

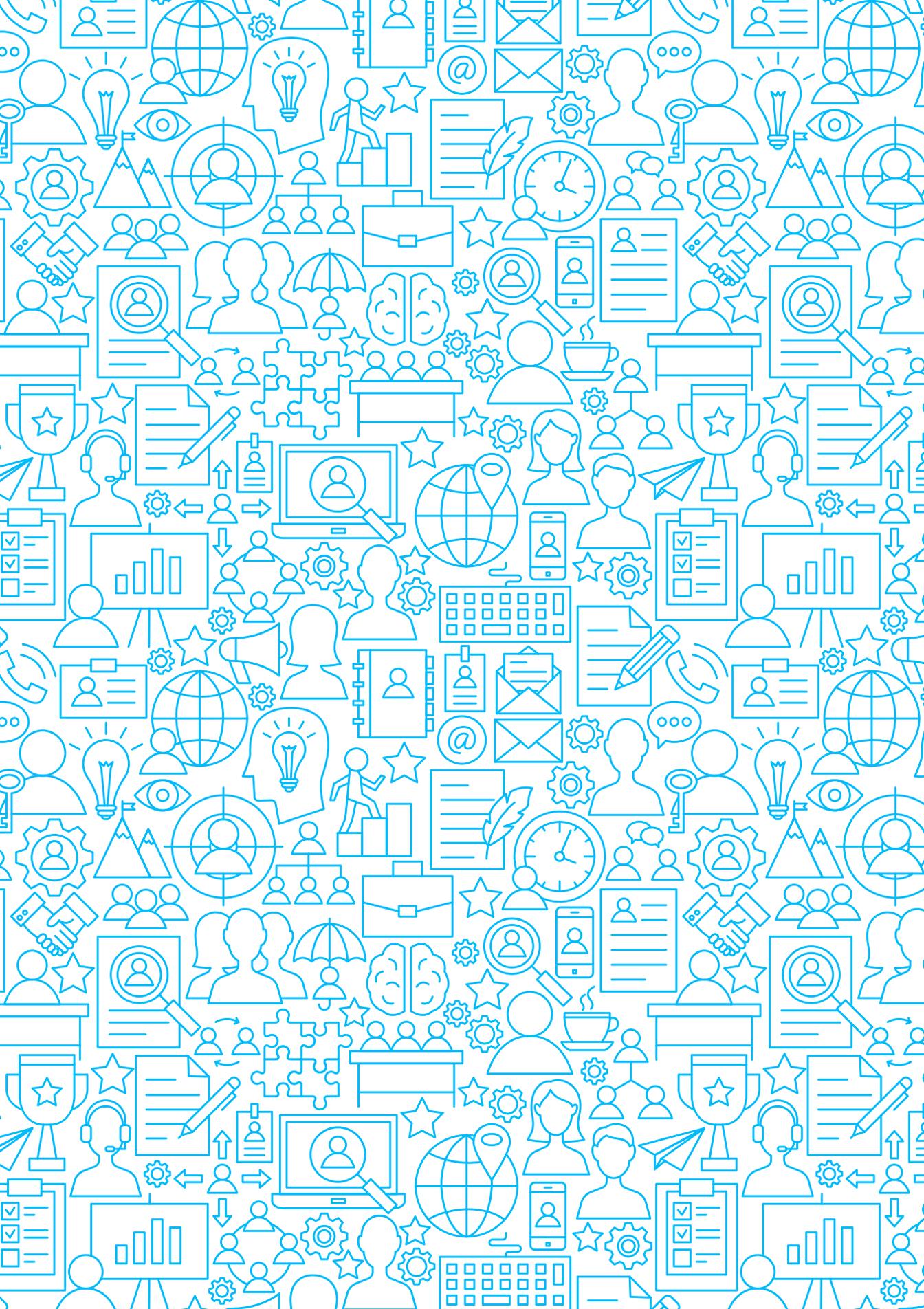


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An Introduction to Diversity and Inclusion HR Toolkit

A Resource for Micro, Small and Medium Enterprises

Introduction

Diversity and inclusion combined with strong human resource management (HRM) are core components for any successful business. Indeed, in recent years, HRM has been recognized as the best way to stand out from the competition. To become a competitive, attractive and successful business, some essential human resources (HR) activities must be realized. This includes creating a diverse and inclusive workplace environment by identifying, hiring and retaining the people the organisation needs to execute their strategy and achieve their goals. Success requires creating a space where everyone feels welcome and heard, managing employees' tasks and professional needs, and recognizing their work through a variety of benefits, for example safe transportation to work, work-life balance, soft-skills development training etc. To create a successful, inclusive and effective business, several tools, policies and procedures must be established and followed by everyone in the company. Effective management of human resources and the implementation of specific policies will help serve several important functions, such as:

- Communicate the values and expectations of your organization to employees
- Help management make decisions that are consistent, uniform and predictable
- Document and implement the best practices appropriate for the organisation
- Keep the organisation in compliance with legislation
- Provide protection against employment claims
- Support consistent treatment of staff, fairness and transparency¹

To help companies update their HR practices, WUSC Sri Lanka together with Industry stakeholders has produced this practical Diversity and Inclusion HR Toolkit to be used by all businesses across the country at different levels. This toolkit will allow business executives and stakeholders to update or implement an HRM database adapted to their sector of activity and their organisational characteristics (small or medium-sized enterprises). Our goal is for managers to use this guide to manage their teams while ensuring compliance with labour laws and for employees to consult the toolkit for information regarding their rights and remedies. The Diversity and Inclusion HR Toolkit defines and explains all key HR concepts, their utility and to whom they apply.

An organisation's HR toolkit should be one of its most important documents. It articulates the organisation's policies and procedures and therefore, how business is conducted within an organization². This helps an organization to maximize opportunity and avoid unnecessary challenges. The Diversity and Inclusion HR Toolkit also equips everyone, in particular those most marginalized groups, such as women and youth, with necessary knowledge and tools to make it easier for them to access labour market. Some aspects of the guide designed specifically to promote safety, inclusion and development as employees.

WUSC's aim is to support its partners from the Information and Communication Technology, Hospitality and Tourism and, Construction and Automotive or Light Engineering sectors to implement HR policies and practices that are relevant to these areas of activity. One of the objectives of this Diversity and Inclusion HR Toolkit is to create positive impacts for marginalized groups, particularly women and youth, by increasing the attractiveness of these sectors. We believe that implementing these policies and using the Diversity and Inclusion HR Toolkit will help businesses become even more profitable and efficient in managing their workforces. This project is a long-term investment that will enable companies to manage their resources efficiently and to stand out from the competition by promoting fair policies, employees' well-being and safety.

¹ <http://hrcouncil.ca/hr-toolkit/policies-guideline.cfm>

² <http://www.corporatecomplianceinsights.com/hr-function-compliance-role/>

About the Diversity and Inclusion HR Toolkit

The Diversity and Inclusion HR Toolkit brings together the inputs and knowledge from HR experts who were consulted throughout its development and validated the final toolkit. It offers information on nine different components of human resource development in the workplace for micro small and medium enterprises (MSMEs) in Sri Lanka. This toolkit is trilingual and includes tips and guidelines in the form of many templates (stored in flash drive) for the private sector enterprises that are willing to invest in and adopt good, inclusive HR systems in their workplace. For those MSMEs who already have a system in place, this toolkit provides additional information that will improve their existing practices for better productivity. The nine different components included in the toolkit are

1. HR Policies and Employment Legislation
2. Diversity and Inclusion at work
3. Women at Work
4. Youth at Work
5. Finding the Right People
6. Keeping the Right Employees
7. Compensation and Benefits
8. Learning, Training and Development
9. Employee Health and Safety

The objective of this Diversity and Inclusion HR toolkit is to improve the productivity of all micro, small and medium enterprises by developing a simple HR system and good, inclusive HR practices to boost their business. Thereby create a better workplace for young men and women in Sri Lanka. We hope this toolkit to be of great value to you, and we encourage the MSMEs to make use of it for better human resource management within your company.

