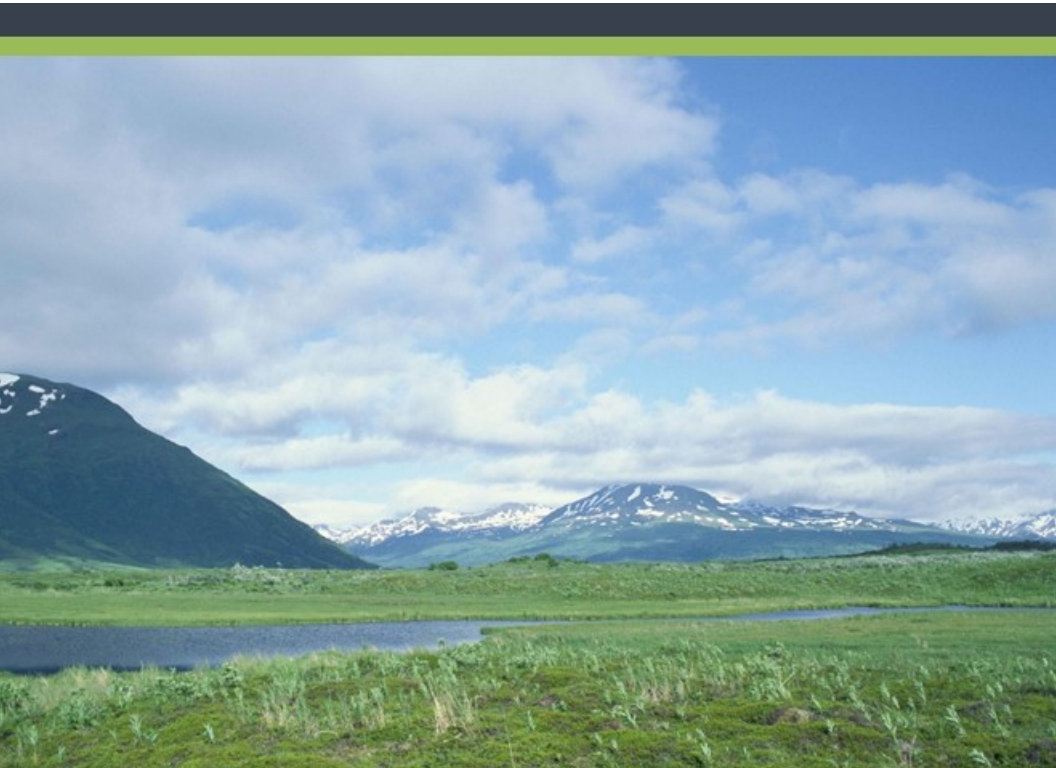


# Human Resource Policy and Procedures



January 2017





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# 1 EMPLOYING STAFF

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It is UNISHKA's goal to employ staff fairly and effectively while ensuring that they are properly inducted and aware of UNISHKA's *Standards of Business Conduct*.

## 1.1 Recruitment and Selection

### 1.1.1 Introduction

Effective recruitment and selection is central and crucial to UNISHKA's on-going success. It depends on finding people with the necessary skills, expertise and qualifications to deliver our strategic objectives and the ability to make a positive contribution to the values and aims of the organization.

### 1.1.2 Advertisements

Vacancies will generally be advertised on an appropriate website and will not be confined to those media which, because of their particular source of applicants, provide only or mainly applicants of a particular demographic group.

Vacancies will also be posted on UNISHKA's website and internal notice boards. UNISHKA is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

UNISHKA may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore, junior posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.

Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.

### 1.1.3 Application

In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about UNISHKA. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

In drawing up the job description and conditions of service UNISHKA will ensure that no job applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, veteran's status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.

Reference verification should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.

All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974.

It is UNISHKA's policy not to communicate further with applicants, other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.

Applicants' details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the selection process. The information collected will be used solely for the purpose of equality monitoring.

All completed application forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

All application forms will be collated by Human Resources Department / UNISHKA Administrator and supplied to the appointing manager and interview panel for shortlisting purposes.

