

## RECRUITMENT AND SELECTION POLICY

### Purpose:

The purpose of this policy is to provide management guidelines and procedures in recruiting competent staff for the credit union.

### 1. Objective

- 1.1. To hire at the least cost as many competent individuals as needed to fill job vacancies in the shortest time possible.
- 1.2. To ensure that the employees recruited have values aligned to the values of the credit union movement.

### 2. Personnel Requisition

- 2.1. In the event of vacancy which needs to be filled, the Department Head concerned will be required to write a memorandum that constitutes an employee requisition, seeking authority to hire. (Form 1). A vacancy may be the result of:
  - a. Resignation
  - b. Transfer
  - c. Maternity Leave/Leave without pay
  - d. Dismissal
  - e. New Position/restructure

### 3. Responsibility of Recruitment

- 3.1. The responsibility for the decision of recruitment for approved vacancies rests with the Manager responsible for the staff position.
- 3.2. The Personnel Officer is responsible for the over-all coordination of staff recruitment and providing Managers with relevant support and processing services.

### 4. Recruitment from Within

- 4.1. Vacant positions will be advertised within the credit union to provide career development opportunities for staff through internal appointments, transfers and promotions where possible.



- 4.2. All staff may apply for any position advertised internally unless their letter of offer specified a minimum time in their current position or commitment to complete a specific project that prevents them from applying this time.
- 4.3. Like external applicants, internal applicants for a position must submit an application detailing their skills, experience, knowledge and qualifications. All applications are then considered in terms of their match with the key criteria for the role.

## 5. Recruitment from External

- 5.1. If the skills required for the vacancy is not available within, an external advertisement will be made by the Personnel Manager upon the request of the Manager /responsible person concerned.
- 5.2. The advertisement should indicate that a detailed resume be submitted to the credit union along with the application letter.

## 6. Process of Recruitment

- 6.1. **Short listing of Candidates:** The Personnel Manager in consultation with the Manager concerned shortlist the candidates. Only short listed applicants will be called for interview.
- 6.2. **Invitation to Attend an Interview:** Once the candidates have been short-listed, the Personnel Manager will write a concise letter to the candidate for the job interview (Form 2).
- 6.3. **Job Application Form:** Before conducting the interview, the candidates have to fill up the prescribed Job Application Form (Form 3)<sup>1</sup>. It is the basic tool for selection process to organize information pertaining to a job applicant and to provide basis of reference and interview.
- 6.4. **Interview:** A minimum of two interviews will be carried out to assess the ability and behavior of the candidate. The initial interview and a second interview possibly involving peer or Manager. The Interview Assessment Form (Form 4) will be used as guide for the interview, which will help the interviewer to narrowing the interview to the specific areas to discuss and the qualities to look for in a candidate.
- 6.5. **Test:** A test will be conducted on the discretion of the Manager and the requirement of the job i.e. Secretary for Typing and shorthand skills; Driver for

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<sup>1</sup> The information contained in the form is arranged to the convenience of the credit union and whatever items required are listed and there is no chance of forgetting the inclusion of an important piece of information.

Driving (not driver's license alone); bookkeeper, communications officer for writing skills, Systems Administrator etc. However, there are jobs where tests may not be appropriate and the interviewer may have to rely on the track record of the candidate and make decision based on his/her discretion.

- 6.6. **Pre-Employment Vetting:** Background checking of qualified candidates will be made in accordance with the discretion of the Manager concerned. It is recommended that pre-employment vetting is a must for positions of trust i.e. financial controller, accountant, cashier, collectors and tellers. A sample letter is in Form 5 & 6.
- 6.7. **Rejection of Job Applicants:** The credit union maintains high degree of professionalism. Courtesy still demands at least a written reply to all applicants who have had made the effort to apply. Such a reply, if added with personal touch, will help reduce the stigma of rejection or the chance that the applicant will have bad feelings about the credit union. In this case, the Personnel Manager should ensure that all applicants be notified on the action taken by the credit union on the application. (Sample letter is enclosed as Form 7).



Form 1

**SAMPLE****Personnel Request Form****To:**

- General Manager (for new position/s)  
 Personnel & Administration Manager (for replacement)

Requisition for:		Number Requested:	
<b>Request Arising from</b>			
<input type="checkbox"/> Replacement for: (name)	<input type="checkbox"/> Transferred <input type="checkbox"/> Retired	<input type="checkbox"/> Resigned <input type="checkbox"/> Others _____	
<input type="checkbox"/> Expansion <input type="checkbox"/> Reorganization		Please give reasons:	
<b>Manpower Strength</b>			
Total number of Employees in Department: _____ Number of Employees in Category: _____			
Remuneration/Others:			
Proposed Grade/Level: _____ Expected Date of Commencement: _____			
Other Benefits: _____ Proposed Salary: _____			
<b>Request Made By</b>			
Name:		Signature:	
Department:		Date:	
Approved:		Date:	
This form is to be attached with Job Description Form. If the General Manger has given approval, please send to the Personnel and Administration Department for further action.			



Form 2

**SAMPLE**

## Interview Invitation Letter to Short listed Applicant for Advertised/Non-Advertised Job Vacancy

(Date)

(Name)  
(Address)

Dear Mr./Ms. \_\_\_\_\_

RE: Job Title

We refer to your application for the said post and are pleased to invite you to attend an interview scheduled as follows:

Date:  
Time:  
Place:

Enclosed is an Application for Employment Form for your completion. Please bring along this Form together with the original copies of certificates and testimonials (if any) on the day of the interview.

Kindly call Ms./Mr. (name) telephone number (number) to confirm your attendance.

Sincerely yours,

Personnel Manager

Encls. Application for Employment Form



Form 3

SAMPLE

Attach  
Photograph  
here

## Application for Employment Form

Appointment applied for: \_\_\_\_\_

Current Salary: \_\_\_\_\_ Expected Salary: \_\_\_\_\_

When can you start to work?: \_\_\_\_\_

### 1. PERSONAL PARTICULARS

a. Name:

\_\_\_\_\_

<i>Surname</i>	<i>First Name</i>	<i>Middle Name</i>
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b. Home Address :

\_\_\_\_\_

c. Present Residence :

\_\_\_\_\_

d. Tel. No. (House) :

\_\_\_\_\_ (office): \_\_\_\_\_

e. Fax No. (House) :

\_\_\_\_\_ (office): \_\_\_\_\_

f. E-mail Address :

\_\_\_\_\_

g. Date & Place of Birth :

\_\_\_\_\_

h. Sex :

\_\_\_\_\_ Marital Status: \_\_\_\_\_

i. Citizenship :

\_\_\_\_\_ Languages/Dialect Spoken: \_\_\_\_\_

j. Social, Sport & Hobbies:

\_\_\_\_\_

k. Name of Spouse :

*(if Married)*

\_\_\_\_\_

l. Spouse Occupation :

\_\_\_\_\_



m. Place of Work : \_\_\_\_\_

n. No. of Children & ages : \_\_\_\_\_

**2. SKILLS TRAINING PARTICULARS**

a. Shorthand : \_\_\_\_\_ wpm (in English)

b. Shorthand : \_\_\_\_\_ wpm (in own Language)

c. Typing : \_\_\_\_\_ wpm

d. Certificates attained: 1. \_\_\_\_\_

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

e. Office Equipment Used:

1. \_\_\_\_\_

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

f. Courses or Training:

1. \_\_\_\_\_

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

**3. LINGUISTIC ABILITY**

Languages/Dialects	Spoken	Written	Read



**4. EDUCATION PARTICULARS**

School, College, University Attended	Exam, Diploma, Degree Attended	Year Passed

**5. PROFESSIONAL MEMBERSHIP(S) PARTICULARS**

Professional Institution/Body	Membership Status	Date Admitted

**6. EMPLOYMENT PARTICULARS**

Employment History Starting from the Present or the Most Recent

From Mo./Yr.	To Mo./Yr.	Salary		Exact Title of your position
		Initial	Last	
Name and Address of Employer:				Name of Supervisor:
				Number and Kind of Employees Supervised by you:
Reason for leaving:				
Description of your duties:				





From Mo./Yr.	To Mo./Yr.	Salary		Exact Title of your position
		Initial	Last	
Name and Address of Employer:				Name of Supervisor:
				Number and Kind of Employees Supervised by you:
Reason for leaving:				
Description of your duties:				

From Mo./Yr.	To Mo./Yr.	Salary		Exact Title of your position
		Initial	Last	
Name and Address of Employer:				Name of Supervisor:
				Number and Kind of Employees Supervised by you:
Reason for leaving:				
Description of your duties:				



From Mo./Yr.	To Mo./Yr.	Salary		Exact Title of your position
		Initial	Last	
Name and Address of Employer:				Name of Supervisor:
				Number and Kind of Employees Supervised by you:
Reason for leaving:				
Description of your duties:				

## 7. OTHER PARTICULARS

- a. Do you have any relative working in other credit union/national federation/league? If yes, please give name and credit union/national federation/league name.

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Position: \_\_\_\_\_

- b. Do you know anyone working in the credit union? If yes, please give name.

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



**8. PERSONAL REFERENCES**

<i>List two personal references (NOT Relatives)</i>		
<b>Name, Address &amp; Telephone numbers</b>	<b>Occupation</b>	<b>Years Known</b>
1.		
2.		

**9. DECLARATION**

- a. I declare that the information give in this application is true and accurate and understand that nay misrepresentation of facts called for herein will be sufficient case for dismissal for the credit union's employment.
- b. Attached herewith are copies of relevant supportive documents for this application.

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*Signature of Applicant*

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*Date of Application*



Form 4

SAMPLE

## Interview Assessment Form

Applicant's Name: \_\_\_\_\_

Position Applied for: \_\_\_\_\_

Date of Interview: \_\_\_\_\_ Time: \_\_\_\_\_

Factors/Point	0	1	2	3	4	Score
Appearance	Slovenly dressed. Rough in speech, appearance. <input type="text"/>	A little scruffy and untidy. <input type="text"/>	Neat and tidy. Not distinguished <input type="text"/>	Pleasant, good voice and manner. <input type="text"/>	Poised and confident. Good voice and manner. Well dressed. <input type="text"/>	
Communication	Hardly able to communicate <input type="text"/>	Just able to communicate <input type="text"/>	Not so fluent, but still capable of expressing his/her ideas across. <input type="text"/>	A good speaker <input type="text"/>	Speaks exceptionally well and convincing <input type="text"/>	
Qualification <i>* (to reflect the post applied for)</i>	Poor <input type="text"/>	Fair <input type="text"/>	Average <input type="text"/>	Good <input type="text"/>	Excellent <input type="text"/>	



<p>General (<i>employment experience</i>)</p>	<p>Unskilled, only able to plan very simple jobs</p> <p><input type="text"/></p>	<p>Semi-skilled. Able to plan own work to very limited extent.</p> <p><input type="text"/></p>	<p>Skilled worker. Can plan own work.</p> <p><input type="text"/></p>	<p>Supervisory. Planning work of others.</p> <p><input type="text"/></p>	<p>Managerial or Executive level. Policy decisions.</p> <p><input type="text"/></p>	
<p>Specific Employment Experience **</p>	<p>No idea or knowledge of this job.</p> <p><input type="text"/></p>	<p>Rather vague about job</p> <p><input type="text"/></p>	<p>Working knowledge of job.</p> <p><input type="text"/></p>	<p>Good relevant experience</p> <p><input type="text"/></p>	<p>Exceptional knowledge of this type of job.</p> <p><input type="text"/></p>	
<p>Intelligence</p>	<p>Slow, muddled thinker. Often reaching wrong connection.</p> <p><input type="text"/></p>	<p>Difficulty in understanding problems or questions put to him/her.</p> <p><input type="text"/></p>	<p>Able to understand problems or questions put to him/her.</p> <p><input type="text"/></p>	<p>Able to appreciate overall problems.</p> <p><input type="text"/></p>	<p>Able to grasp interpret and solve complex and detailed problems.</p> <p><input type="text"/></p>	
<p>Maturity and motivational adjustment</p>	<p>Finds difficulty in planning his life, or settling self-goals.</p> <p><input type="text"/></p>	<p>Almost all goals are short term ones. Often swayed by emotions.</p> <p><input type="text"/></p>	<p>Aware of own abilities but not achieving anything spectacular.</p> <p><input type="text"/></p>	<p>Aware of own abilities and seek long term goals on a realistic approach.</p> <p><input type="text"/></p>	<p>Has made good progress in achieving set goals. Leads to full and rewarding life.</p> <p><input type="text"/></p>	
<p>Sub-Total</p>						
<p>Total Score</p>						



\*List of Qualifications:

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\*\* Summary of Working Experience:

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**COMMENTS BY INTERVIEWER:**

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**RECOMMENDATIONS:**

- Recommended for employment at starting monthly salary of \_\_\_\_\_
- Hold for further consideration/interview.
- Reject

Name of Interviewer : \_\_\_\_\_

Position : \_\_\_\_\_

Signature : \_\_\_\_\_



ACTION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**SAMPLE 1**

Form 5

## Pre-Employment Vetting Letter to Job Applicant's Reference

Date

Name of Reference  
Job Title  
Organization  
Address

Dear Mr./Ms.

RE: (Job Applicant's Name)

The above mentioned person has applied for the post of (Job Title) with our organization. As he/she named you as his/her referee, we would appreciate very much if you would care to provide us information (IN STRICT CONFIDENCE) pertaining to:

- Length of time you have known him/her
- Your knowledge of his/her personal character
- Your opinion of his/her working ability and suitability for the job applied for
- Any other comments which may assist us in our assessment

We look forward to receiving the required information in the enclosed stamped and self-addressed envelope soonest and thank you for your valued cooperation.

Sincerely yours,

General Manager/Personnel &  
Administration Manager





<b>SAMPLE 2</b>
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<b>Form 6</b>
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## Pre-Employment Vetting Letter to Job Applicant's Reference

### *Private and Confidential*

Date

Name of Reference  
Job Title  
Organization  
Address

Dear Mr./Ms.

(Job Applicant's Name) has applied for the post of (job title) with our organization. We understand from him/her that he/she was in your employment from (date) to (date), and would greatly appreciate if you could complete the form below and return this letter to us.

We assure you that the information supplied will be treated in strict confidence.

Thank you for your assistance.

Sincerely yours,

General Manager/Personnel &  
Administration Manager

*(please do not detach)*

Period employed: From \_\_\_\_\_ to \_\_\_\_\_

Last drawn salary: \_\_\_\_\_

Reason for leaving the company: \_\_\_\_\_

\_\_\_\_\_

Attitude/Character : \_\_\_\_\_

\_\_\_\_\_

Work Performance : \_\_\_\_\_

\_\_\_\_\_

Signature : \_\_\_\_\_ Name: \_\_\_\_\_

Designation: \_\_\_\_\_



Form 7

**SAMPLE 1****Rejection Letter to Applicant**

Date

Name  
Address

Dear Mr./Ms.

Re: (Job Title)

Thank you for your application for the said position.

We have taken some time to deliberate over your application, as we are impressed with your qualification and experience. Although we regret having to inform you now that your application is unsuccessful, if it is any consolation to you, your application made it to our final selection stage before losing out to a few who have a slight edge over you.