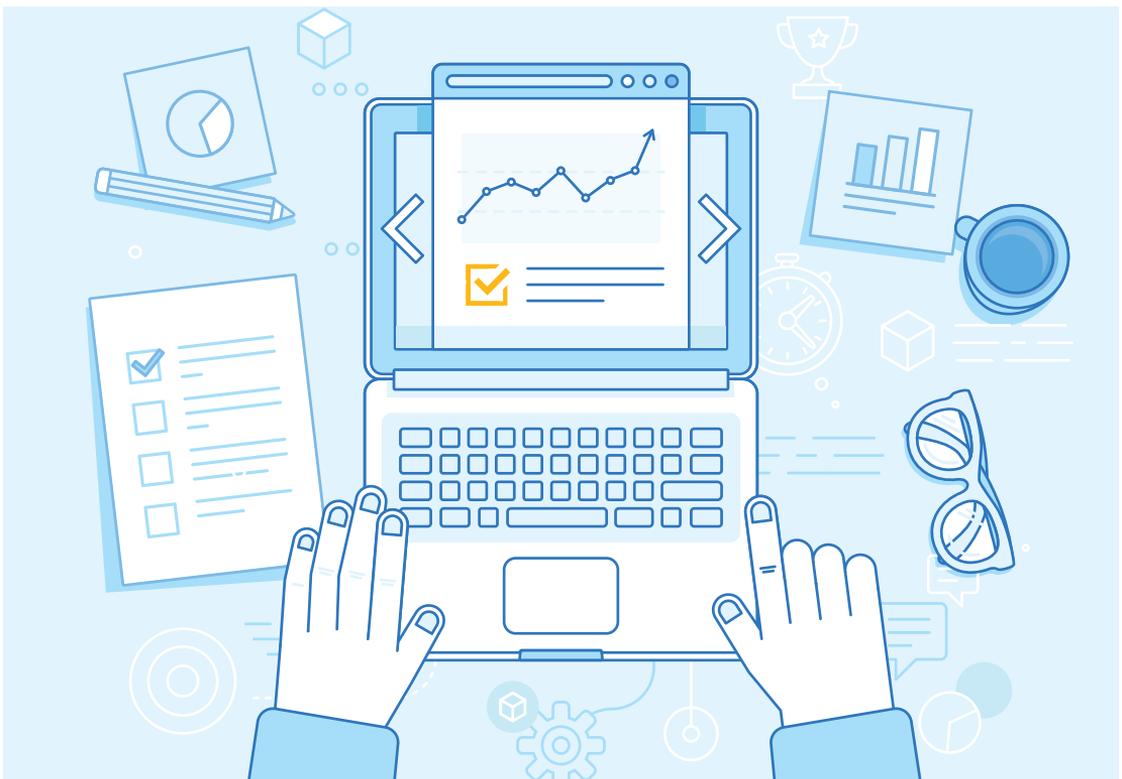


Employment Legislation and HR Policies

Employment Legislation

All employers must understand and comply with laws and policies that relate to employment. Employment laws are the minimum standards that must be provided to employees. These laws form the basis of a company's HR policies. Employers can develop policies that go beyond what is outlined in the law, but they can not provide less than what is legally required.

Employment standards should be included in the employee contract to ensure that new employees are aware of the terms of employment and working conditions. The law covers many aspects of employment including, but not limited to: sexual harassment, health and safety, minimum wage, hours of work, maternity leave, statutory holidays, annual vacation, deductions and termination.



HR Policies

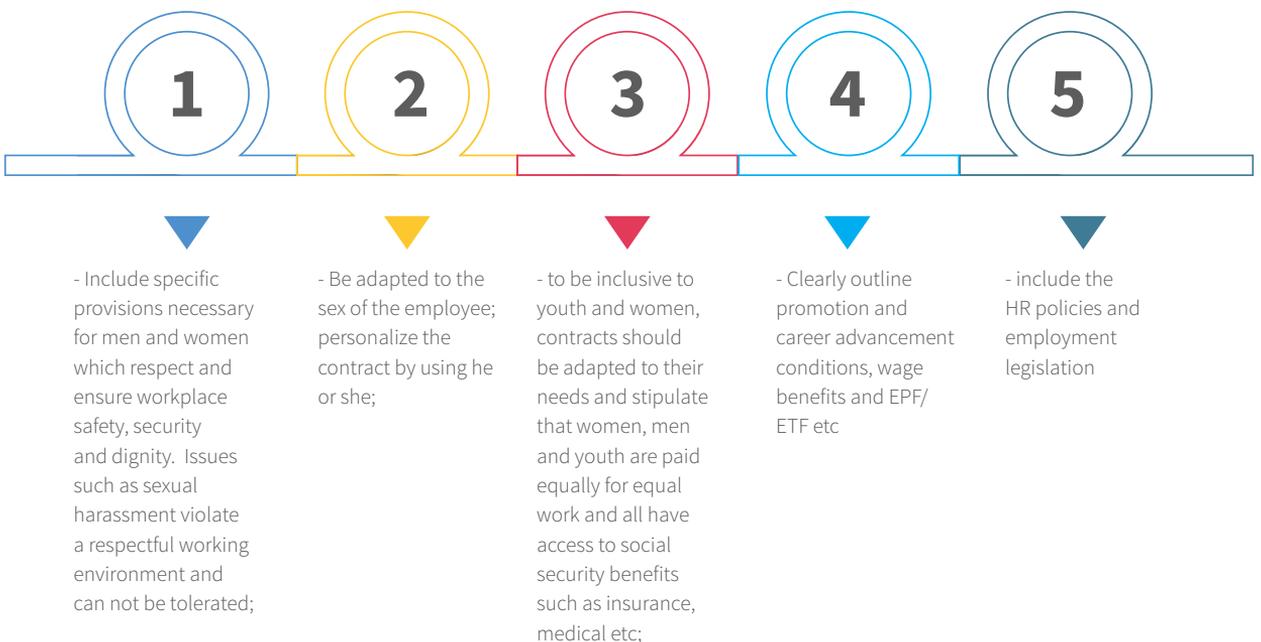
HR policies provide the structure, control, consistency and fairness for all employees in the workplace. They are written statements of the company's standards. They comply with employment laws and they include themes such as workplace diversity, non-discrimination, recruitment, benefits, work-life balance, dress code, discipline and leave of absences. They clarify expectations and help to create a desired work environment. HR policies are also useful for employees because in case of conflict or disagreement, they provide guidance. HR policies define consequences of violation of company rules, including disciplinary action.

Policies on respect, anti-harassment and non-discrimination provide manager with guidelines to resolve workplace conflicts and to handle complaints. HR policies help to create a positive work environment, to enhance working relationships and to improve productivity.

Please contact Employers' Federation of Ceylon (EFC) for more information <http://www.employers.lk/>

Work Contract

Written contracts are vital to ensuring that equal rights are respected and to prevent discrimination in the workplace. An employment contract must:



(See template 10 for a work contract example).