A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of UNISHKA's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

### 1.1.4 Selection Methods

Interviews should be held by a panel comprised of three persons; however, a minimum of two persons will suffice. Each panel should have gender diversity wherever possible. The interviewers will encourage candidates to be at ease in order that they can give a fair and accurate impression of themselves.

A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which measure a candidate's suitability for the post.

All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.

It should be remembered that an interview is a two-way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about UNISHKA, to ensure that they have a full understanding of the post for which they are applying and the way UNISHKA operates.

In addition to interviews, a range of other selection techniques may be used. In such circumstances, reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

Non-local candidates attending an interview will be reimbursed any pre-approved expenses incurred, including transportation, accommodation and per diem.

A candidate who withdraws or refuses an offer of appointment for reasons considered by UNISHKA to be inadequate will not be reimbursed his/her expenses.

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible.

All unsuccessful candidates' application forms and interview notes will be retained for at least one year from the date of interview.

### **1.1.5 Relevant Checks**

All offers of employment will be made conditional upon satisfactory results from the following:

- ◆ two satisfactory references;
- ◆ confirmation of the right to work in this country (if appropriate)
- ◆ Appropriate background (vetting) report (if appropriate).

### **1.1.6 Probationary Period**

All appointments at UNISHKA will be made subject to a probationary period of six calendar months. After three months, a review meeting will take place between the post holder and their supervisor to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the supervisor, employees will be notified that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's supervisor consider this appropriate.

### **1.1.7 Exit Interviews**

All employees who leave the employment of UNISHKA voluntarily should have an exit interview with a Human Resources representative before their last day of employment.

Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving and provide feedback about the company. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.

## **1.2 Induction Policy and Checklist**

### **1.2.1 General Policy Statement**

UNISHKA believes that all new employees **MUST** be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define UNISHKA's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and UNISHKA alike.

### **1.2.2 Objective**

It is the objective of UNISHKA to ensure that staff induction is dealt with in an organized and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute



effectively as soon as possible. This induction policy, associated procedures and guidelines sets out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

UNISHKA expects that the implementation of good induction practice by managers/supervisors will:

- ◆ Enable new employees to settle into UNISHKA quickly and become productive and efficient members of staff within a short period of time.
- ◆ Ensure that new entrants are highly motivated and that this motivation is reinforced.
- ◆ Assist in reducing staff turnover, lateness, absenteeism, and poor performance generally.
- ◆ Assist in developing a management style where the emphasis is on leadership.
- ◆ Ensure that employees operate in a safe working environment.
- ◆ Will reduce costs associated with repeated recruitment, training, and lost production.

### **1.2.3 UNISHKA's Commitment**

UNISHKA Human Resources Department / Head Office will:

- ◆ Issue guidelines to familiarize managers and staff with the induction process.
- ◆ Maintain and update the Induction Policy.
- ◆ Provide a checklist for managers and staff to follow during the induction period.
- ◆ Ensure there is effective monitoring of the induction process particularly in the first three months.
- ◆ Deal with any problems promptly providing an efficient service for both managers and staff.
- ◆ Review all policy, procedure, and guideline documents on a regular basis.
- ◆ Provide relevant formal training courses necessary to assist the induction process.

### **1.2.4 Guidelines for Managers/Supervisors**

#### ***1.2.4.1 General***

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the

need to become accustomed to a new organization, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into UNISHKA as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into UNISHKA will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognized that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

#### *1.2.4.2 Benefits of Induction*

The advantages of an effective and systematic induction process are as follows:

- ◆ To enable new employees to settle into UNISHKA quickly and become productive and efficient members of staff within a short period of time.
- ◆ To ensure that new entrants are highly motivated and that this motivation is reinforced.
- ◆ To assist in reducing staff turnover, lateness, absenteeism, and poor performance generally.
- ◆ To assist in developing a management style where the emphasis is on leadership.
- ◆ To ensure that new employees operate in a safe working environment.
- ◆ To reduce costs associated with repeated recruitment, training, and lost production.

