_\_

We the undersigned have inspected the following property/equipment belonging to the cooperative organisation and assigned to staff mentioned below:

Property/Equipment Inspected \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Assigned to: (name/position of staff member)

\_\_\_\_\_

We have found the property/equipment mentioned above to have been:

(Tick off and fill in applicable lines below)

Subject to normal wear; well maintained and kept according to issued instructions for maintenance and upkeep.

But we want to propose the following action (service/restoration/replacement etc)

\_\_\_\_\_

\_\_\_\_\_

at the estimated cost of \_\_\_\_\_



Subject to the following damage not caused by the member to whom the property/equipment has been assigned

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We want to propose the following action (service/restoration/replacement etc) \_\_\_\_\_

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at the estimated cost of \_\_\_\_\_

Subject to the following damage considered to some /large/full extent caused by negligence on the part of the employee to whom the property/equipment has been assigned

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whereby the negligence has consisted of \_\_\_\_\_

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and ought/ought not to be subject to disciplinary action. We propose the following action (service/restoration/replacement etc) \_\_\_\_\_

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at the estimated cost of \_\_\_\_\_

We furthermore propose the following improvements in order to secure better maintenance and upkeep of co-operative property and equipment \_\_\_\_\_

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\_\_\_\_\_  
Signature of the Internal Auditor, Chairman of the Inspection Group

\_\_\_\_\_  
Member/Inspection Group

\_\_\_\_\_  
Member/Inspection Group

8. PERFORMANCE APPRAISAL FORM

Employee: \_\_\_\_\_ Confirmed on \_\_\_\_\_

Position \_\_\_\_\_

Immediate Supervisor \_\_\_\_\_ Date of Appraisal \_\_\_\_\_

APPRAISAL

A. Code of Conduct:

1) What is your rating of the general conduct of the employee since previous appraisal (tick off below):

( ) below average      ( ) good      ( ) very good      ( ) excellent.

What significant features in the conduct of the employee make you give the rating above?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2) If your rating above is "below average" in which way do you propose the employee should improve his/her conduct? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

3) Has the employee been subject to any disciplinary action since last appraisal? \_\_\_\_\_

\_\_\_\_\_

If yes, what action? \_\_\_\_\_

Have any improvements been made in the above respect \_\_\_\_\_

\_\_\_\_\_

B. Work Performance

1) What is your rating of the general work efficiency of the employee since previous appraisal (tick off below):

- below average       good       very good       excellent

2) What tasks from his/her job-description does the employee carry out well?

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3) What tasks from his/her job-description should in your opinion the employee carry out better?

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4) What are in your opinion the reasons for the shortcomings of the employee indicated above?

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C. Actions to be Taken

1) The supervisor will arrange the following assistance/support/ on-the-job training/in-service training etc:

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2) The employee shall take the following actions to strengthen his/her performance

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3) The employee is on the basis of the above assessment recommended/not recommended to get his/her annual increment.

( ) Recommended      ( ) Not recommended

4) Date proposed for the supervisor to check progress \_\_\_\_\_

Signed by the supervisor \_\_\_\_\_

The employee shall here give his/her own assessment of his/her performance and agreement/disagreement with the assessment of his/her supervisor: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed by the employee: \_\_\_\_\_

I have read the appraisal and I have the following comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Head of Department

I have read the appraisal and my comments are as follows:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Personnel Manager

9. EMPLOYMENT INTERVIEW FORM

A. Background Information

Name of Candidate \_\_\_\_\_

Address \_\_\_\_\_

Post Applied for \_\_\_\_\_

Education Background \_\_\_\_\_

Previous Work Experience

1 \_\_\_\_\_

2. \_\_\_\_\_

3 \_\_\_\_\_

Verified:

( ) References

( ) Birth certificate

( ) Academic certificates

B. Record of Interview

	5	4	3	2	1
1) Education					
2) Professional Knowledge/ Experience					
3) Appearance					
4) Expression/ Speech					
5) Analytical ability					
6) Alertness					
7) Judgement					
8) Knowledge of current affairs					
9) Interests outside profession					
10) Value System/ Attitudes					