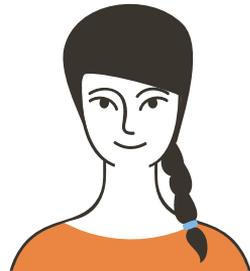
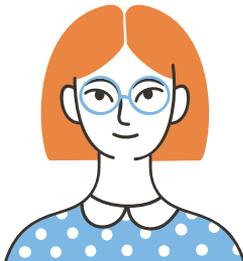
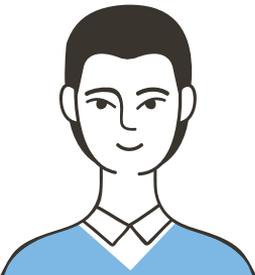
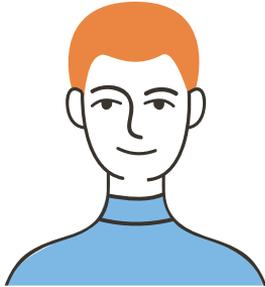
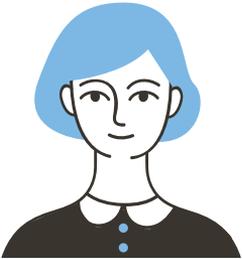
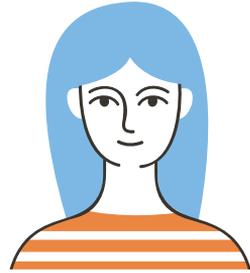
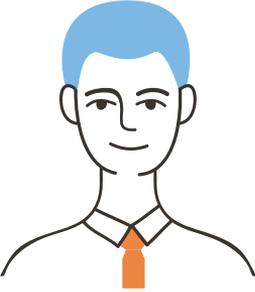
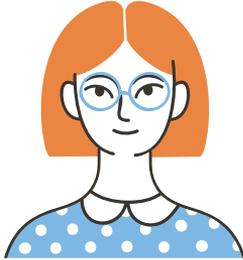
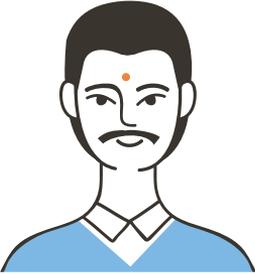
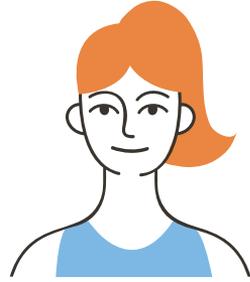
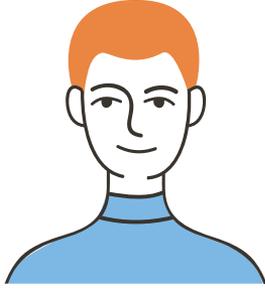
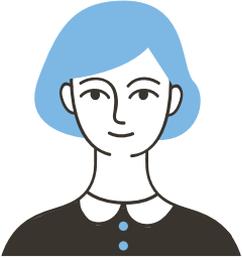
Unions

Unions result from workers' desire to unite to claim their rights and improve working conditions. Trying to prevent this happening is counterproductive. To foster good relationships, both parties should commit to resolving differences and disputes in a collaborative way that embraces the principles of fairness, respect and dignity.

Code of Conduct

A Code of Conduct is a very useful tool to lay out what is and what is not acceptable in the workplace. The Code must be disseminated to all staff members. For example, when women enter a male dominated work environment, there is a risk of inappropriate behaviour or harassment. A Code of Conduct will help to provide a respectful environment for all workers by preventing and responding to discrimination, gender based violence (GBV), harassment and sexual abuse. Communicating expectations and having workers agree in writing to the Code of Conduct, you raise awareness of the issues, outline disciplinary action and ensure collaboration.

See Template 1 for an example of a Code of Conduct and Template 10 for Work Contract



Diversity and Inclusion at Work

What is diversity in a workplace?

A diverse workforce includes a range of different people and is not something you can only see. It extends beyond race or ethnicity, religion, culture, sexual orientation or age to include factors such as gender, geography, language, politics, beliefs, abilities, skills and interests. A diverse workplace should reflect the community.

As an employer, you should promote diversity and inclusion of employees from all groups. To do so, you might need to implement special policies and programs to attract and integrate new staff into your business. It is important to educate your staff on the importance of respecting differences in the workplace and on effective teamwork in a diverse environment.

Managers and business owners should ensure and promote diversity and inclusion as part of the core value set of the company.

See Template 5 for Diversity and Inclusion policies examples

Benefits of Diversity and Inclusion

By promoting diversity and inclusion in your corporate culture, you encourage your employees to respect differences, work in a team, listen to colleagues, and bring different approaches to problem solving. Developing respect for co-workers will reduce the likelihood of conflicts and promote conflict resolution.

If your company is known for being fair and equitable, you will be able to attract and retain staff. A diverse workforce that is valued will lead to increased retention. Among the benefits of diversity in the workplace are: increased productivity, increased creativity, better problem solving, improved attraction and retention of talented people.

A diverse workplace that reflects the community is more attractive to customers or clients.



Hiring people from diverse backgrounds

Diversity is not only related to gender, race or age. It is also defined as diversity of thoughts. When you hire people from different cultures, schools or communities, you allow your company to benefit from many experiences and different ideas. By including diversity in your workforce, you increase your market share because you ensure that the diversity of the population is represented in your business. Your customers develop a stronger connection to your products and services and your profitability will grow.

Inclusion of Persons With Disabilities (PWDs)

PWD represent a talented and untapped workforce. When you seek to fill vacancies, qualified PWDs bring benefits to the company's bottom line, to customers and to the community.

Research has shown that most employers of PWDs report high work quality. They rate their employees with disabilities as "good" or "very good" on work quality, motivation, engagement, integration with coworkers, dependability and attendance.

PWDs have a high job retention rate, reducing employee turnover and recruitment costs.

PWDs are less likely to get into work related accidents as they are more aware of work hazards.

Workers with disabilities will increase diversity in the workplace. They bring their own story, background and experiences which enrich the workplace.

Please contact Employers Federations of Ceylon (EFC) for more information

Rehabilitated Youth

Training and experience have produced a group of young people in Sri Lanka that are courageous, self-disciplined, highly motivated and results-oriented. They have been tested in highly demanding situations. They are quick to learn, picking up new skills, working well under pressure and adapting to new circumstances easily. If you think those characteristics fit your business values, you should consider hiring and training a rehabilitated youth or ex-combatant.



Women at Work

Benefits of Hiring Women

Adding women to your workforce brings a different perspective, different skills and has the potential to expand your client or customer base. Hiring women is a good practice, both for the women and the organization.

A female perspective offers a better appreciation for the needs of your female clients. The work environment is improved through the communication skills, creativity and team building that women bring to the job. The addition of female staff makes a business more welcoming to everyone in the community.

By considering women to cover vacancies, you increase the number of potential professionals that could work for you: you access the best available and underutilized talent and improve women's economic participation.



Workplace Sexual Harassment Policies

Investing in safe working conditions is good for business. Research has found that harassment in the workplace lowers productivity and staff retention. Without strong policies preventing harassment, businesses risk developing a poor reputation and may spend considerable time dealing with legal actions.

The best practice is to adopt and emphasize a zero-tolerance violence and sexual harassment policy in the workplace. Set up a confidential process to report issues and make sure all employees know about it. Be aware that harassment affects everyone, not just women.

Consider programs that educate employees about acceptable behaviour and work with your employees to create a respectful and safe workplace culture.

Women's innovation initiatives

Research done by the United Nations has shown that businesses that promote women's empowerment and gender equality are more profitable. Empowerment is created when the strengths that women already bring to the company are recognized and utilized.

As an employer, you should provide opportunities for women to make choices, to innovate, to lead projects and listen to their ideas. Encourage them to share and work with other female colleagues from your company or from business chambers, associations and forums. They might come up with improvements for your business and the community that will surprise you.

Highlight the good work of women; it is good for your business brand and for female employee's motivation.



Women's inclusion

Tips to help you promote women's inclusion in your business:

- Introduce a buddy system: pair women so they can support each other, discuss work, guide new female employees, etc.
- Organize meetings where men and women exchange and express their ideas.
- Appoint women in supervisory, management or board positions
- Where possible, allow women to work from home. This provides flexibility with breastfeeding infants, caring for sick children, or if transportation to work is too dangerous. Working from home must be feasible (based on the position) and produce tangible results.
- Conduct exit interviews when a woman quits her job to find out what is the reason(s) for them leaving.

Women's Safety

- To ensure women's safety at work, it is important to ensure certain provisions are in place.
- Provide safe working conditions and protection (adapted for women) that protect them from exposure to hazardous materials and disclose potential risks, especially risks to reproductive health.
- Train managers and security staff to recognize signs of violence against women and sensitize all employees about laws and company's policies on the topic.
- Provide separate facilities for women (bathrooms, changing rooms, etc.).
- Provide safe transportation for women: this could be quite expensive for one employer but you can create an employer group to ensure the service and share the costs. This should be addressed during meetings of business chambers, associations and forums.



