

Fact-sheet – How to manage Human Resources topics (probation, personnel files, termination, and disciplinary practices)



What is the objective?

The main objective is to understand the policies and procedures that need to be in place to effectively manage people including topics such as probation, personnel files, termination, and disciplinary practices.

Definition: Human Resources is a term used to describe the people employed by the facility as well as the department or person who manages the hiring, termination, training, and administration of the staff.



How to achieve the objective?

What are the key elements of a human resource system?

- 1- **Establishment of policies** – policies on hiring, compensation, working hours, training, advancement opportunities, termination, and resignation need to state anti-discrimination measures, be fair, and in compliance with local law. Those policies must be reviewed and updated every year and whenever the labor law changes.

Example of Human resources policy structure

1. Policy purpose = President’s word
2. Scope = to whom does this policy apply? Full time/part-time workers, onsite contractors, management staff, etc. / What does the Human resources policy contain (chapters)
3. Description of the management structure for workers to know their position in the company’s organigram
4. Employment practices (hiring, recruitment, contracts, probation period, notice period, termination condition, etc.)
 - a. Main job positions (and reporting)
 - b. Channels of recruitment (including recruitment agencies if any)
 - c. Recruitment rules (explaining that recruitment fees are not at the worker’s charge, background check methodology, recruitment’s restriction – age, physical conditions when applicable and legal, etc.)
 - d. Type of contracts, standard rules for probation/notice and termination rules)
5. Remuneration and Benefits
 - a. Structure of the remuneration (referring to local regulation)
 - b. Specific calculation when needed (for example piece-rate workers)
 - c. Structure and scope of benefits (including salary)
 - d. Frequency/Mode of payment
6. Working hours and overtime
 - a. Daily working hours (for each shift if any)
 - b. Weekly rest days
 - c. Overtime rules (including the volunteer aspect)
 - d. Absence rules
7. Initial and continuous training plan
8. Confidentiality of information
9. Anti-discrimination, forced labor, harassment and abuse, freedom of association policies*
10. Disciplinary practices and grievance mechanism*
11. Health and Safety policy*
12. Job descriptions**

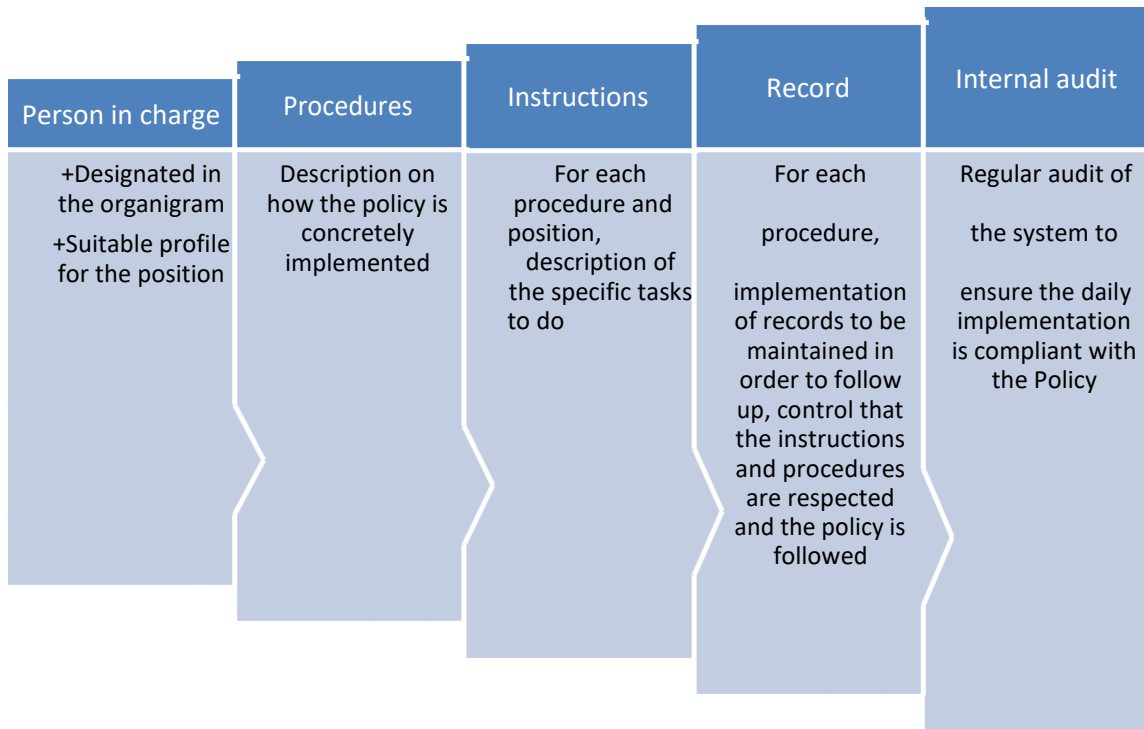
*The points 9 to 11 may be separate documents that are linked to the main Human Resources Policy

**The job descriptions are not available for all workers, but each worker needs to have a clear job description in hand

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- 2- **Designated person(s)** – whether the facility has an entire department, or someone appointed to oversee the areas, there needs to be a person responsible for the implementation of human resources policies. This person should be responsible to maintain policies and practices as per law.
- 3- **Training** – all new workers must be provided with training on the employment terms, hiring, termination, probation, and grievance mechanism policies and procedures. All workers should receive refresher training during their employment period on all those topics.
- 4- **Implementation of policies** – procedures and instructions should be formally elaborated to deploy the human resources policies. Some policies may require an investment, for example, an anonymous grievance mechanism should be implemented. The factory may use suggestion boxes or decide to use a third party to maintain and monitor its grievance mechanism. However, the anonymous grievance mechanism’s efficiency should be assessed.

For each policy, the following system should be implemented



- 5- **Personnel files** – Human Resources (HR) department should maintain, for each worker, a personal file containing their work contract, age verification documentation, hiring date, disciplinary records, specific training records, any other document as per law, etc.
- 6- **Human Resources records** – Working hours, payroll, payslips, termination records, signed contracts, etc., are significant examples of the records to be maintained, classified, and properly archived.

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Common non-compliances

- **Not maintaining termination records for the legally required amount of time;**
- **Terminating or not hiring based on union affiliation, gender, age, pregnancy status or sexual orientation;**
- **Lack of designated person(s) to oversee human resources;**
- **Lack of policies stating anti-discrimination, employment terms, termination terms, etc.;**
- **Lack of training provided to workers on human resources elements including the grievance mechanism(s).**



Common non-compliances

- **Implementation of policies** more favorable to workers than that imposed by the law, international standard, industry.