#### *1.2.4.3 Induction Checklist*

The Induction Checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Managers/supervisors should ensure that these matters have been properly understood while the checklist is being completed, perhaps in the form of a weekly chat with the new entrant. At the end of the process the Induction Checklist should be signed by the relevant parties and placed in the employees personnel file.

#### *1.2.4.4 First Day of Employment*

Preparations should be made for the arrival of the new employee well in advance, for example, arrangements should be made to provide desk, equipment, etc.

Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available.

Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

The new employee will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new employee's arrival. If possible, one of the new employee's colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

#### *1.2.4.5 Completing the Induction Process*

Induction can be said to end when the individual become fully integrated into the organization. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the Induction Checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organization, follow up after a number of months may be appropriate.

## ITEMS TO COVER WITH EACH NEW EMPLOYEE

<b>The Department</b>	<b>Complete</b>
1. Department function	
2. Introduction to colleagues	
3. New Employee's job	
4. Supervision	
5. General layout - entrances and exits	
6. Telephone system, bleeps and intercom systems	
<b>Conditions of Employment</b>	
1. Information on hours of work	
2. Time recording, flexi-time	
3. Bonus scheme, allowances	
4. Probationary periods of employment	
5. UNISHKA 401(k)	
6. Reporting in when sick including when on leave	
7. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave	
8. Issue of uniforms, and uniform policy, protective clothing, replacement, laundry arrangements	
<b>Health and Safety, Security, Fire</b>	
1. Health and safety information relevant to the department	
2. Issuing of fire instructions and procedure	
3. Location of fire-fighting equipment	
4. Accident reporting	
5. First aid facilities/pre-employment health screening/role of Occupational Health / UNISHKA Doctor	
6. Loss of personal effects	
7. Security of department/building	
8. Arrangement for keys, passes, ID Badges etc.	
9. Violence and aggressive behavior	
10. Management of monies/valuables	
11. Major Incident procedures	
<b>Conduct</b>	
1. Personal presentation	
2. Disciplinary procedures	
3. Courtesy to the customer and the public	
4. Confidentiality	
5. Noise Control	
6. Acceptance of gifts	
7. Statements to the Press	

8. Local rules regarding smoking	
9. Private use of telephones	
10. Standards of Business Conduct	
<b>Facilities</b>	
1. Cloakroom, lockers, lavatories	
2. Breakroom	
<b>Education, Training, Promotion</b>	
1. Study leave	
2. Means of advancement, promotion opportunities	
3. Employee appraisal, review systems	
<b>Employee Involvement and Communication</b>	
1. Employee or Trade Union representative	
2. Communication arrangements	
3. Information sources, e.g. notice boards, circulars etc.	
4. Food and Health Policy	
5. Handling Complaints	
<b>Items Specific to Department</b>	
1. Pay	
2. Notice of termination of employment	
3. Sick certificates	
4. Waste disposal	
5. Control of infection	
6. Lifting and handling	

**Other Relevant Issues Specific to Department**

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**Employee**

I have been informed about and understand the above items.

*Signature:* \_\_\_\_\_ *Date:* \_\_\_\_\_

**Head of Department/Designated Officer**

I confirm that the above Induction Program has been completed for the above member of staff.

*Signature:* \_\_\_\_\_ *Date:* \_\_\_\_\_

## 1.3 Standards of Business Conduct

### 1.3.1 Introduction

UNISHKA expects its staff (including temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to UNISHKA and their job within it. All staff also bear a responsibility as employees to act as ambassadors for UNISHKA in terms of their general conduct both within and outside the organization. This policy outlines the responsibilities of staff working for UNISHKA.

The duties of an employee are as follows:

- ◆ to be ready and willing to work;
- ◆ to offer their services personally: for example, must not subcontract the work for which they are employed;
- ◆ to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of UNISHKA's property;
- ◆ to not willfully disrupt UNISHKA's business;
- ◆ to obey reasonable orders as to the time, place, nature, and method of service;
- ◆ to work only for UNISHKA in UNISHKA's time;
- ◆ to disclose information to UNISHKA relevant to UNISHKA's business: for example, that they might know or discover;
- ◆ to hold solely for UNISHKA the benefit of any invention relevant to the business on which UNISHKA is engaged;
- ◆ to respect UNISHKA's trade secrets;
- ◆ in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- ◆ to account for all benefits – monetary or in kind – received in the course of employment;
- ◆ to indemnify the employer for loss caused by the employee.