Nonetheless, we wish to thank you for your interest shown in our organization. We truly appreciate the time and trouble you have taken in applying.

Sincerely yours,

General Manager/Personnel &  
Administration Manager

## TERMS AND CONDITIONS OF EMPLOYMENT

### 1. Introduction

- a. The following terms and condition of service are applicable to all Executives in the full time service of the credit union with effect from \_\_\_\_\_(date). The credit union reserves the right to introduce, modify, amend or annul any terms and conditions of employment at any time during its operation. Employees affected by such changes shall be duly informed by issuance of circulars, directives or other instructions by whatever name from time to time, which shall henceforth form part of the terms and conditions of service.

### 2. Interpretation

- a. Words imparting singular number will include the plural number and vice-versa.
- b. Basic salary shall mean the employee's salary excluding any allowances, bonus or payment of any nature.

### 3. Appointment

- a. All appointments shall be subject to the following conditions:
  - a. Production of evidence of age, academic qualifications and satisfactory references from educational institutions and/or previous employers and any other references that the credit union may require
  - b. Satisfactory medical examination

### 4. Probation

- a. All newly appointed employees should undergo a probationary period not exceeding three months in the first instance.
- b. The credit union may at its discretion, extend the probationary period by another three months. In this case, the employee shall be informed of the intention in writing.
- c. During the probationary period, the service of an employee may be terminated at any time by either party giving to the other party 24 hours notice or salary in lieu of notice without assigning any reason thereof.
- d. On successful completion of the probationary period, the employee will be given a letter of confirmation.



## 5. Promotion

- a. The credit union at its sole discretion may promote any suitable and capable employee, depending on vacancy and/or the merit of each case, to any position of the higher category, as it deems fit.
- b. The credit union shall inform employees of any vacancy for interested party to apply but reserves the right to fill such vacancy from outside the credit union should no existing employee be found suitable.
- c. Any employee selected for promotion will be notified in writing and required to serve an 'Acting' period of three months, which may be extended for three months at the sole discretion of the credit union.
- d. During the 'Acting' period, the employee shall be paid and 'Acting Allowance' equivalent to (one minimum increment of the new position)<sup>2</sup>, in addition to his existing salary.
- e. On confirmation of his promotion, the Acting Allowance shall cease, and the employee shall get (a minimum of two increments of the new position and his new salary shall not be less than the minimum of his grade)<sup>3</sup>.
- f. An employee who is not confirmed in his appointment to a higher post, will cease to be entitled to the Acting Allowance and will revert to his former position or any other suitable position (carrying same salary) without prejudice to his future prospects.
- g. The credit union's selection of any employee for promotion shall be final.

## 6. Non-Discrimination

- a. The credit union follows an absolute policy of non-discrimination regarding race, color, religion, sex or national origin.
- b. The credit union will take appropriate action to eliminate direct and indirect discrimination. A direct discrimination is where certain behavior, characteristic requirements and/or activities occur which are based on assumptions (i.e. prejudices, biased attitudes and beliefs) about an individual's personal characteristics (i.e. sex, race, etc.) and/or where a person receives less favorable treatment than another person. Indirect discrimination results from practices that may appear to be neutral but, in reality, result in an individual or group being differentially or adversely affected.

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<sup>2</sup> This varies from country to country or in accordance with labor law.

<sup>3</sup> Shall vary from country to country

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## 7. Employee Code of Conduct

- a. **Safeguarding information** - Employees must not divulge records, plans or other data (except as necessary in the course of the credit union business) to anyone outsiders without proper authorization.
- b. **Handling records:** Employees must make ensure all reports, vouchers, and the like are factual and accurate; they must not destroy records except in accordance with the credit union's prescribed procedures.
- c. **Access to Staff Records:** Employees are entitled to access any information relating to their statutory entitlements, such as wages records, timesheets and leave entitlements. Should an employee request any further information it will be provided at the absolute discretion of the credit union.
- d. **Credit union Funds:** Employees must follow the prescribed practices and policies for handling and protecting the credit union funds.
- e. **Use of Credit Union Property and Facilities:** No equipment, tools, office supplies and facilities can be used for personal purpose without the General Manager's permission. Employees must care and preserve such property at all times.
- f. **Work time:** Employees must not shirk their duties or waste time. They are expected to give a fair day's work for a fair day's pay. Absenteeism is to be kept at a minimum; lateness is to be avoided, personal phone call must be limited and employees are to stay on the their place work except performance of duties requires.
- g. **Drinking Rule:** The credit union has no desire to regulate the personal life of any employee, but the use of intoxicants cannot be permitted to interfere the duties of any employee.
- h. **Selling and Soliciting on Premises:** Unauthorized selling, promotion or distribution of products, materials and services on the credit union premises during business hours is prohibited. The General Manager may provide authorization to employee to sell, promote or distribute products or information designed to assist in fund raising for a non-profit organization. Staffs notice board can also be utilize to display posters and fliers for fund raising. In any case, such activity should not be undermining or in conflict with the credit union business.



- i. **Giving or Receiving Gifts:** Giving and receiving gifts, entertainment or any other benefit is not uncommon in the normal course of business relationships; however, any inferences of an inducement to conduct further business as a result of such benefit should be eliminated. Employees should not give, seek or accept any type of compensation that could be considered an inducement to conduct business.
- j. **Additional Employment:** Employment with the credit union is intended to be the employee's principal occupation; therefore, any additional business associations, which may conflict with an employee's responsibilities at the credit union, should be discussed with the General Manager/Personnel Officer.
- k. **Summation:** Employees must maintain the highest degree of honesty and integrity so that the credit union can, in turn, conduct its operation with high degree of professionalism for the satisfaction of its members.

## 8. Working Hours and Meal Breaks

- a. All employees shall work a *(number of working days)* days of *(number of hours)* excluding meal breaks per week.
- b. Lunch breaks may be taken between *(11:30 am and 2:30 pm)*, at discretion of the credit union. Tea break is allowed for one time 10-minute per day to be taken at the discretion of the Manager/Supervisor.
- c. The credit union may from time to time and at its discretion assign or vary such working time in a pattern deemed necessary to its operation.

## 9. Dress Standards

- a. A professional standard of business dress is required of all employees, regardless of the level of client contact the employee may have. The credit union requires a professional image to be projected at all times.
- b. Corporate Uniform shall be provided to all employees to project an image of professionalism within the credit union. The following uniform standard will be observed:
  - a. Wearing the credit union's corporate uniform is compulsory except (day i.e Friday or any other day in the week) which is regarded as "wash" day. However, on "wash" day, employees are required to wear business dress.
  - b. Name Badges are considered as part of the corporate uniform and are deemed compulsory when the employee has direct contact with a member or is representing the credit union.



c. Dress Standards, Grooming and Presentation -Female

- a. Black shoes, covered heel and toe, medium heel height is recommended for comfort and safety.
- b. Shoes should be polished regularly and heeled when worn down.
- c. Non-standard items that are not part of the uniform must not be worn.
- d. Simple make-up will enhance the female employee appearance in the uniform. Care should be taken to ensure that make-up is kept to a minimum and complements hair and skin color.
- e. Hands should be well cared for, with nails clean. When nails are manicured, it should be well maintained and toned to blend in with the uniform. Bright iridescent nail polish should not be worn.
- f. Hair should be neat and tidy.
- g. Uniforms attract attention. Avoid standing with arms folded (if the uniform is a long sleeve), crossed, putting hands in pockets, or slouching. A relaxed but upright stance will enhance appearance to members. When seated, sit comfortably with straight but relaxed back and shoulders.
- h. Jewelry may be worn with the uniform but it should be simple.

d. Dress Standards, Grooming and Presentation -Male

- a. Top shirts should be properly buttoned.
- b. Care must be taken not to obstruct the Credit Union Logo on the Shirt.
- c. The corporate tie must be worn at all times during business hours or when representing the credit union at events requiring this more formal attire. Exceptions may apply from time to time as determined by the management.
- d. Shoes should be black business shoe. It must be polished regularly and heeled when worn down.
- e. Belts to be worn with trousers at all times. It is recommended that black, dark gray or navy blue socks be worn with the uniform.
- f. Non-standard garments must not be worn.
- g. Moustaches, beards and hair should be neat and tidy.
- h. Hands should be well cared for, with nails clean.
- i. Uniforms attract attention. Avoid standing with arms folded (if the uniform is a long sleeve), crossed, putting hands in pockets, or slouching. A relaxed but upright stance will enhance appearance to members. When seated, sit comfortably with straight but relaxed back and shoulders.
- j. Jewelry may be worn with the uniform but it should be simple.