Ratings  
(Highest Rating=5)

Total Rating \_\_\_\_\_

General Observations \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Appointment:

Recommended

Not recommended

Interviewer \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

10. LEAVE APPLICATION FORM

To  
The Personnel Manager

Date \_\_\_\_\_

From: (name in block letters)

\_\_\_\_\_

Position \_\_\_\_\_

Department \_\_\_\_\_

Leave entitlement (number of days) \_\_\_\_\_

I request for annual leave between

\_\_\_\_\_ 19\_\_ and \_\_\_\_\_ 19\_\_ equal to \_\_\_\_\_ days.

I request/do not request for my leave salary to be paid before I proceed on leave.

Signature of Applicant \_\_\_\_\_

\_\_\_\_\_

(This part to be completed by the immediate supervisor).

The above leave is:

Recommended       Not recommended

The above leave is not recommended for the following reasons:

\_\_\_\_\_  
\_\_\_\_\_

I propose the leave to take place between \_\_\_\_ 19 \_\_\_\_ and \_\_\_\_ 19 \_\_\_\_ equal to \_\_\_\_ days.

(Name in block letters) \_\_\_\_\_

Position \_\_\_\_\_ Signature \_\_\_\_\_



(This part to be filled in by the Personnel Department with one copy for the personal file of the employee, one copy to be sent to the employee and one copy to the immediate supervisor.)

To  
(Name of employee) \_\_\_\_\_ Date \_\_\_\_\_

Position \_\_\_\_\_ Department \_\_\_\_\_

Your application for vacation leave between \_\_\_\_\_ 19\_\_\_\_ and \_\_\_\_\_ 19 \_\_\_\_ has been

Granted       Not granted

It has not been granted for the following reasons \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

We propose that you submit a new application for annual

leave to take place between \_\_\_\_\_ 19\_\_\_\_ and \_\_\_\_\_ 19 \_\_\_\_

and that you discuss this with your immediate supervisor. You can also discuss this

with Mr/Ms \_\_\_\_\_

\_\_\_\_\_

in the Personnel Department.

Your leave balance after the planned leave above will be \_\_\_\_\_ days.

Signature \_\_\_\_\_  
Personnel Manager

11. END OF EMPLOYMENT REPORT FORM  
(CERTIFICATE OF SERVICE)

Name of employee

\_\_\_\_\_

Positions held

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Period of Service

From \_\_\_\_\_ To \_\_\_\_\_

Cause of Termination of Employment

\_\_\_\_\_

\_\_\_\_\_

General Conduct of the Employee

\_\_\_\_\_

\_\_\_\_\_

Efficiency of the Employee

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Personnel Manager

Date \_\_\_\_\_

- 1) Efficiency and general conduct may be assessed as "very good", "good", "fair", or "indifferent".
- 2) Appropriate remarks on the efficiency and general conduct of the employee may be added.

12. LEAVE OF ABSENCE FORM

To  
The Personnel Manager

Date \_\_\_\_\_

From: (Name in block letters)

\_\_\_\_\_

Position \_\_\_\_\_ Department \_\_\_\_\_

I request for unpaid leave of absence to be granted between \_\_\_\_\_ 19\_\_\_\_ and \_\_\_\_\_ 19\_\_\_\_  
for the following reasons:

\_\_\_\_\_  
\_\_\_\_\_

I intend to report back to work on \_\_\_\_\_ 19\_\_\_\_ and would appreciate, if my present post  
can be kept for me until that date.

Signature \_\_\_\_\_

The application is:

Recommended for approval       Not recommended for approval

The above leave is not recommended for the following reasons:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Personnel Manager

2

Date \_\_\_\_\_ 19 \_\_\_\_

To  
(Name of Employee) \_\_\_\_\_

Position \_\_\_\_\_

Department \_\_\_\_\_

Your application for leave of absence

between \_\_\_\_\_ 19 \_\_\_\_ and \_\_\_\_\_ 19 \_\_\_\_

has been approved subject to the following conditions:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

has not been approved for the following reasons:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

General Manager

13. LOSS REPORT FORM

To  
The Personnel Manager

Date \_\_\_\_\_ Time \_\_\_\_\_

What is the nature of this loss?