Youth at Work

Benefits of Hiring Youth

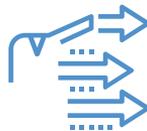
- Hiring youth can be beneficial if you are trying to attract young customers.
- Young employees don't come with bad habits from previous workplaces that you need to break. They were recently students and still have a learning mindset, which means they can easily learn new things. When you hire young employees, you can design effective training methods that suit your specific needs.
- As they likely grew up exposed to technology, youth tend to be tech savvy, comfortable with computers and social media.
- They can easily adapt to your business technology. They can help your business stand out in a technology-driven world.
- Because young employees are less experienced, hiring them might be less expensive than hiring older, more experienced workers. Less experience usually equals lower starting wages, which can be cost savings for your company. It is however, important to reward and compensate young employees adequately (ensuring adherence to labour laws).

Attracting young employees

If you want to attract young people, here are some ideas to implement to get there.



Provide training and staff development opportunities workplace



Create a flexible, motivating and inclusive workplace



Make your hiring process digital



Introduce Flexible working policies



Adapt work-life balance policies



Money is not the biggest motivator for young people – they want to work for a company that shares their values and where they can make a difference.

Youth inclusion

In most countries, young people find it difficult to establish themselves in the labour market. Their relative lack of experience can make it difficult to compete with more experienced jobseekers. As a result, youth unemployment rates exceed those of adults. Meanwhile, young workers are ready and eager to get started in the world of work. They are looking for opportunities to develop more skills and contribute to the success of Sri Lankan industry. As an employer, you should consider hiring young workers to ensure the sustainability of your activities. Young people bring new ideas, energy and diversity to work, which can keep your organization strong and dynamic.

Decent work for youth

Access to productive, fair and decent work is the best way that youth can realize their aspirations, improve their living conditions and actively participate in society. Decent work for youth strengthens economies and creates a cadre of young aware consumers, savers and producers. By giving decent work to youth, you participate in their empowerment.



Exit interview

To learn more about why youth are quitting their jobs, you should conduct exit interviews for each resignation. This will allow you to know why they're unsatisfied and improve your practices.

Soft Skills Development

To be effective workers, young employees need to develop essential "soft skills" and learn how to use them in work contexts. As an employer, make sure you provide opportunities to develop these skills. Positive feedback on good practice and constructive criticism when required with build these important skills.



Communication:

to be effective in both oral and written communication. Employees need to be confident when talking to others and to be able to write well enough to be clearly understood – make them write reports.



Teamwork:

to be good at working with people (colleagues, clients and partners) and to build confidence – make them work in a group.



Problem solving:

to be able to find solutions when faced with problems at work – make them resolve complaints.



Initiative and creativity:

to be creative and suggest improvements – make them propose changes to the way things are done in their team or work environment.



Planning and organizing:

to work out what is required to get a job done and how to do it – make them help to organize a community event.



Finding the Right People

Define the Need

Several elements will have to be determined to plan the recruitment strategy. Here are some ideas that will help you define your needs:

- What are the activities planned for the coming months?
- Are your staff needs temporary or permanent needs?
- Do you need junior* or senior employees?

*If you need someone with limited experience, this is the right time to attract and hire young people.

The staffing process starts with the need to fill a new or a replacement position in the company.

Once your needs are defined, you will need to write a job description prior to posting the job.



Job Description

A job description is the foundation for many important processes in human resource management including job postings, setting expectations, compensation, training and performance appraisal. Job descriptions should provide a brief overview of the role, how it relates to your company vision, a list of key responsibilities, requirements and qualifications. Later, you will be able to use job descriptions as the foundation for interview questions, performance appraisals, establishing expectation and determining the basis for salary increases. The attached USB stick contains templates (18-24) which outline the essential information to include in a job description. While job title, salary range, duties and task, experience and skills need to be in the job description, a good version goes beyond the basics.

Recruitment

All your qualified and talented employees should be encouraged to apply to internal vacancies. If you can't find internal candidates, you should explore external talent. To select and attract people to your organization, you need a good recruitment plan which includes criteria to post jobs, apply recruitment techniques and select the best candidates. A referral program is also something you should consider as it allows your employees to do a big part of the recruitment for you. If they enjoy their job, they can promote your company and influence friends and family members to apply for positions. You can also develop partnerships with training centres and hire graduates with current and relevant skills.



Selection and Hiring

- Create a short list of **candidates** after you have reviewed the applications.
- **Conduct the interviews** with the hiring supervisor and manager. During the interviews, you must do everything to promote yourself and the company so the candidate will understand their future employer. If you want to promote diversity and attract youth, PWDs and women, the interview is a good time to discuss specific things that would interest them.
- **Reference checks** will give you information about the candidate's previous work performance. Make sure you conduct a minimum of two reference checks.
- **Make an offer** and discuss the salary and total compensation package.
- By signing the **Appointment Letter**, the candidate confirms acceptance of the offer. Do not forget to hand over all other important documents.

Onboarding Program

Onboarding is important when familiarizing new employees with the goals of the company and offers support to them as they tackle new challenges. A well planned onboarding program will increase employee retention.

On the first day, a new employee should be introduced to the manager, colleagues and tour the workplace. Make sure they are provided with an overview of the company, review their responsibilities, talk about expectations and answer any questions they may have.

An onboarding program template (17) can be found on the USB stick.

What is Employer Branding?

It is the ability to differentiate and promote your company as an employer of choice to a defined group of candidates that you are interested in hiring. Good employer branding will facilitate the company's ability to attract and retain the best talent and stand out from the competition. To build a strong and positive employer brand you need to: highlight your core values in your job postings and website; be social – use social media to promote your achievements; show you treat employees fairly, promote youth and women inclusion policies. Your employer brand should allow candidates to understand and appreciate your company and its values. It should answer their main questions and convince them that they want to work for you. Finally, don't forget to value and respect your current employees; they are your greatest asset. They will talk about the job to friends and relatives. If they say positive things about working at your company, recruiting new employees is much easier.



Keeping the Right People

By implementing plans and ways to keep your employees, you avoid having to repeat staffing processes. This saves you time and money that you can spend on profitable activities.

Clear Expectations

Give all your new employees the documentation they need to understand their job, the company's rules and what you expect from them in terms of job performance and personal skills. Employees will feel more comfortable at work if they know the expectations of the employer. It is important to make things clear at the beginning to avoid misunderstandings. If issues do arise, manager and employees can work towards solutions knowing organizational expectations.

If you provide your employees with a clear contract that includes a good job description, your expectations of their performance and behaviour should be understood.

Example: Ensure a new employee is aware of the work schedule policy and their obligations. Make sure the new employee reads and understands the Zero Tolerance Policy on sexual harassment.

Employee recognition and motivation

Employee recognition should be done on a regular basis. Recognition is linked to motivation. Employees that feel their contributions to the organization are appreciated and valued are motivated to work hard and that leads to increased productivity. Daily recognition can be as simple as greeting employees in the morning, congratulating good deeds as soon as they happen, offering a special lunch, or bonus when the team reaches or exceeds the results. If you want to keep you and women in your workforce, offer benefit or rewards. Daycare near the workplace is a highly valued motivator for employees with young children. Youth are looking for opportunities to learn and develop so staff development training, training on soft skills will promote motivation and retention. Identifying the employee of the month, asking high performing staff to represent the company at an important meeting, flexibility in work hours, work-life balance are all valued by staff. If employees feel appreciated and supported they are more likely to become long serving members of staff.

Motivation



Mentorship/Coaching Program

Businesses can use mentoring as a low-cost way to develop staff. A long-term mentorship or coaching program makes it easier for new employees to understand how the business works and provides an accessible source of information, experience and knowledge. More meetings can be scheduled in the first few weeks, tapering off as the new employee becomes more comfortable and confident. This type of coaching plan is a good way to motivate your employees. By identifying them as a mentor, you recognize their experience and skills. It shows that you value long-servicing staff and their commitment to the organization. It demonstrates the career potential to new employees and enhances staff retention.