### 10. Salary

- a. All employees shall be paid in accordance to the Salary Ranges stipulated in Appendix 1 based on their qualifications, experience, merit and performance.
- b. Annual increment is not automatic and is subject to the satisfactory performance of the employee and the profitability of the credit union business.
- c. The credit union is exercising its sole discretion to give annual increment as stipulated in 7.2. above, will do so only on 1<sup>st</sup> January of each year, and in such cases, only confirmed employee shall be eligible.

### 11. Bonus

- a. An employee may be paid bonus or ex-gratia payment at the entire discretion of the credit union.
- b. An employee who resigns or leaves the credit union may be paid full or proportionate bonus at the entire discretion of the credit union.

### 12. Transfer

- a. Transfer of employees shall be at the sole discretion of the credit union and shall not be disputed.
- b. Every employee is subject to transfer from one Department to another within credit union's head office or from the Head office to the Branch office.
- c. Similarly, an employee may request for transfer by filling the prescribed form and such request will be considered according to availability of post applied for.
- d. Where the transfer involves distances of eighty (80) kilometers or more, and such transfer necessitates change of residence, the credit union shall assist the employee by:
  - a. Reimbursing taxi or second-class rail fares for him/her, spouse and children. If he/she possessed his/her own vehicle, he/she may use such for transport with mileage claims reimbursed provided such does not exceed the equivalent to the 2<sup>nd</sup> class train fares.
  - b. Providing lump sum subsidy or relocation allowance of (amount) for married employee and (amount) for unmarried employee.

### 13. Resignation and Termination of Service

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- a. An employee intending to resign from the service of the credit union at any time after his/her confirmation of service is required to give two (2) months notice in writing
- b. The credit union may give similar notice if it wishes to terminate the service of an employee with the exception of those whose services are to be terminated because of grounds of misconduct.

#### 14. Official Public Holiday

- a. The credit union will grant all its employees paid holidays on all public holidays gazetted by the Government in which the employees are working.
- b. All Sundays will be considered rest day.
- c. Any work done at credit union's request on a gazetted public holidays or Sundays shall be paid in accordance with the rates specified in the (*labor code*).

#### 15. Annual Leave

- a. Employees shall be entitled to annual leave as follows:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
- b. Annual leave entitlements are calculated based on calendar year and for the purpose of such calculation, a period of fifteen (15) days or more shall be taken as one (1) month and half (1/2) day shall be treated as one day.
- c. Employees (other than those still under probation) may apply for annual leave proportionately as and when earned. However, such leave applied for should not hamper the operation of the credit union.
- d. All applications (Form 2) must be submitted to the respective Department Heads at least seven (7) days prior to going on leave.
- e. An employee shall not absent himself/herself on duty for the purpose of annual leave without prior approval and leave approved may be cancelled at any time exigencies in service.



- f. Annual leave entitled should whenever possible be taken during the year of entitlement and an employee can carry forward unused leave only if application for such is made in writing and written approval is subsequently given. However, the total leave so accumulated should not exceed the annual entitlement.

## 16. Special Leave

- a. The credit union, may at its sole discretion, grant any of its confirmed employees paid leave in addition to his annual leave entitlement for the following purposes:
  - a. **Course** - the duration of the course as approved by the credit union
  - b. **Examination** - not exceeding seven (7) working days per calendar year for employee to actually sit for an examination, which must be certified by the credit union as relevant to his work.
  - c. **Marriage**-an employee shall be entitled to seven (7) working days on the occasion of his/her first marriage.
  - d. **Compassionate** - not exceeding \_\_\_\_\_ (days) in the event of death of death of a parent, grandparent, spouse or child of the employee.
- b. Any application for such leave must be supported by suitable evidence satisfactory to the credit union. As the granting of such leave is at credit union's discretion, any decision so arrived shall be final.

## 17. Maternity Leave

- a. Subject to the provision of (*the law that apply*):
  - a. Female employees who have been employed for a period not less than ninety (90) days during the nine (9) months immediately preceding her confinement will be granted sixty (60) days maternity leave on full pay.
  - b. Maternity leave will be granted after 28<sup>th</sup> week of pregnancy and as far as possible, application of maternity leave shall be made not less than two (2) weeks prior to the date on which it is desired that maternity leave shall commence.
  - c. Leave on account of miscarriage prior to the 28<sup>th</sup> week of pregnancy will not be considered as maternity leave but as normal sick leave.
  - d. A female employee shall not be entitled to such paid maternity leave if at the time of her confinement she has five (5) or more surviving children.

## 18. Emergency Leave



- a. The credit union may at its absolute discretion, grant an employee emergency leave (i.e. leave taken at short notice or without notice) in the following cases:
  - a. in the event of flood or fire which affects the employee's family or property;
  - b. on the death of the employee's brother, sister, uncle, aunt, brother-in-law, sister-in-law, nephew or niece;
- b. Such leave shall be deducted from the employee's annual leave entitlement.
- c. In cases where an employee is still not entitled to annual leave or has used up all his earned leave, the employee may be grant emergency leave, which shall be deducted from his annual leave subsequently.

### 19. Sick Leave

- a. An employee shall be entitled to sick leave (the Employment Act or Labor Code article maybe quoted here)
  - a. Non-hospitalization - thirty (30) days per annum
  - b. Hospitalization - sixty days per annum (inclusive of non-hospitalized sick leave)
- b. Such leave can only be granted if supported by certification by a registered medical practitioner or Government medical officer, must inform the credit union immediately.

### 20. Medical Benefits

- a. An employee who has worked for more than (number of months) will be reimbursed for annual regular physical check-up.
- b. Employees may get reimbursement for their own actual hospital bills within an amount equivalent to (amount of entitlement).<sup>4</sup>

### 21. Mileage Claims

- a. An employee who is requested to travel on credit union's business using his own motor vehicle shall be reimbursed in accordance with his claims as per the following rate:
  - a. A flat rate of (amount) per kilometer in respect of motor car;

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<sup>4</sup> In some countries staff are covered with Health Care Insurance. This should be included in the policy under medical benefits.

---



- b. A flat rate of (*amount*) per kilometer in respect of motorcycle.
- b. To be eligible for the above claim, an employee must seek prior approval for the use of his own motor vehicle. No allowance is payable between the employee's residence and the office.

## 22. Mode of Travel

- a. Employees required to travel on credit union's business can travel choosing the most economical means of transportation.
- b. An employee must seek prior approval before the travel.
- c. Travel report should be submitted as prerequisite to travel reimbursement.

## 23. Allowances for Travel

- a. Accommodation - An employee who is required to go outstation on credit union business and stays overnight from his base office shall be reimbursed on production of hotel bills. Accommodation should be on the most economical rate.
- b. Subsistence Allowance shall be provided to the employee on official business. The travel allowance will be paid as follows:
  - a. Local (amount) per day<sup>5</sup>
  - b. Abroad (amount) per day
- c. A day is defined by 24 hours. A fraction of less than 5 hours shall be regarded as half-day.