### 1.3.2 Standard of Conduct Required by UNISHKA

#### **Gifts and Hospitality**

UNISHKA requires its employees to ensure that gifts and hospitality offered by suppliers and potential suppliers of goods and services to UNISHKA are declined. This applies, whether the gifts or hospitality are offered within, or outside normal working hours. The only exceptions to this are trivial gifts with a nominal value of less than \$25 such as a calendar, diary, chocolates or mugs can be accepted.

## **Transaction of Private Business**

Employees having official dealings with contractors and other suppliers of goods or services must avoid transacting any kind of private business with them by any means other than UNISHKA's normal commercial channels. No favor or preferences as regards price, or otherwise, which is not generally available, should be sought or accepted.

## **Visits to Conferences, Demonstrations, etc.**

UNISHKA intends that when it is necessary for employees to visit conferences, demonstrations and similar occasions, it should bear the travelling and subsistence expenses itself. Exceptions to this general rule will only be permitted with the approval of the President.

## **Attendance at Luncheons, Receptions etc.**

Where it is evident that the work of UNISHKA will be facilitated, invitations to attend receptions, luncheons may be accepted under the following rules:

- ◆ no employee may accept an invitation without first obtaining the approval of the Department Manager;
- ◆ in exceptional circumstances, where it is not possible to seek prior approval, the facts should be reported immediately afterwards;
- ◆ if addressed personally, such an invitation may not be transferred to another employee, except with the consent and approval of a senior manager as above and with the concurrence of the party issuing the invitation;
- ◆ invitations involving attendance outside normal working hours may be accepted only on the authority of the Departmental Manager;
- ◆ as a general rule, any officer who has any doubts about the wisdom of accepting any hospitality should decline the offer.

The important difference between, for example, attendance in an official capacity at a function organized by UNISHKA or one of its subsidiaries and the acceptance of hospitality from a private individual or firm should be recognized.

Nothing more than a small, low value item such as a calendar, diary, blotter, chocolates or flowers can be accepted.

## **Confidentiality**

At all times confidentiality must be maintained. No information can be released to unauthorized persons or organizations. The President or other Senior Managers of UNISHKA will inform employees of those authorized to receive information.

If doubt exists as to the validity of an organization or individuals to receive information, this must be checked with a Senior Manager.

### **Personal Relationships**

If a personal relationship between two employees develops within the working environment, the onus is on the senior employee concerned to bring this to the attention of his or her manager to confirm that there is no conflict of interest, nor will a conflict of interest arise. UNISHKA reserves the right to move one of the employees concerned if it deems it necessary to do so.

### **Outside Interests and Employment**

Outside interests include directorships, ownership, part ownership or material shareholdings in companies, business or consultancies likely to seek to do business with UNISHKA. These should be declared to the individual's supervisor as should the interests of a spouse / partner or close relative.

### **Political and civic activities**

It is not the intention of UNISHKA, or this policy, to dissuade employees from participating actively in public duties. It is important, however, that by doing so there is no suggestion to a third party that the employee is acting on behalf of, or with the support of, UNISHKA. To avoid any misunderstanding, no UNISHKA employee should permit his or her UNISHKA affiliation to be noted in any outside organization's materials or activities (except job title) without the express written approval of a member of senior management.

### **Bribery and Corruption**

UNISHKA has a strict anti-bribery and corruption policy in line with the Foreign Corrupt Practices Act (FCPA). A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for UNISHKA, or to obtain or retain an advantage in the conduct of UNISHKA's business this will be considered gross misconduct. Similarly, accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances, you will be dismissed and the case reported to law enforcement for criminal investigation.

### **General Conduct**

Employees should at all times conduct themselves in such a way as to enhance the reputation of UNISHKA.



UNISHKA will support employees who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Employees should raise the issue internally with their manager or supervisor.