Tips on Employee Motivation and Retention Initiatives

To motivate and retain your employees, here are some ideas to implement in your company:

- Provision of duty meals
- Motorcycle loans (company pays the installments and transfers the papers when the loan is fully recovered)
- Annual staff party/staff excursions
- Celebrate festivals in the work place
- Bonus/recognition after completion of one year of service
- Special rewards for workplace improvements, suggestions and innovation (e.g. OHS)
- Educational assistance/study leave
- Medical Insurance/ Expenses Reimbursement
- Dormitory/ hostel facility
- Evening/lunch time language classes organized by the employer
- Mobile phone loans and reimbursement for work calls
- Parents and employers meetings
- Employer sponsored training in addition to on the job training



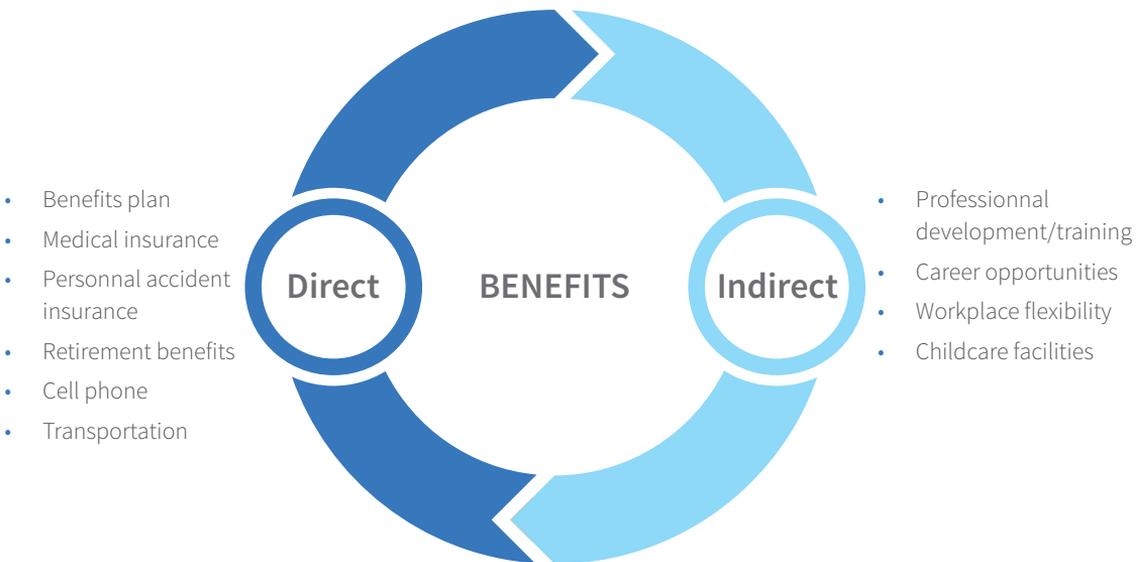
Compensation and Benefits

Compensation

Compensation is not only “what a person is paid”. Compensation includes direct and indirect benefits and rewards to which employees are entitled in return for their contribution to the company’s activities. Companies should develop an equitable process for compensating employees. The compensation package should offer a good balance of wages, benefits and rewards. Productive employees are the backbone of any organization and a fair and equitable compensation program will enhance employee satisfaction, encourage staff retention, reduce recruitment costs and support the organization to remain competitive in the labour market.

Benefits

There are two type of benefits – Direct and Indirect. Direct benefits are defined as various types of non-wage compensation provided to employees in addition to their normal wages or salaries. In-direct benefits can be defined as the way you choose to define the culture of your company. Recent studies indicate that in today’s changing work environment, people will remain in their job if they feel there is flexibility and an opportunity for creativity. By offering those to your employees, you will be sure to attract and keep highly skilled and motivated employees.



Statutory Obligations

Employers have several obligations to their employees. These obligations come from both the law and the employee's employment contract. All obligations should be mentioned in the work contract as they are direct benefits to the employee. Here's an overview of a company's obligations to their employees:



- Agreed salary/wage: pay the employee the agreed amount, on time, every month;



- Hours of work and overtime: respect the agreed schedule and pay overtime if applicable;



- Public holiday entitlement: act in accordance with related laws;



- Leave: define the types of leave and the number of days employees are entitled to (annual leave, sick leave, casual leave, etc.);



- Maternity and paternity leave: respect the provisions of the law;



- Emergency/sick leave/compassionate leave: providing these types of leave can give you an advantage over your competitors in attracting good employees;



- Grievance procedures: give employees reasonable opportunity to have their complaints addressed;

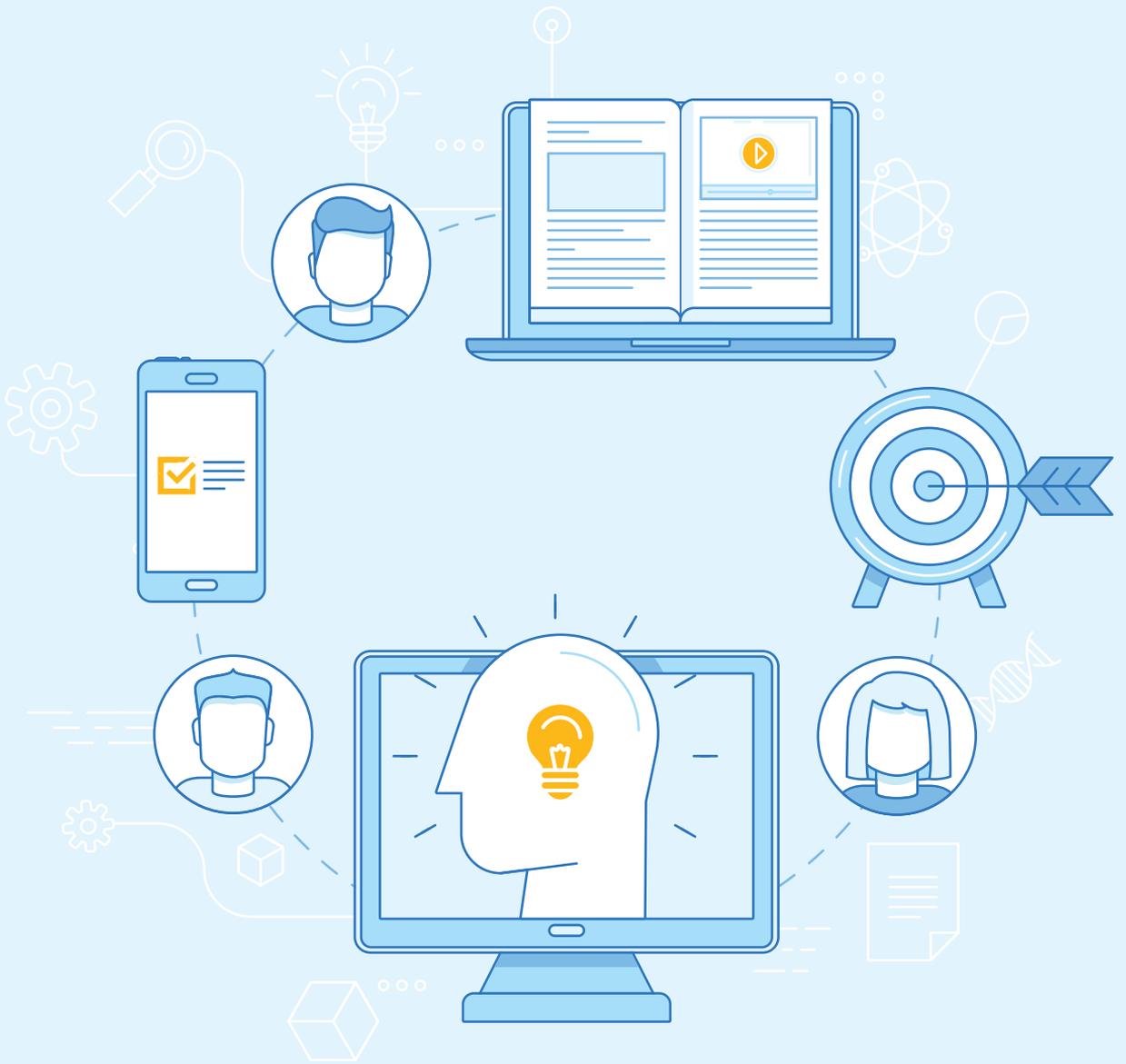


- Termination of employment: provide termination and retirement arrangements.

