

## GOVERNMENT OF ANTIGUA AND BARBUDA



## DEPARTMENT OF ENVIRONMENT

# Operational Manual "Employee Staff Handbook"

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## Section 1: Overview of the Department

### Purpose of the Manual

This manual is created for employees in the Department of Environment. Its purpose serves to outline specific procedures and processes and to ensure consistency amongst staff. Employees are to refer to the policies and procedures in this document when conducting business on behalf of the department.

### History of the Department

#### Historical Conservation and Environment Commission (1990-1998)

The DOE has gone through a number of transformations since its initial convening as an advisory body on environmental issues in 1990. Dubbed the Historical, Conservation and Environmental Commission (HCEC), the HCEC had been under discussion for a number of years, but did not hold its inaugural meeting until September of 1989. Even then, its terms of reference was not promulgated and approved by Cabinet until 1990.

At that first meeting the following functions were suggested<sup>1</sup>:-

- To advise government and propose legal measures to protect historic sites and the environment;
- To monitor housing and land development schemes, pollution threats and other environmental impacts; and
- To educate the public on environmental issues.

The HCEC, comprised a membership from both the public and private sectors. However, the primary functions of the HCEC were to serve as the designated local national committee to provide direction to Caribbean Conservation Association (CCA) and Island Resources Foundation (IRF) in the preparation of the Antigua-Barbuda Environmental Profile.

*“This Commission was the first attempt by government to address any concentrated attention towards conservation issues. One of the most important outputs of the HCEC was the publication of the first ever country environmental profile which*

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<sup>1</sup> The Caribbean Conservation Association et al (1991) Antigua and Barbuda Country Environmental Profile



*was an in-depth assessment of conservation issues at a national level and which is still consulted to this day.”<sup>2</sup>*

### Environment Division (1998-2015)

It was not until 1998 that the HCEC was then upgraded to the Environment Division. At that time, the ED had 4 staff members (the Chief Environment Officer and three technical officers). The Division was placed under the portfolio of the Ministry of Tourism (and Environment). At that time the duties of the ED were dramatically increased compared to the functions of the HCEC before it. Although the ED did not have any legislative authority it was required to serve as the national Focal Point to the United Nations Framework Convention on Climate Change, United Nations Convention on Biological Diversity and the United Nations Convention to Combat Desertification. This meant that the role of the ED had gone for being an advisory body on environmental conservation issues to a standing division of government, responsible for international representation on key environmental issues and being chiefly responsible for implementing and reporting on how the nation of Antigua and Barbuda met its treaty obligations to the Rio Conventions<sup>3</sup>.

In 1999 the staff complement grew to seven.

Although the HCEC was no more and was presently a government division, the ED did not relinquish its original spirit as a body that sought the view points and inputs of related public and private sector agencies. This was achieved by the convening of the National Coordinating Mechanism (NCM) for implementation of Multilateral Environmental Agreements (MEAs) with the assistance of the Ministry of Foreign Affairs, particularly the Antigua and Barbuda’s Permanent Mission to the United Nations.

Another duty that has been thrust upon the ED was the inclusion of the National Beautification Programme into its core of activities. This was a programme to invite NGOs/CBOs and concerned business to adopt public spaces (coordinated by the ED) and ensure that rubbish was removed at least once a week and grass cut at least once a month.

One notable off shoot of the National Beautification Programme was the increase of the public awareness and public education activities of the ED. This involved having World Environment Day and Arbour Month as major celebration in the ED calendar and the establishment of the Environmental Cadet programme (volunteer youth groups in school) and Eco Zone (a youth camp and a reality TV show).

Over the years, the staff number of the ED has grown significantly, to meet its ever increasing mandate. In 2003, staff was estimated at 20 with clear division of duties, namely technical (7), administrative (6) and nursery (6). The increasing mandate of the ED however has had other consequences. Especially without a clear legislative policy to guide the ED,

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“ET Henry – A steadfast champion of the environment” – The Daily Observer Newspaper, September 20, 2012 Observer Media Group

<http://antiguaobserver.com/et-henry-a-steadfast-champion-of-the-environment/>

<sup>3</sup> [http://unfccc.int/essential\\_background/convention/items/6036.php](http://unfccc.int/essential_background/convention/items/6036.php)

much of its work had to be done in collaboration with other government agencies since authority at times had to be ‘borrowed’. Increased duties included:

- Becoming the Management Authority for the Convention for the International Trade of Endangered Species in 2004.
- Stockholm Convention on Persistent Organic Pollutants.
- Cartagena Protocol on Biosafety (related to the UNCBD)
- OECS Technical Point
- Global Environment Facility Focal Point
- Various members of staff being required to serve in key convention positions
- The execution of various environmental projects related to the implementation of the various MEAs

### Department of Environment (2015-Present)

In 2015, the GOAB enacted the Environment Protection and Management Act (EPMA). This piece of legislation was the result of years of consultation with various local, national, regional and international stakeholders to finally provide the ED with a clear legal mandate.