## 24. Retrenchment and Retirement Benefit

- a. An employee whose service is to be terminated on the grounds of redundancy i.e. whose service are surplus to the credit union's requirements at any time or by reason of any reorganization of the credit union's business, shall be notified in writing at least two (2) month in advance or shall be paid two (2) month's basic salary in lieu of notice in addition to the retrenchment benefit payable to the employee.
- b. The retrenchment benefit shall be one (1) month's last drawn basic salary of the employee for each completed year of service and proportionately for an uncompleted year or service.

---

<sup>5</sup> *It should clearly define when an employee is entitled for daily allowance while on official travel in the country.*



- c. The principle of "Las-In-First-Out" according to the categories concerned shall be adopted in selection for retrenchment, subject however to the requirements of skill, ability and other needs of the credit union business.

*Note: Additional provisions on this policy could be added after number 23, thus numbering for Retrenchment and Retirement shall be adjusted accordingly*



<b>SAMPLE</b>
---------------

## Grouping Guide and Salary Ranges

Group	Positions	Salary Range	
		Minimum	Maximum
A	General Manager or equivalent post		
B	Assistant Manager, Department Managers, Chief Financial Officer, Cashier/Treasurer or equivalent post		
C	Assistant Department Manager, Unit Head, Executive Secretary, Accountant or equivalent post		
D	Loan Clerk, Bookkeeper or equivalent post		
E	Office helper, driver and equivalent post		

*Note: This serves as guide; this will be changed in accordance with the organization structure of a particular credit union.*



**SAMPLE**

## Application for Leave

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

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Position: \_\_\_\_\_ Department/Division: \_\_\_\_\_

First Day of Leave: \_\_\_\_\_ First Working Day Back: \_\_\_\_\_

<input type="checkbox"/> Vacation Leave <input type="checkbox"/> Maternity Leave	Number of Working days _____ days Number of Public Holiday _____ days Total period of Leave _____ days
<input type="checkbox"/> Sick Leave <input type="checkbox"/> Emergency Leave <input type="checkbox"/> Special Leave	Date Commenced _____ Date Completed _____ Number of Days Absent _____ Doctor's Certificate Attached: _____ Yes _____ No

Reasons for Leave: \_\_\_\_\_

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

Relief Required: \_\_\_\_\_ yes \_\_\_\_\_ no

Specify proposed arrangements: \_\_\_\_\_

### General Manager's Recommendation:

Leave Approved from: \_\_\_\_\_ to \_\_\_\_\_

Leave Declined because of: \_\_\_\_\_

Relief provided by: \_\_\_\_\_

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

General Manager



## EMPLOYMENT ADMINISTRATION POLICY

### Objectives:

- All staff members involved in personnel administration have "concrete guidelines" to follow.
- Evaluation of staff does not vary from one individual to another individual.
- Every endeavor is made to maintain a highly professional workforce for the credit union.
- Provide management with a good and effective system of Employment Administration for the professional operation of the credit union.

### 1. Appointment

#### 1.1. Appointment Letter

- Once a candidate is selected to the job, a Letter of Appointment (Form 1) for three months probationary period is to be issued to him/her by the General Manager/Personnel & Administration Manager with a validity date of \_\_\_ days after the date of issuance.
- If the candidate accepts the offer, he/she has to endorse a duplicate and return it to the credit union to indicate acceptance. If the duplicate is not returned after the deadline, the credit union is free to offer the job to another qualified candidate.

#### 1.2. Personnel File

A personnel file is created for him/her and all documents relating to his/her job shall be filed i.e. terms and conditions of service, details of leave application, disciplinary notices, letters of promotion, etc. All these documents should be systematically filed so that easy reference could be made at any time.

### 2. Post Employment Vetting

Post employment vetting will be made for the more sensitive and important positions in the credit union i.e. General Manager, Loan Officer, and Cashier/Treasurer. False information given to the credit is a ground for the Supervisor In-Charge for the termination or non-confirmation of employment after the probationary period. Sample letter for this purpose is in Form 2.

### 3. Confirmation/Non-Confirmation After Probation Period

The General Manager/Personnel and Administration Manager will issue a letter of Confirmation/Non-Confirmation of Employment \_\_\_ days before the expiration of the probationary period. The performance of staff under probation should be evaluated throughout the probation period so that a fair decision is reached at the end of the period.





The supervisor will carry out performance appraisal (Form 3) approximately two to three weeks before the date of confirmation is due. The result will be submitted to the General Manager/Personnel and Administration Manager who will issue the letter of confirmation/non-confirmation.

### **3.1. Confirmation of Employment**

Confirmation of employment of staff under probation will be made with adjustment in salary if the performance of had been outstanding. Otherwise the confirmation is done without salary adjustment.

### **3.2. Extension of Probation**

- A probation period may be extended if the supervisor in-charge/General Manager feels that his/her performance has not met the credit union's expectations and that more time should be given to prove himself/herself.
- The General Manager/Supervisor-In-Charge may amend the job description if he/she cannot be confirmed in the original position but may be suited for another position.
- Extension of the probation period will be done only once. If the staff under probation is still unable to prove his worthiness at the end of the extended probation, his/her services are terminated through non-confirmation.

### **3.3. Non-Confirmation**

If the staff on probation cannot prove that he/she can carry out his job functions satisfactorily, the General Manager/Supervisor In-Charge can opt not to confirm his/her employment. It is sound personnel practice to issue a non-confirmation letter towards the end of the probation period and not before, unless termination is on grounds of misconduct

## **4. Performance Evaluation**

### **4.1. Aims**

- To allow free and confidential discussions about work between staff and management;
- To discuss the staff member's progress and review job performance, in comparison with set job standards;
- To offer and discuss means of improving work performance, such as learning and development needs;
- To enable all staff to make full use of their potential and keep the credit union informed of their needs and aspirations;
- To serve as basis for the annual salary increments.

### **4.2. Process**



- The annual Appraisal will be carried out every \_\_\_\_ of each year.
- The appraisal is an evaluation of staff's performance and has to be evaluated objectively, accurately and fairly.
- The superior assesses his/her subordinates using the prescribed Performance Appraisal Format (Form 4) to discuss their achievement and shortcomings. It is necessary that the evaluation be carried out in the presence of the staff concerned, as this will enable the assessor to point out the deficiency of the employee.
- The superior should provide an excellent opportunity to the staff concerned to take remedial measures with a view to improving those areas of deficiency.
- The superior should offer advice and encouragement pertaining to improved performance;
- The factors considered for evaluation are grouped as follows:

Work Knowledge and Ability  
Work Habits  
Work Attitude  
Work Performance  
Personal Characteristics

## 5. Promotion

Deserving staff could be promoted to a higher position upon the confirmation of the General Manager. If such staff's potential and ability to do well in the new position is guaranteed, the promotion may be unconditional. However, if the employee deserves the promotion but is unsure to live up to the expectations of the new position, the General Manager may opt for a conditional promotion i.e. on a trial or "acting" basis for a period of time subject to confirmation. Sample Letter of Promotion -with condition and Letter of Promotion -without condition is Form 5 and 6 respectively.

**SAMPLE****Form 1**

## Appointment Letter to Successful Job Applicant

(Date)

(Name)  
(Address)

Dear (Mr./Ms.\_\_\_\_\_)

Appointment as (Job Title)

Further to your recent interview, we have the pleasure in making you an offer of employment as (Job Title) effective (Date). The terms and conditions of service are listed below:

1. Job Title and Date of Commencement

Your appointment as (Job Title) will commence on (Date)

2. Salary

Your salary will be (Amount) per month.