A work contract template (template #10) which provides details and explanations about statutory obligations, is provided on the USB flash drive.

Performance Appraisal

Staff performance appraisal is a process that can be both written and oral – whereby a manager evaluates and provides feedback to an employee on their work performance. The manager should meet employees individually at least once a year and review what is going well and what needs to be improved. You can also ask employees to do a self-appraisal and an appraisal of their supervisor and of the company. It is a good way to motivate employees and to enhance policies and procedures in the workplace. Employee's annual salary increase can be determined following the results of this meeting, though it should be noted that salary increases need to be done (and seen as being done) fairly to avoid challenges with staff morale.



Learning, Training and Development

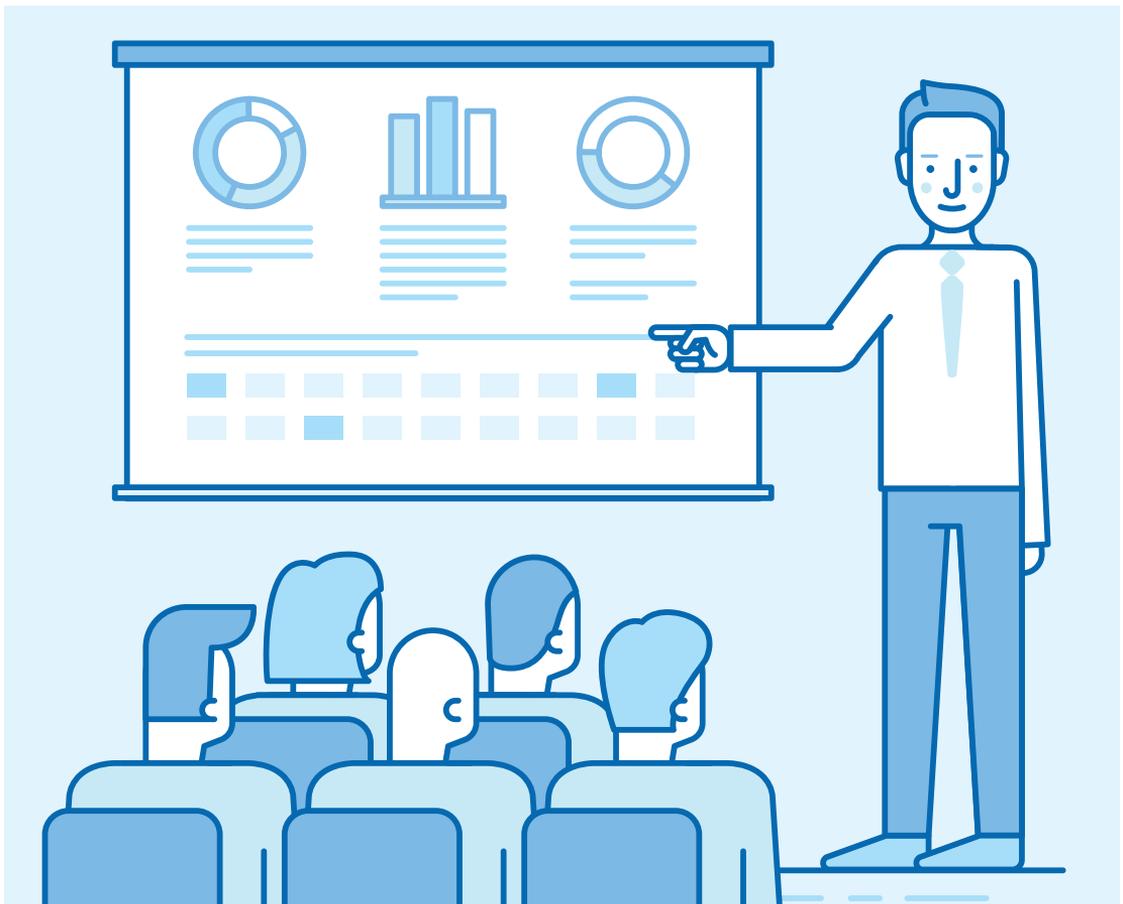
Effective training plan for new employees

In order for your employees to be successfully integrated into the workforce, to effectively develop the knowledge and skills needed for their jobs and to work safely, it is ideal to provide them with a good initial training program.

On their first day, employees must be introduced to and educated about the importance of Occupational Health and Safety (OHS) and the wearing of Personal Protective Equipment (PPE). This will reduce accidents and personal injuries and the related costs. You can read more about this in templates #6 & #7.

All new employees should also be educated about the company's anti-sexual harassment policy and on the process to report cases of harassment, should they occur.

When hiring youth, consider providing soft-skills training. These enthusiastic young people can be a tremendous and long-term asset to the organization with a bit of lifeskills upgrading. When hiring women, safety and security training will improve their comfort level and make your organization an employer of choice.



Staff Development at work

Give opportunities to youth and women to attend training, classes or programmes to increase knowledge and seek career advancement in areas including supervisory positions, team leader, management, project management or trainer. Once an employee completes training, give them the opportunity to test out their new knowledge.

An employee's development is a long term investment for your company. It demonstrates recognition of individuals and enhances retention and motivates the workforce.

It has been noted that young employees sometimes lack soft skills. As an employer, you can help them develop or improve these skills by organizing training. You will find that the productivity and relationships between employees improves.

Training can be integrated into the workplace where languages classes, computer upgrading, effective team work and communication skills can be learned through short targeted courses.



Partnerships

For small and medium companies, it is not always easy to provide training or continued education for employees. To offer interesting training at reduced costs, you should develop multi-level partnerships:

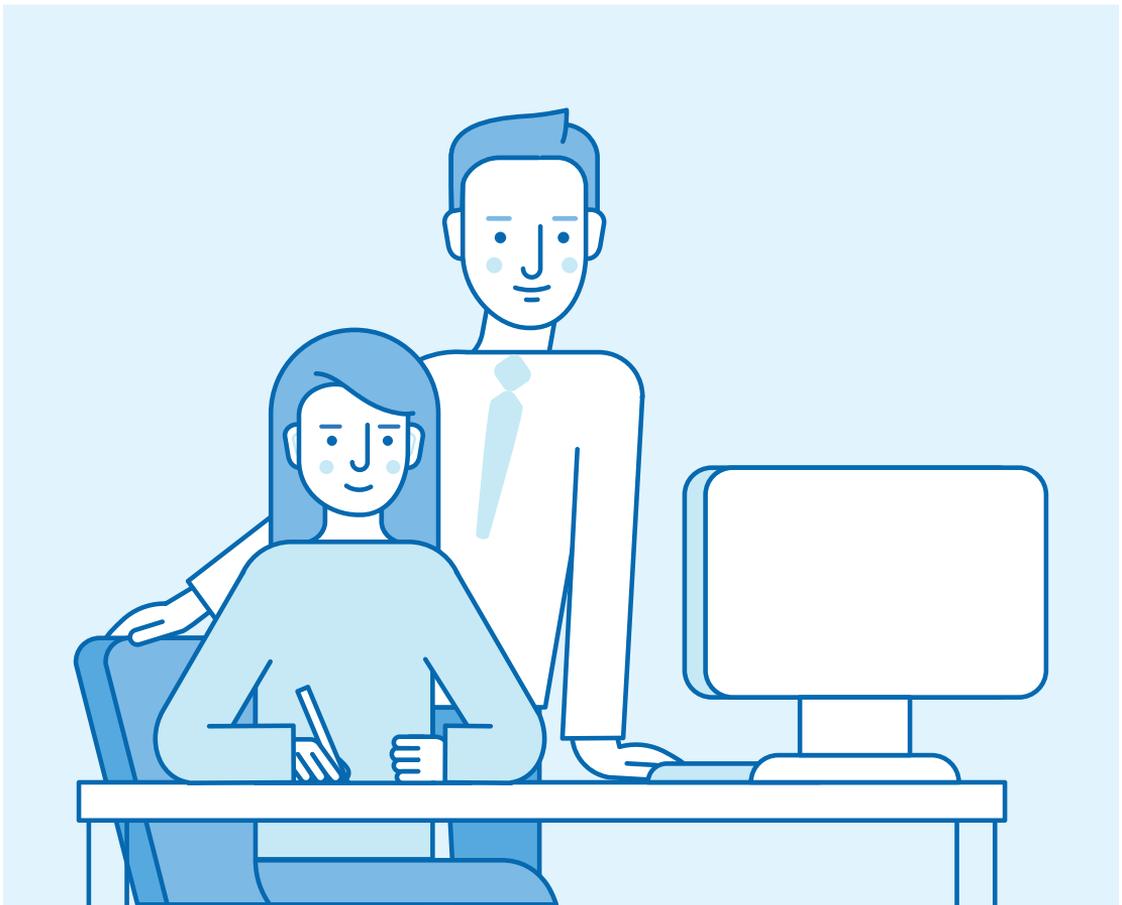
- With training institutions

To provide relevant programmes for students or for employees, develop partnerships with vocational training and educational institutions. It will help them to deliver relevant training and improve interest in employment opportunities in your business.

Share your needs and objectives:

- With other chamber/association members

You can develop partnerships with other companies from the business associations and chambers where you are a member. Jointly organize larger and diversified trainings for more employees. This allows staff to share and learn from other experiences, which can improve their practices and your business productivity.



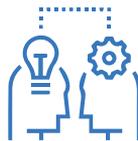
In order to be a successful learning experience, each training or development program should include:

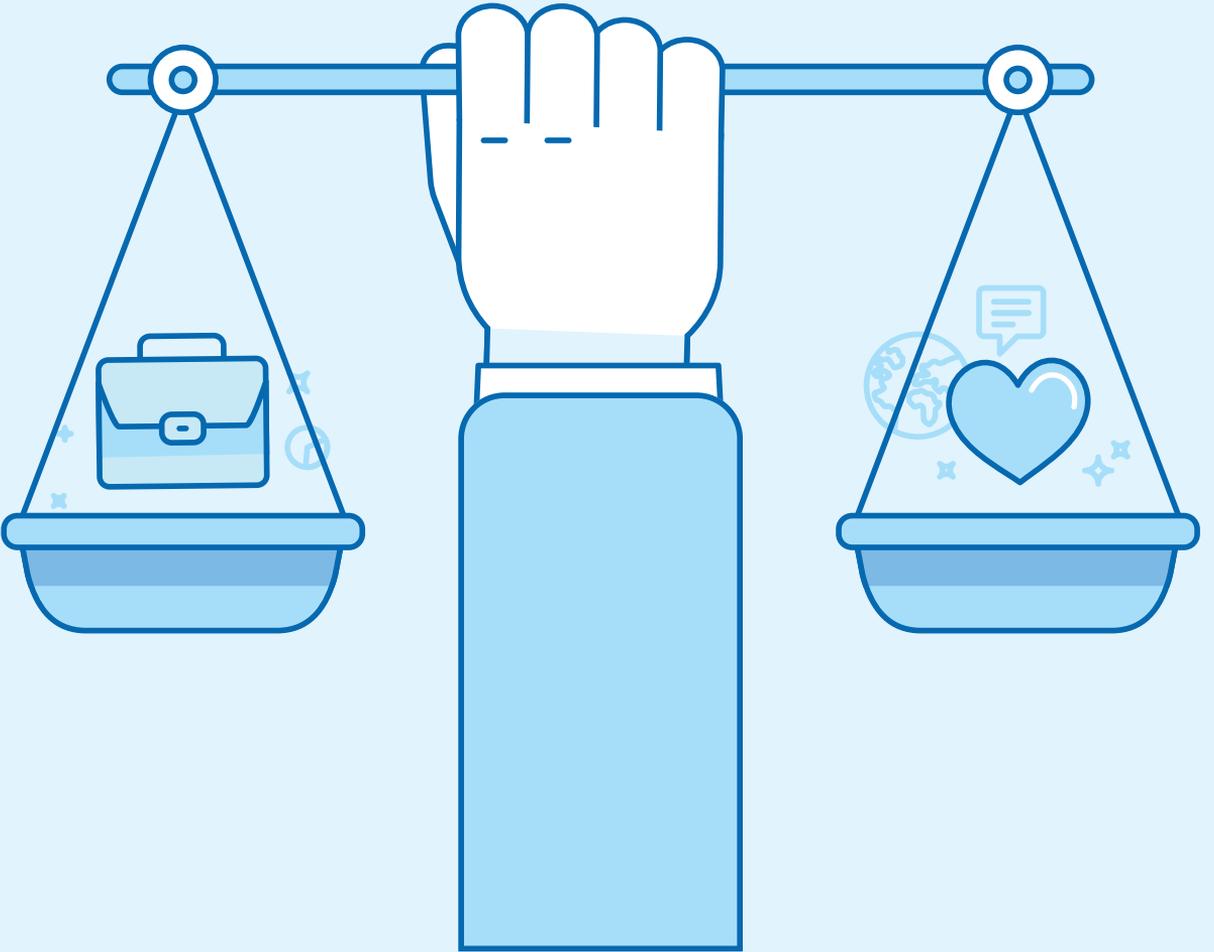
- Clear program goals and content adapted to the audience
- Clear communication in an appropriate language, including sign language considerations
- Active participation of employees in the learning process
- Practical and problem-centred approach based on real issues or situations
- Opportunity to develop and reinforce what employees learn through practice
- Safe and supportive learning environment
- Learning opportunities that promote positive self-esteem and respect
- Opportunity for employees to provide feedback on the training

Coaching/Mentoring/Buddy System

The employees who are coached and mentored often receive the greatest benefit, but the coach or mentor also benefits. These learning methods make it easier to understand and learn the job because the new employee gets a support system and experiences interactive learning that may provide more on-the-job confidence. The coaching or mentoring will also allow the experienced employee to demonstrate their knowledge of the industry, boosting their confidence and providing a sense of empowerment.

It is worthwhile for an employer to use resources to help train employees. It promotes retention of good employees and ensures that new ones have relevant and accessible training.





Employee Health and Safety

What is Occupational Health & Safety (OHS)

OHS is a discipline with a broad scope involving many specialized fields. It includes:

- The promotion and maintenance of physical, mental and social well-being of workers;
- The prevention among workers of the negative effects on health caused by their working conditions;
- Workers' protection from risks resulting from factors adverse to health;
- A safe adaptation of work.

More specifically, ergonomics is the science of designing for efficiency and comfort in the working environment. As an employer, you should ensure a safe working environment. Applying safety standards and ergonomic principles will reduce injuries, chronic conditions and possibly death. It will improve staff productivity. Injuries and conditions like repetitive strain cost the company as employees need to take time off to recover. When an accident or incident happens, you need to complete an Accident/ Incident Report and ensure that the hazardous situation is corrected. See Template #8 for an Accident/Incident Report example.

What is Healthy Condition?

Employees should be comfortable and able to perform their duties without hindrance from unhealthy or unsafe working conditions.

Unhealthy conditions affect the productivity of staff and can also negatively affect staff morale.

To be healthy, a person should adhere to the following on a daily basis:



Healthy eating



Engage in sports activities when time permits



Engage in regular exercise



Maintain a positive work-life balance



Maintain personal appearance/cleanliness

An employers should encourage these behaviours among their employees.