These standards of conduct are intended to underpin and clarify standards required by UNISHKA of its employees and form a fundamental part of the employment contract. Staff who fail to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions staff are found to be in contravention of either this Policy or, indeed, their legal responsibilities then UNISHKA reserves the right to take legal action if it deems it to be necessary to do so.

## 2 MANAGING EMPLOYEE PERFORMANCE: SETTING OBJECTIVES, ASSESSING, AND MANAGING EMPLOYEE PERFORMANCE INCLUDING ABSENCES, MISCONDUCT, AND CAPABILITY ISSUES

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### 2.1 Performance Appraisal Policy

#### 2.1.1 Appraisal Policy

UNISHKA are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organization to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centered on an annual meeting of each employee and their supervisor to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organizational goals and objectives.

#### 2.1.2 Core Principles of the Appraisal Policy

- ◆ The appraisal process aims to improve the effectiveness of the organization by contributing to achieving a well-motivated and competent workforce.
- ◆ Appraisal is an ongoing process with an annual formal meeting to review progress.
- ◆ The appraisal discussion is a two-way communication exercise to ensure that both the needs of the individual, and of the organization are being met, and will be met in the next year.
- ◆ The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
- ◆ All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
- ◆ The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.

- ◆ All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
- ◆ The appraisal process will provide management with valuable data to assist succession planning.
- ◆ The appraisal process will be a fair and equitable process in line with our Equality Policy.

### **2.1.3 Performance Appraisal Implementation**

Performance appraisal discussions will be held over a designated 4-week period on an annual basis. They will be arranged by the appraisee's supervisor. Supervisors are encouraged to provide the opportunity for an additional 6-month verbal appraisal review, mid-year and other informal reviews as necessary throughout the year.

The discussion will be held in private. Information shared during the appraisal will be shared only with senior management. The exception is training needs, that will be provided to the HR / administration for action. Confidentiality of appraisal will be respected.

The appraiser (usually the employee's supervisor) will be expected to have successfully completed appraiser training, and to be familiar with the appraisee's work.

All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.

A time and venue for the discussion will be advised at least one week before the meeting takes place.

### **2.1.4 The Appraisal Discussion**

The appraisal discussion will allow an opportunity for both the appraisee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.

The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organization and of the individual.

The discussion should be a positive dialogue, and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appropriate forms will be completed and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with and complete a self-assessment.

The appraisee and supervisor should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee's aspirations and the organization's requirements, and should align personal and organizational goals. The organization and the supervisor will support the individual to achieve these goals during the forthcoming year.

Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

### **2.1.5 Training and Monitoring**

Senior Management are responsible for the appraisal process, and he/she shall ensure that appraisers and appraisees are adequately equipped and trained to undertake the performance appraisal.

## 2.1.6 Performance Appraisal & Personal Development Plan Pro Forma

Name: \_\_\_\_\_ Review Date: \_\_\_\_\_  
 Title: \_\_\_\_\_ Supervisor: \_\_\_\_\_  
 Location: \_\_\_\_\_

### EVALUATION CRITERIA

**Exceeds Expectations:** Employee consistently performs job requirements with exceptional skill and knowledge. Employee has made significant additional contributions and has exceeded desired results of position.

**Meets Expectations:** Employee's performance consistently meets requirements. Employee's work is fully effective, reliable, and of good quality.

**Partially Meets Expectations:** Employee's performance is generally satisfactory, but employee does not use or apply skills and knowledge consistently. A plan for improvement in areas of inconsistency is necessary.

**Does Not Meet Expectations:** Employee's performance is consistently below the requirements of the position. Immediate corrective action is necessary.

**Not Applicable (N/A):** This performance standard does not apply to the employee's position.

*Note: Supervisors must remain consistent and evaluate each of their employees the same number of intervals per year.*

### EVALUATION

1. **Commitment:** Dedication to company and department goals.

<b>Evaluation:</b>	
<b>Comments:</b>	

2. **Productivity:** Completes expected volume of work in an accurate, thorough, and timely manner.