- ( ) Accounting irregularity
- ( ) Missing equipment
- ( ) Burglary
- ( ) Fire
- ( ) Robbery
- ( ) Theft
- ( ) Vandalism
- ( ) Short delivery
- ( ) Accident damage
- ( ) Other - explain

Estimate the value of the loss: \_\_\_\_\_

When was the loss discovered? \_\_\_\_\_

Who was responsible for the loss? \_\_\_\_\_

Were others involved? \_\_\_\_\_

Did the loss involve a breach of physical security (e.g. forced entry)?

Yes       No

Did the loss involve a breach of internal control?

Yes       No

How could this loss be avoided in the future? Explain, be specific! \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Other comments? \_\_\_\_\_

\_\_\_\_\_

Completed by:

\_\_\_\_\_  
Signature employee(reporting)

\_\_\_\_\_  
Signature supervisor

Department/Section/Project \_\_\_\_\_

14. EXIT INTERVIEW FORM

Date \_\_\_\_\_

Name of Interviewer (block letters) \_\_\_\_\_

Department \_\_\_\_\_ Position \_\_\_\_\_

Name of Interviewee (block letters) \_\_\_\_\_

Department \_\_\_\_\_ Position \_\_\_\_\_

Length of Service \_\_\_\_\_

Record the impressions of the employee about the organisation with regard to:

1) Career and Promotion Possibilities \_\_\_\_\_

2) Compensation \_\_\_\_\_

3) Benefit Schemes \_\_\_\_\_

4) Education and Training Possibilities \_\_\_\_\_

5) Job Satisfaction/Motivation/Participation in Decision-Making \_\_\_\_\_

6) Job Security \_\_\_\_\_

7) Equality of Employees \_\_\_\_\_

8) Code of Conduct/Discipline/Fairness \_\_\_\_\_

9) Any other comments \_\_\_\_\_

\_\_\_\_\_  
Signature/Interviewee

\_\_\_\_\_  
Signature/Interviewer

## 15. SAMPLE JOB-DESCRIPTION

Title	General Manager
Accountable to	The Board of Directors
Main Function	To manage the operations of the cooperative organisation in accordance with the guidelines established by the Board.
Responsibilities	<ol style="list-style-type: none"><li>1) Advise and assist the Board in establishing objectives, policies and goals for the cooperative organisation.</li><li>2) Continuously study trends and provide the board with information required for planning.</li><li>3) Develop short-and long-term plans and programmes with supporting budget estimates for submission to the Board for decision.</li><li>4) Interpret and administer policies by the Board and issue guidelines to ensure uniform interpretation.</li><li>5) Appoint and supervise immediate subordinates; seek approval of the Board of Directors for top management appointments.</li><li>6) Develop and maintain an effective organisation structure.</li><li>7) Ensure that finances, facilities and other property of the cooperative organisation are properly safeguarded, insured and administered.</li><li>8) Take direct action to achieve goals in all aspects of the operations.</li><li>9) Keep the Board informed of progress and of results in comparison with goals in all areas.</li><li>10) Maintain effective relations with the authorities, the cooperative members and the general public.</li><li>11) Cooperate effectively with other (cooperative) organisations in the community.</li><li>12) Introduce modern personnel policies and staff development programmes and review them as required to manage the cooperative organisation.</li><li>13) Maintain effective relations with the Chairman of the Board.</li><li>14) Provide leadership and direction to all staff members.</li><li>15) Inform the Chairman of the person to be "in charge" when absent.</li><li>16) Take on any other task which may from time to time be assigned to him by the Board of Directors.</li></ol>

## 16. SAMPLE ORGANISATION CHART

### Functions

Sets the society's objectives; decides by-laws; exercises ownership control over the society's growth.