3. Probation

You will be on three (3) months probation from the date you join the credit union. Either party will be required to serve seven (7) days notice in the event your service is to be terminated.

4. Duties

Your duties include:

- a.
- b.
- c.

5. Working Hours

The credit union normal working hours of the credit union follows:

- a. 8:00a.m. to 5:00 p.m. - Monday to Friday
- b. 8:00 a.m. to 12:00 noon - Saturday



## 6. Transfer

The credit union reserves the right to transfer you to any branch without assigning any reason.

## 7. General Conduct

During your employment, you will naturally wish your conduct to be such as not to discredit you or the credit union and you will be expected to perform the duties assigned to you in a loyal, efficient, trustworthy and honest fashion. You will also be expected to conduct your private affairs in a manner befitting your status within the credit union.

During the continuance of your employment with us, you will at all times faithfully and diligently perform and observe such duties as may from time to time be assigned to you by your superiors. You are expected to devote the whole of your time and attention to the discharge of the duties and functions developed upon you.

You will not engage directly or indirectly in any other employment without the written consent of the General Manager. You shall not divulge any matters, which may come to your knowledge relating to the affairs of the credit union and its personnel.

## 8. Leave Entitlement

After twelve (12) months of continuous service, you will be entitled to \_\_\_\_ days of annual leave.

## 9. Provident Fund

The credit union will contribute a sum equivalent to \_\_\_\_% of your salary to the Employees' Provident Fund. Your contribution of \_\_\_\_ % of your salary will be deducted by the credit union from your monthly salary.

*(Note: other similar type of benefit would replace this. In other countries this is equivalent to the Social Security System, Housing Development and Mutual Fund etc.)*

10. 13<sup>th</sup> month and Bonus

You will be entitled to a 13<sup>th</sup> month pay. The payment of bonus is made entirely the discretion of the Directors after the completion of one year of service and at the end of each financial \_\_\_\_\_ year. The quantum may vary with each staff member according to service and performance.



### 11. Medical Expenses

The credit union will pay your personal medical expenses, excluding specialist fees, maternity fees, dental and optical treatment. Medical advice when paid for by the credit union, must at all times secured from the credit union appointed doctors.

### 12. Personal Accident Cover

All permanent and monthly paid employees will be provided Personal Accident coverage equivalent to their annual salary.

### 13. Termination of Employment

The notice of termination of service either party during the probation period shall be seven (7) days.

### 14. Alterations

If, for any reason whatsoever, the credit union wishes to alter these terms and conditions of service in any way, it reserves the right to do so entirely at its discretion. Any alteration, amendment or addition to these terms and conditions of service shall be advised to you in writing.

### 15. Acknowledgement

Your signature on the duplicate of this letter shall be taken to signify your understanding and full acceptance of the conditions outlined herein which are applicable to your employment.

You shall retain the original copy of this letter and return the duplicate copy bearing your signature before (date).

Yours truly,

(Name)

General Manager/Personnel and Administration Manager

I, (Name of Employee), understand and acknowledge the receipt of this letter.

---

Signature of Employee

---

Date



Form 2

**SAMPLE**

**Post-Employment Vetting Letter to New Employee's Former Employer(s)**

(Date)

(The Manager)  
(Organization)  
(Address)

Dear Sir:

**Re: (Employee's Name)**

The above-mentioned person has joined our credit union as a (Job Title).

We would appreciate greatly if you would care to assist us by providing the following information pertaining to this employee, in the spaces (provided below) on the copy, and thereafter returning the copy in the stamped and self-addressed envelope enclosed.

1. When did you first employ him/her?

\_\_\_\_\_

2. For what post was he/she employed?

\_\_\_\_\_

3. At what starting salary?

\_\_\_\_\_

4. When did he/she leave your company?

\_\_\_\_\_

5. What was his/her last position held?

\_\_\_\_\_



6. What was his/her last drawn salary?

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7. Do you have any other comments (THIS WOULD BE STRICTLY CONFIDENTIAL) about this employee?

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The above confidential information is provided by:

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Name

---

Designation

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Signature

We thank you for your kind cooperation.

Yours sincerely,

General Manager/ Personnel and  
Administration Manager



Form 3

SAMPLE

### New Employee's Performance Appraisal Form

Employee's Name : \_\_\_\_\_

Designation : \_\_\_\_\_

Department/Division : \_\_\_\_\_

A: Appraisal

Factors	Poor	Fair	Average	Good	Excellent
General Ability					
Work Accuracy					
Work Attitude					
Getting Along with Others					
Time Keeping					
Daily Attendance					

Any Other Comment(s):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Recommendation (please tick any one of the following):

- ( ) Employee is to be confirmed.
- ( ) Probationary period to be extended.
- ( ) Employee is unsuitable and his/her employment is to be terminated.

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

Name and Position





Form 4

## Performance Appraisal

---

Name: \_\_\_\_\_ Division: \_\_\_\_\_

	Since (Date)	Job Title	Group	Salary
Commencement				
Present				

Qualification(s) prior year: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Examinations passed during the year: \_\_\_\_\_

\_\_\_\_\_

Courses attended during the year: \_\_\_\_\_

\_\_\_\_\_

Period of Appraisal: From: \_\_\_\_\_ to \_\_\_\_\_

The appraisal is an evaluation of an employee's performance and has to be evaluated objectively, accurately and fairly. In doing this evaluation, favoritism has to be totally ruled out.

It is important that this evaluation be carried out in the presence of the employee concerned, as this will enable the assessor to point out the deficiency of the employee. In doing so, it will provide an excellent opportunity to the employee concerned to take remedial measures with a view to improving those areas of deficiency. Advises and encouragement pertaining to improved performance are highly recommended.

The factors considered for evaluation are grouped as follows:

Work Knowledge and Ability		20 points
Work Habits		20 points
Work Attitude		20 points
Work Performance		20 points
Personal Characteristics		20 points



<b>A. Work Knowledge and Ability</b>					
<b>Factors</b>	<b>5 Points</b>	<b>4 Points</b>	<b>3 Points</b>	<b>2 Points</b>	<b>Score</b>
The Job	Thoroughly understands all aspects of job and does not need any guidance or checking. <input type="text"/>	Possesses required knowledge to do a job well and requires little guidance. <input type="text"/>	Has the knowledge of an average worker to do a satisfactory job. <input type="text"/>	Minimum knowledge of job and performs unsatisfactorily <input type="text"/>	
Understanding and critical ability	Exceptionally good in analyzing and solving work problems. <input type="text"/>	Good in analyzing and coping with work problems. <input type="text"/>	Can deal with routine work problems and cope with new problems. <input type="text"/>	Needs assistance in solving work problems, otherwise unable to cope. <input type="text"/>	
Writing Skills	Writes exceptionally well and written work is well presented. <input type="text"/>	Capable in making his/her points in writing. <input type="text"/>	Average skills writing skills. <input type="text"/>	Cannot express himself/herself clearly on paper. <input type="text"/>	
Oral Expression	Very lucid, convincing and to the point. <input type="text"/>	Puts his/her points across well. <input type="text"/>	Express himself/herself adequately. <input type="text"/>	Does not put his/her points across well. <input type="text"/>	
<b>Sub-Total</b>					