<b>Evaluation:</b>	
<b>Comments:</b>	

3. **Planning/Organizational Skills:** Organizes and prioritizes work to meet objectives. Meets schedules and deadlines with attention to detail and follow-through.

<b>Evaluation:</b>	
<b>Comments:</b>	

4. **Problem-solving Skills:** Identifies and resolves problems effectively.

<b>Evaluation:</b>	
<b>Comments:</b>	

5. **Initiative:** Self-motivated. Improves professional skills and initiates improved work methods.

<b>Evaluation:</b>	
<b>Comments:</b>	

6. **Adaptability:** Uses constructive criticism to enhance performance. Accepts and adapts to change.

<b>Evaluation:</b>	
<b>Comments:</b>	

7. **Interpersonal Skills:** Works respectfully and cooperatively with individuals internal and external to UNISHKA.

<b>Evaluation:</b>	
<b>Comments:</b>	

8. **Communication Skills:** Demonstrates effective writing, speaking, and listening skills.

<b>Evaluation:</b>	
<b>Comments:</b>	

9. **Technical Skills:** Utilizes appropriate methods, tools, equipment, and other materials. Explores new technology to improve business processes.

<b>Evaluation:</b>	
<b>Comments:</b>	

10. **Management Skills:** Coaches, trains, and motivates employees. Works effectively with people of diverse backgrounds and perspectives. Resolves employee performance and discipline problems.

<b>Evaluation:</b>	
<b>Comments:</b>	

11. **Leadership:** Provides vision that clearly sets the course for division goals. Clearly identifies and states division objectives. Ensures that these goals are aligned with UNISHKA's mission. Accepts responsibility for setting and achieving division goals. Applies sound decision-making skills.

<b>Evaluation:</b>	
<b>Comments:</b>	

12. **Fiscal Skills:** Effectively utilizes staff resources to develop, implement, and achieve financial objectives.

<b>Evaluation:</b>	
<b>Comments:</b>	

13. **Attendance:** Shows up to work on time as scheduled. Does not abuse or exceed company offered benefits (i.e. vacation, sick etc.)

<b>Evaluation:</b>	
<b>Comments:</b>	

14. **Safety:** Adheres to all company and site safety policies and procedures.

<b>Evaluation:</b>	
<b>Comments:</b>	

**SUPERVISOR'S COMMENTS:** Include goals and objectives with time frames for the next year.

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Key Goals for next reporting period (year) are as follows:

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**EMPLOYEE'S COMMENTS:** Please comment on your evaluation and upcoming goals.

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**Employee  
Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

*Your signature indicates that you have read and discussed this performance evaluation with your supervisor. It does not necessarily indicate agreement with its contents.*

**Supervisor  
Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_



## 2.2 Controlling Absence Policy

### 2.2.1 Policy

It is recognized by UNISHKA that from time to time staff may require to be absent from their place of work due to illness. The length of time lost by employees through illness must however be monitored to ensure that each member of staff is able to do their job, effectively and without putting themselves or others at risk. It is not the intention of UNISHKA to penalize the genuinely sick, however it must be recognized that an employee who is medically unfit to carry out his/her contractual duties may not be able continue in that employment.

Managers will consider on-going absences on an individual basis and ensure the provision of appropriate support and advice of UNISHKA's Medical Officer where appropriate. However, it is recognized that in some cases, patterns/levels of absence will be unacceptable and formal management action will be required.

## 2.3 Disciplinary Procedure

### 2.3.1 Scope

UNISHKA Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognizance of the fact that sanctions may have to be applied in some circumstances.

### 2.3.2 Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the Manager in charge of that individual, at that time or their superior, have the authority to suspend an individual.

An employee suspended from duty will receive written confirmation within three days of:

- ◆ the reason for the suspension
- ◆ the date and time from which the suspension will operate.

### 2.3.3 Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- ◆ what is expected in terms of improving shortcomings in conduct or performance
- ◆ the time scales for improvement
- ◆ when this will be reviewed
- ◆ the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the employee and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded. Once the counselling objectives have been met, any record of the counselling will be removed from the employees file.