Interprets objectives in specific detail; formulates specific policies to achieve objectives; studies management reports and evaluates progress; provides leadership to management and membership; approves salary ranges for jobs at all levels.

As chairperson of the board and ex officio member of all committees, provides the link between board and management.

Manages the business in line with board policies; establishes operating procedures; sets out jobs to be done; engages, supervises and trains staff; fixes salaries within ranges established by the board.

Manages the department; provides specialised technical know-how for the department; supervises and trains staff; enforces operating procedures for the department.

Provides services to the cooperative in line with established policies and operating practices.

### Responsibilities

Uses the services of the cooperative; elects capable directors; provides capital for operation and expansion; studies board's and auditor's reports.

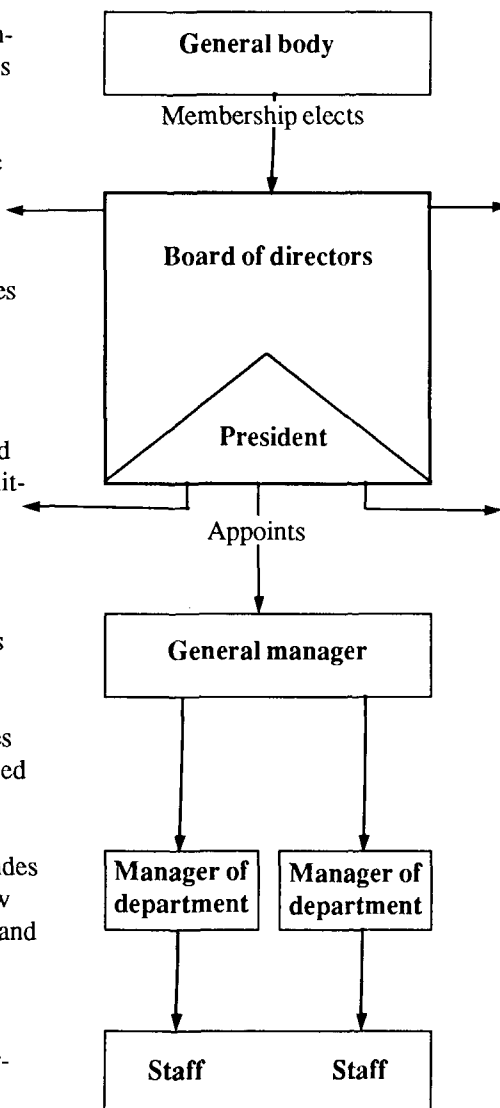
Elects president and appoints manager; is responsible to membership for results of operation; operates within the by-laws of the society and abides by its own policies.

Has the responsibility of enforcing board policies and providing guidance to the general manager between board meetings; is responsible to the board for all actions.

Responsible to the president between board meetings; reports to the board at meetings; provides factual information so that the board can make policy decisions.

Responsible to the general manager for departmental operations.

Responsible to the manager of the department; has to acquire understanding of the society and technical know-how in the department.





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## THE MINISTERIAL COOPERATIVE CONFERENCE

The ICA Regional Office for East, Central and Southern Africa, has initiated the *Ministerial Conference* as a policy making forum for the Cooperative Movements and the Governments in the region. The Ministerial Conference meets every three years to appraise progress and to draw up strategies and targets for the coming 3-year period.

## COOPERATIVE DEVELOPMENT DECADE - CDD

The first Ministerial Cooperative Conference was held in Gaborone, Botswana, in 1984. It designated 1985-1995 as the Cooperative Development Decade with the theme "*Progress Towards Self-reliance*". The Second Ministerial Conference was held in Lusaka in 1987 and confirmed the commitment to the Gaborone Declaration on the CDD. The Third Ministerial Conference will be held in Nairobi, Kenya, in 1990. The purpose of the CDD is to mobilise resources from within and outside the cooperative sector and to streamline them so as to achieve the goal set: self-reliance, i.e. the creation of autonomous cooperative organisations that are able to manage themselves from resources generated through their own business activities. Modern Personnel Policies play an important rôle for the achievement of this goal.

A CDD - PUBLICATION