Costs of occupational injuries/diseases

Accidents or illness can be very costly and can have many effects on employers and employees. For the employers, some of the direct costs are: payment for work not performed, medical or compensation payments, repair to damaged equipment, negative effects on workplace morale. Indirect costs can result in: replacing injured workers, training replacement staff, time required to undergo an investigation, writing accident reports, documenting processes. If your company has poor health and safety conditions, it can result in poor public relations. To avoid those, you should be committed to Health and Safety in the workplace and encourage your employees to work safely and wear Personal Protective Equipment (PPE) when on the work site.

How to maintain a safe working environment

- Read safety instructions carefully
- If anyone finds a slippery floor, electrical short circuit or other safety flaw, they should inform the employer/supervisor
- Always wear PPE. While it can be awkward or uncomfortable, it will protect the worker from injury or death
- Do not sit for extended periods without taking breaks. Stand up for 5 minutes after each hour.
- Ventilation and air circulation must be adequate for the workplace
- If an employee is injured, you must examine the dangerous situation and make necessary changes immediately to prevent the situation worsening or happening again.

Safety Training and Employee Motivation

It's important that every employer provide training on Occupational Health and Safety (OHS), especially for new employees. In the event it is not provided, employees could demand this training. All new employees should receive training on health and safety procedures and regulations specific to your workplace, and on the importance of Personal Protective Equipment (PPE) and how to wear them properly. To offer relevant OHS training courses and to reduce training costs, you should associate with companies in the same sector to coordinate or collaborate on training. You should also consult the National Institute of Occupational Health and Safety (NIOHS) to learn about their OHS training options.

To motivate employees and make sure you do not have any unsafe places or practices in your company, you can ask them to report potential risks and hazards, and to suggest solutions to resolve issues. Rewards should be offered for improvements that are implemented. That will motivate staff to identify safety concerns and recommend reasonable solutions.



Appendix 1:

List of Templates

S.#	Name of the Template
1	Code of Conduct
2	Anti-Harassment Policy
3	Sexual Harassment Complaint Procedure
4	Grievances Procedure
5	Diversity & Inclusion Policy Examples
5a	Inclusion of Persons with Disabilities (PWD) into workforce
5b	Inclusion of LGBTQ
6	OHS Policy Template
7	OHS (Occupational Health & Safety) Inspection of the Workplace Checklist
8	Accident/Incident Report – OHS
9	OHS Certificate of Appreciation
10	Work Contract Final
11	Recruitment Process Check List
12	Job Posting Templates for Hiring New Employees
13	Interview Process
14	Interview Questions – Receptionist
15	Interview Questions – System Analyst
16	Interview Questions – Wait Staff
17	On boarding Process Template
18	Job Description - Writing a Job Description
19	Job Description Form Template - Receptionist
20	Job Description Form Template – Room Attendant/house keeping
21	Job Description Form Template -Wait Staff
22	Job Description Form Template -System Analyst
23	Job Description Form Template - IT Analyst
24	Job Description Form Template -Construction Worker
25	Performance Appraisal Review
26	Letter of Warning

Note: You can find these templates in the flasdrive of the HR toolkit padfolio

APPENDIX 2:

Participants at HR validation workshop and field level piloting

	Name	Organization / Company
1	Ken Vijayakumar	Talent Enrich (Pvt) Ltd,
2	Chamila Illukkumbura	Cinnamon Hotels & Resorts
3	Nadeera Wijeratne	Fentons
4	Niluka Amarasinghe	HNB
5	Thurairajah Prashanthan	Corporate Trainer
6	Maliyadewa Ranasinghe	Laugfs
7	Gayashini Jayasinghe	Global Towers
8	Mr. Malinda Balasooriya	Aenigma Holdings
9	Mr Dinesh Perera	Child Fund
10	Mr. Upendra Wickramatunga	Fida Global
11	Mr. Sampath Jayasundara	HSenid Business
12	Mr Amirthajeevan	HSenid Business
13	Mr. Nilan Thambiripola	Information and communication Technology Agency (ICTA)
14	Mr Francis Dilip De Silva	Consultant
15	Ms. Ms. D T N Erangi	Edward and Christie (Pvt) Ltd
16	Mr. Chandima Pinsiri	Institute of Personal Management (IPM)
17	Kamalnath Jinadasa	Manufacturing & Engineering Services Industry Skills Councils (MESSCO)
18	Ms. Maneesha Abeyratne	Virtusa HR
19	Ms. Sharmila Hirimuthugoda	UNICEF
20	Mr Thusitha De Silva	Laugfs
21	J.A.C.P. Jayasinghe	NHRDC
22	S. Thanigaseelan	NHRDC
23	Mrs. Eradi De Silva	NHRDC
24	Mrs. Kasundani	NHRDC
25	Ms. Navoda edirisinghe	NHRDC
26	Dr A.K.Lalithadhera	NHRDC
27	K. R. R. Perera	NHRDC
28	N. D. Edirisinghe	NHRDC
Stakeholders from Northern Region		
36	G. Anton Rajasegaran	Mary construction
37	S. Thanathiepan	Walker Construction
38	M. Thillainathan	NCASL NB Consulting Engineer
39	B. Ranjith	Ranjith Motors
40	Y. Sharmmhik	NCIT
41	P. Prashanth	Recharge Travels
42	Karthik	Green Grass Hotel
43	S. Gajenthira	Gala Rest House
44	S. Kanthigan	Consultant
45	R. B. Prashanthan	Innovay

Stakeholders from Eastern Region		
46	V. Sivahar	Kalkudah Passikuda Guest House Owner's Association
47	S Mahendraraja	Japan Motors
48	C. B. Fernando	St. John's Vocational Training Centre
49	Carmen Antony	HR, Amarantha Bay Resort
50	S. Ranjan	JKAB Park Hotel, Trinco
51	R. Thavarajah	Riviera Resort
52	V.R Mahendran	CUT TAB
53	T. Anandarajah	Hansaam Villa Manager
Stakeholders from Southern Region		
54	P.I Nananyakkara	National Apprentice and Industrial Training Authority (NAITA)
55	H.W Kumudhu Kumara	NAITA
56	SAD Nisansala Madhuvanathi	Hambantota Tissamaharama Automobile Association (HTAMA)
57	P.H.M.G Lesli	Air Ref Engineers
58	K.H. Udeni Vidanagama	HTAMA
59	Shammi Dissanayake	Sanasuma Service Centre
60	Upali	Upali Industries (HTAMA)
61	P. Wijayawardana	Senior Executive - Career Development - HDCC
62	G. Ramanayaka	Executive - Business Solution HDCC
63	S.A Weerawickrama	Prabuddha welding works
64	D.L.W Chamme Nadeesha	New Surenka Enterprises
65	S.V.M Pradeep Kumara	Matara Cushion Works
66	S.J Muthumala	Muthumala Trade Centre
67	BGAS Wishwha	HDCC
68	R.G. Esha Aravind	My Memory Studio
69	Thilak Helawatha	Wedding Dreams
70	Lakshman Wickramarathna	Sanila Studio
71	L.B Udara Madushanka	Ran Seya Studio
72	S.L Siriwardana	Danadhi Studio
73	A.S. Shiroma Priyanaga	INDECOS
74	D.D Kanthi	Kanthi Nursery Home
75	S.H Gayani Ransala	Restaurant
76	M. Nelum Kumary	Red Rose Seya & Fabric
77	K.U.D.I Perera	Haritha Green Plants
78	A.M. Mangalika	Women Development Federation (WDF)
79	M.J.S Anuradha	WDF
80	J.P Abeyweerasekara	Auto AC - Mechanic
81	W. Pradeep Thushantha	HDCC
82	P.W Sujith Jeevan	ICT Consumer Products - Hambantota
83	D.B.T.C De Silva	Tharanga Studio & Digital Printing
84	J.A Lakshan Randika	Tharanga Studio & Digital Printing



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