## 2.3.4 Warnings

### 2.3.4.1 *Examples of Minor Misconduct*

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- ◆ Persistent lateness and poor time-keeping.
- ◆ Absence from work, including going absent during work, without valid reason, notification, or authorization.
- ◆ Smoking within unauthorized areas.
- ◆ Failure to work in accordance with prescribed procedures.
- ◆ Incompetence.
- ◆ Unreasonable standards of dress or personal hygiene.
- ◆ Failure to observe UNISHKA regulations and procedures.

### 2.3.4.2 *Verbal Warning*

A Verbal Warning is appropriate when it is necessary for the manager in charge to take action against an employee for any minor failing or minor misconduct.

### 2.3.4.3 *First Written Warning*

A First Written Warning is appropriate when:

- ◆ a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- ◆ an offence is of a more serious nature for which a written warning is more appropriate.
- ◆ the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

### 2.3.4.4 *Examples of Gross – Misconduct*

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- ◆ Theft, including unauthorized possession of UNISHKA property.
- ◆ Breaches of confidentiality, prejudicial to the interest of UNISHKA,

- ◆ Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- ◆ Refusal to carry out a management instruction which is within the individual's capabilities and which would be seen to be in the interests of UNISHKA.
- ◆ Breach of confidentiality / security procedures.
- ◆ Physical assault, breach of the peace or verbal abuse.
- ◆ False declaration of qualifications or professional registration.
- ◆ Failure to observe UNISHKA rules, regulations, or procedures.
- ◆ Willful damage of property at work.
- ◆ Incompetence or failure to apply sound professional judgement.

#### *2.3.4.5 Downgrading or Transfer to another Post*

This action is appropriate when:

- ◆ previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss an employee.
- ◆ an employee is considered by the Manager of the department to be incompetent or otherwise unfit to fulfil the duties for which he is employed but where dismissal is not thought to be appropriate.

#### *2.3.4.6 Dismissal*

Dismissal is appropriate when

- ◆ an employee's behavior is considered to be Gross Misconduct.
- ◆ an employee's misconduct has persisted, exhausting all other lines of disciplinary procedure.
- ◆ in the best interests of UNISHKA

## **2.4 Incompetence**

### **2.4.1 Introduction**

UNISHKA places great importance on maintaining levels of performance at an acceptable standard and the capability procedure provides a fair and objective process to enable managers to ensure that those standards are met in every aspect of UNISHKA's operations.

#### **Definition**

For the purpose of this manual, incompetence is defined as:

“Where a member of staff is failing in a significant or persistent way to carry out their responsibilities or duties in a satisfactory manner, either due to a lack of ability, inadequate training or lack of experience. Such failings will be identified by use of the following procedures and steps taken to improve performance. Where such steps prove unsuccessful the member of staff may have their employment terminated on the grounds of incapacity”.

The procedures set out in this document aim to ensure that there is:

1. A means of monitoring performance and establishing performance criteria.
2. A degree of consistency in how staff with widely differing responsibilities and duties are given opportunities to attain satisfactory levels of performance.
3. Assistance in identifying the most appropriate form(s) of support and providing that support.
4. If a member of staff fails to overcome their difficulties, any consequent action will be based on:
  - Adequate evidence that the member of staff is incapable of performing their duties satisfactorily.
  - A fair procedure.
  - The fact that the member of staff was given all reasonable assistance to overcome such failings.

## 2.4.2 Procedure

Where an employee of UNISHKA exhibits an inability to perform their duties satisfactorily, UNISHKA will attempt to resolve the matter informally via a meeting between the Supervisor and the member of staff. The nature and date of the meeting will be recorded and a letter sent to the member of staff indicating the nature of their unsatisfactory performance and how such performance can be improved to the satisfaction of the Supervisor. The member of staff should be informed that they may be accompanied at any meetings by a trade union representative or work colleague.

At this meeting, the supervisor will agree performance standards with the member of staff, and a time period (normally three months) over which improvement will be expected. They will also agree how the individual's performance will be monitored.

If the individual's performance improves adequately over the timescale, then the process will terminate at this stage. If performance remains

unsatisfactory, UNISHKA reserves the right to terminate the employee at its discretion.