<b>B. Work Habits</b>					
<b>Factors</b>	<b>5 Points</b>	<b>4 Points</b>	<b>3 Points</b>	<b>2 Points</b>	<b>Score</b>
Initiative	Full of initiative, self-starter and makes practical suggestions.  <input type="text"/>	Usually works independently, with little guidance.  <input type="text"/>	Requires normal amount of guidance.  <input type="text"/>	Always has to be directed.  <input type="text"/>	
Dependability	Reliable and requires no supervision.  <input type="text"/>	Usually can be depended upon with little supervision.  <input type="text"/>	Requires normal supervision.  <input type="text"/>	Requires considerable amount of supervision. Does not always follow directions.  <input type="text"/>	
Perseverance	Sticks to the job until results are achieved.  <input type="text"/>	Does not give up easily.  <input type="text"/>	Normally sees job through.  <input type="text"/>	Tendency to give up easily.  <input type="text"/>	
Orderliness	Always keeps workplace well arranged.  <input type="text"/>	Work place seldom out of order.  <input type="text"/>	Requires little follow-up in maintaining place in proper order.  <input type="text"/>	Work place usually messy and not in proper order.  <input type="text"/>	
<b>Sub-Total</b>					



<b>C. Work Attitude</b>					
<b>Factors</b>	<b>5 Points</b>	<b>4 Points</b>	<b>3 Points</b>	<b>2 Points</b>	<b>Score</b>
Interest	Has high interest in job. Shows great enthusiasm. Self-staining and look for new responsibilities <input type="text"/>	Requires very little direction in new areas of responsibility. <input type="text"/>	Carries out only the most obvious tasks without follow-up. <input type="text"/>	Hardly any enthusiasm and interest in the job. <input type="text"/>	
Attitude towards organization's policies	Understands and appreciates organization's policies and their purposes. <input type="text"/>	Accepts and adheres to organization's policies willingly with little reminder. <input type="text"/>	Accepts and adheres to organization's policies but requires some reminding. <input type="text"/>	Does not seem to accept and complains about organization's policies. <input type="text"/>	
Attitude towards supervision	Appreciates guidance when offered. <input type="text"/>	Willing to accept suggestions and constructive criticism. <input type="text"/>	Accepts the normal supervision required of a job. <input type="text"/>	Has difficulty in adapting to new methods or instructions. <input type="text"/>	
Attitude towards Colleagues	Goes out of his/her way to be cooperative, helpful, friendly and courteous to colleagues. <input type="text"/>	Usually cooperative, friendly, and courteous. <input type="text"/>	Extends normal cooperation, friendliness and courtesy. <input type="text"/>	Relations with others not too good. Occasionally quarrelsome. <input type="text"/>	
<b>Sub-Total</b>					



<b>Work Performance</b>					
<b>Factors</b>	<b>5 Points</b>	<b>4 Points</b>	<b>3 Points</b>	<b>2 Points</b>	<b>Score</b>
Quantity of Work	Maintains unusually high workload. <input type="text"/>	Usually does more than is expected. <input type="text"/>	Does sufficient amount of work. <input type="text"/>	Turns out inadequate workload. <input type="text"/>	
Quality of Work	Consistently complete and thorough, rarely make mistakes. <input type="text"/>	Careful and seldom needs corrections. <input type="text"/>	Work acceptable by maintaining a normal record of accuracy. Makes occasional mistake. <input type="text"/>	Careless and inconsistent in work. Needs checking. <input type="text"/>	
Work Speed	Exceptionally fast <input type="text"/>	Rapid <input type="text"/>	Average <input type="text"/>	Slow <input type="text"/>	
Responsibility	Accepts all responsibilities and meets crisis well. <input type="text"/>	Consistently tries to fulfil job responsibilities <input type="text"/>	Accepts but does not seek responsibilities <input type="text"/>	Avoids responsibility and tends to "pass the buck". <input type="text"/>	
<b>Sub-Total</b>					



<b>Personal Characteristics</b>					
<b>Factors</b>	<b>5 Points</b>	<b>4 Points</b>	<b>3 Points</b>	<b>2 Points</b>	<b>Score</b>
Leadership	Tends to take the lead and inspire staff or colleagues to give their utmost. <input type="text"/>	Can inspire staff or colleagues to a good extent. <input type="text"/>	Can inspire staff or colleagues adequately. <input type="text"/>	Has difficulty in getting staff or colleagues to "move". <input type="text"/>	
Courtesy	Always courteous and effective in handling people. <input type="text"/>	Courteous and handles people satisfactorily. <input type="text"/>	Courteous but occasionally needs supervision in handling people. <input type="text"/>	Not very courteous and has difficulty in dealing with people. <input type="text"/>	
Decisiveness	Can grasp a situation quickly and make very effective decisions. <input type="text"/>	After some thought can make reasonably effective decisions. <input type="text"/>	Slow in making decisions. <input type="text"/>	Wishy-washy indecisive. (fast in making decisions) <input type="text"/>	
Appearance (Personal Grooming habits)	Outstanding and makes excellent impression. <input type="text"/>	Neat. Better than average impression. <input type="text"/>	Presentable by average standards. <input type="text"/>	Careless, unkempt. <input type="text"/>	
<b>Sub-Total</b>					
<b>Total Score</b>					



Attendance: Number of times of unauthorized absence sine the last appraisal : \_\_\_\_\_

Punctuality: Number of times late for work since the last appraisal : \_\_\_\_\_

Warnings: Number of time in receiving warnings (state verbal or written):

\_\_\_\_\_

The total points scored will serve as a guide to the employee's performance level:

- Outstanding - 90 to 100
- Above Average - 70 to 89
- Average - 55 to 69
- Manageable - 50 to 54
- Unsatisfactory - 0 to 49

**Recommended for Promotion/Salary Increment**

**Not Recommended for Promotion**

**Exceptionally well qualified**  
(seems likely to stand out in the higher grade and go still further).....

**Likely to Qualify in Time** (not able to do the higher job at present, but should qualify after more experience).....

**Well qualified** (well-fitted for Immediate promotion and likely to do really well in higher grade).....

**Unlikely to Qualify** (shows little or no promise) .....

**Qualified** (Able to do the higher Job adequately) .....

**Training and Development Needs:**

Please identify the training needs required by the employee for further development:

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

If recommended for promotion, please indicate the kind of duties the employee would be best-suited and/or any other suggestions.

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

General remarks by immediate superior:

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Signature: \_\_\_\_\_ Designation: \_\_\_\_\_  
Name

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

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I, \_\_\_\_\_ have understood the contents of the appraisal.  
(name of Employee being appraised)

Employee's comments (if any pertaining to his interest and career plan in line with the organization's progress):

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**Final Report and Countersignature of General Manager**

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





Form 4-A

# Performance Appraisal A Subjective Model for Executive Staff

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## Section 1

- 1. Name of Staff : \_\_\_\_\_
- 2. Job Title/Grade : \_\_\_\_\_
- 3. Department : \_\_\_\_\_
- 4. Length of Service : \_\_\_\_\_
- 5. Time in Present Post : \_\_\_\_\_
- 6. Date of Last Appraisal : \_\_\_\_\_

\_\_\_\_\_  
Name of Appraiser : \_\_\_\_\_  
Signature of Appraiser : \_\_\_\_\_  
Date of Appraisal : \_\_\_\_\_  
\_\_\_\_\_

## Description of Principal Duties of Appraised:

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



**Section 2**

**Individual Attributes** (See definition on pages 195-196 )

	1	2	3	4	5	6	7	8	9	10
Team Work										
Loyalty to the organization										
Cooperation										
Work Accuracy										
Adaptability										
Social Attributes										
Initiative										
Knowledge of Work										
Managerial Competence										
Sub-Total										
<b>Final Total</b>										
<b>Total on Previous Appraisal</b>										

**Section 3 - Performance in job-improvement required at last review.**

What improvement was required at last review?

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What improvement has occurred since last review?

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**Assessment of performance in job since last review.**

	Key Areas of Job	Assessment				
		Out-standing	Very Effective	Average	Below Average	Unsatisfactory
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

**Section 4** Overall summary of performance including an assessment of the extent to which the job is being done fully and well.

Indicate the main strengths of employee:

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Indicate main weaknesses of employee:

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**Section 5:** Were the set of objectives achieved -indicate performance

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**Section 6:** Objectives/Action Plan - Establish objectives and areas for improved with targets

Objectives	Targets to be Achieved	Time Scale

**Section 7:** Future Development -Indicate Potential

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**Section 8:** Appraiser's Comments - which will be reviewed by the Head of the Department.

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Signature of Appraisee: \_\_\_\_\_ Date: \_\_\_\_\_



## DEFINITIONS OF INDIVIDUAL ATTRIBUTES

Attributes	Outstanding	Unsatisfactory
<b>Leadership</b>	His/her presence puts heart into others and his/her example gives them an excellent standard by which to judge their own behavior. He/She demands nothing of others that he/she is not prepared to give at least an equal measure him/herself. His/Her subordinates respond eagerly to his/her directions and he/she commands obedience with rank and affection with impartiality. His/her juniors know that they can count on his/her understanding sympathy.	He/She exercises little influence over his/her subordinates other than by his/her poor example. He/She accepts from others his/her own low standard of discipline and his/her temperament makes him/her incapable of effective command. He/She is inconsiderate for the feelings of others and takes no interest in his/her subordinates, their welfare or domestic circumstances.
<b>Teamwork</b>	A highly respected and effective team member who works in harmony with others. Tactful and helpful to everyone at all time, he/she participates fully in a wide range of activities and adopts the right approach to superiors and subordinates alike. His/Her presence in a team gives it a high chance of success.	Solitary and tactless, does not easily respond to the ideas of others, and unyielding. His/Her abrasive manner invites a hostile response, he/she is a disruptive element in team activities and is best left to work on his/her own.
<b>Loyalty</b>	An individual who places the organization's interests above his/her own. He/She has a profound affection for the organization and is enthusiastic fulfilling his/her responsibilities. He/She is unswerving in his/her support for superiors and juniors alike and can always be trusted to give impartial advice.	His/Her chief obligation to his/her own selfish purposes-he/she is in the organization for what he/she can get out of it. He/She sees very little value in the profit virtues. Whilst his/her ability may not be in doubt, his/her support would be suspect at times of need.
<b>Cooperation</b>	Peers, subordinates and superiors regard him as someone who considers others before him/herself -nothing too much trouble.	He/She will always find a reason why he/she cannot do something. When instructed to do something will usually moan about it to his/her superior and/or others.
<b>Accuracy</b>	He/She will always ensure accuracy in his/her work and will be known as a person whose work does not need checking.	He/She will have developed reputation where his/her work always needs checking and invariably contains errors and inaccuracies. The general quality of his/her work is poor.

Attributes	Outstanding	Unsatisfactory
<b>Adaptability</b>	An individual who possesses the total capability of adjusting his/her approach and relationship to people, tasks and situation to suit to circumstances without abrogating his/her principles or becoming what might be regarded as a spineless individual.	An individual who is incapable of adjusting his/her approach and relationship to people, tasks and situation to suit various circumstances.
<b>Social Attributes</b>	At ease in every company and in all situations he/she displays the utmost courtesy and consideration for others. His/Her fine presence and his/her inspired an immaculate turn out, together with his/her well balanced humor, enlivens every occasion.	An awkward individual given to discourtesy and insensitive to the feelings of others. An insignificant figure matched by a slovenly appearance. His/Her sense of humor is invariably misplaced.
<b>Initiative</b>	An individual who makes a decision and/or takes action in circumstance where there is no prescribed guidance, and in which the decision is likely to create a significant precedent.	An individual who is unlikely to make a decision or take action unless there is a prescribed guidance or he/she has referred the matter to a superior even then the decision is unlikely to create a significant precedent.
<b>Knowledge</b>	An individual who has a total command of all the knowledge required to undertake, in a any circumstances, all the tasks he/she is likely to meet.	An individual who is likely to be lacking in knowledge relating to some tasks which he/she may be expected to encounter.
<b>Managerial Competence</b>	Exceptionally capable in providing effective control, foreseeing difficulties, dangers, and correcting errors, whilst allowing the optimum delegation of authority. A master at organization and planning, who is quick to recognize priorities to put them into effect, logically and systematically, and who is able to evaluate accurately the results achieved. He/She employs the resources under his/her control in the most economic way.	Fails to provide effective supervisory or managerial control over his/her subordinates, is a poor organizer/planner, who works without method of foresight. Seldom evaluates correctly the results achieved. Over or under delegates responsibility. Has little sense of cost-effectiveness and either fails to detect most areas or allows areas to go unchecked in his/her subordinates.

Form 5

**SAMPLE****Letter of Promotion- with Condition**

(Date)

(Name of Employee)  
Present Position

Dear Mr./Ms.

**RE: Promotion**

We are pleased to inform you that you have been selected for promotion for the position of (post) with effect from (date).

This promotion is subject to your successfully completing six months trial period (which may be extended for another three months at the sole discretion of the credit union) during which time you shall receive a monthly 'Acting Allowance' of (amount) in addition to your existing salary.

On confirmation, the 'Acting Allowance' shall cease although an equivalent to your existing salary as total basic salary. In the event of your not being confirmed in this position, you shall revert to your former position or be reassigned to a position equivalent to your former position and the 'Acting Allowance' shall cease altogether.

We trust you shall endeavor to give your best effort to our credit union at all times.

Yours sincerely,

General Manager/Personnel & Administration  
Manager

c.c. : Department Head





Form 6

**SAMPLE****Letter of Promotion- without Condition**

(Date)

(Name of Employee)  
Present Position

Dear Mr./Ms.

**RE: Promotion**

In recognition of your good performance, we are pleased to inform you that you have been promoted to the position of (post) with effect from (date). Your basic salary shall be adjusted to (amount) per month.

Please accept our heartiest congratulations. We wish to thank you for your contributions and look forward to your continued dedication and support.

Yours sincerely,

General Manager/Personnel & Administration  
Manager

c.c. : Department Head



**SAMPLE**

## Job Description

**POSITION TITLE:** Teller/Cashier**DIVISION/DEPARTMENT:** Operations Department**TITLE OF IMMEDIATE SUPERVISOR:** Operations Manager**DATE OF LAST REVIEW OF JOB DESCRIPTION:****POSITION IS:** Full Time: \_\_\_\_\_ Part Time: \_\_\_\_\_ Temporary: \_\_\_\_\_

### PRIMARY PURPOSE OF JOB

Acts as a credit union representative to the public. Performs all transactions authorized to be performed at teller windows. Provides information and assistance to members on all transactions. Cross-sells other credit union products and services as appropriate. First-line responsibility for identifying transactions and situations subject to various reporting and compliance requirements, such as suspicious activity reports.

### PRINCIPAL DUTIES AND RESPONSIBILITIES

- Conducts individual member transactions involving member accounts, including deposits, withdrawals, loan payments, cash advances, and issues authorized disbursements;
- Answers members' questions and responds to problems and complaints about credit union accounts and services;
- Explains operation of credit union policies to members;
- Cross-sells appropriate products and services to members;
- Performs miscellaneous duties as required and as time permits, including, but not limited to, processing address changes, filing, running cash and checks to general ledgers, etc.



**SUPERVISORY RELATIONSHIPS**

Reports Directly to: \_\_\_\_\_

Other positions supervised: \_\_\_\_\_

Level of supervisory authority of position: \_\_\_\_\_

**INTERNAL AND EXTERNAL CONTACTS:**

Extensive daily contact with members. Frequent daily contact with other functional areas of credit union. Occasional contact with external sources of information in local area, to respond to members' questions and issues, or to get information needed to do the job.

**EDUCATION AND EXPERIENCE REQUIRED**

High school diploma or equivalent required, with focus on business or mathematical skills. Two years of experience in cash handling, customer service, light clerical work including use of computers desired.