The EPMA means that the ED will now become the Department of Environment (DOE). The importance of the EPMA is not just a name change. It now gives the DOE its own legislative authority to compel anyone within the geographical boundaries of Antigua and Barbuda to observe environmental best practices. Additionally, one of the key aspects of this legislation which makes it stand out to other Acts that give enforcement authority to government agencies is the financial provision within. Specifically, the EPMA establishes a Sustainable Island Resources Framework (SIRF) Fund, which will initially own assets from which it will generate an income. In the first instance these assets will be wind turbines, solar panels, sewage treatment systems and a system to recycle waste oil and a revolving loan system to assist with the energy access for all. It is envisioned that the services of sewage treatment, electricity and water generation will be purchased by APUA, or directly by specifically targeted consumers such as the government. The Fund was established to finance activities and projects intended to protect and manage the environment; programmes for the establishment or management of wetlands and watersheds; for adaptation and mitigation of climate change and necessary expenses incurred in the negotiation, monitoring or audit of any code of environmental practice. The SIRF Fund, in essence, would fund the work that the legislation governs and provide non-governmental organizations (NGOs) and the private sector with the means necessary to implement the legislation.

The GOAB realizes that a key factor in attracting and maintaining the levels of funding required for this mechanism is the strong adherence to meeting international fiduciary standards. In August 2015, the Environment Division completed the first step in this process when it became the OECS’s first internationally accredited agency to the Adaptation Fund. This will allow Antigua and Barbuda to secure up to USD\$10 million dollars to be placed in the SIRF Fund. Funding would also come from revenues from

protected areas and ecotourism user fees. The Fund will be able to own assets, negotiate Debt for Nature swaps and will reforest watersheds to assist with water production and dam construction and protection.

The legislation will address the following issues:

- Air quality in offices and other buildings;
- Protection and management of watersheds and waterways
- Risk reduction strategies (this is very important for adaptation and insurance issues)  
\*for further information on risk management, please see the *DOE Risk Management Policy*.
- Protected areas management;
- Chemical management;
- Environmental Pollution Control and Monitoring;
- Energy Conservation ;
- GHG emission reduction;
- Hazardous waste;
- Sewage Management;
- CITES and general wildlife management;
- Reporting to International Environmental Agreements.

### Mission

The overall mission of the DOE is to provide technical advice and implement projects and programs on behalf of the Government of Antigua and Barbuda and its people. These projects are designed to protect and enhance the country's environment, as well as seek common solutions to national, regional and global environmental problems, by utilizing a people-centred approach that empowers vulnerable women, youth, men, elderly, differently-abled persons and persons living with HIV/AIDS into project design and execution.

### Aims, Goals and Objectives

- To integrate environmental planning and management system via interagency collaboration and broad based public participation, including with vulnerable communities
- To implement appropriate programs and provide technical services to demonstrate sustainable environmental management.
- To provide council on environmental management and technical assistance on environmental issues.
- To provide effective and consistent enforcement of environmental laws and regulations.

- To provide the public with easily accessible relevant and accurate environmental information.

### Department Products and Services

Please refer to the Technical Manual

## Section 2: Organizational Structure of the Department

### Organizational Structures

The department has a staff structure that consists of core technicians on staff, specialists with technical expertise in other government departments, and when necessary, the private sector and/or NGOs. DOE staff consist of the following:

Core staff which are paid by the government;

- Established Workers;
- Non- Established Workers;
- Contract Workers (long term and short term)

Project Staff – Technical and Administrative

Consultants - Government and/or project paid.

For complete details on the Organizational Structure of the DOE, *Please see Appendix B.*

### Department Units and Functions

There are five units within the Department of Environment as seen in the organizational chart in Annex B.

- The Directors Unit which includes:
  - the Multilateral Environmental Agreements (MEAs) Management,
  - Legal unit,
  - SIRD Fund and
  - Project Management Unit (PMU)
- The Operational Unit which includes;
  - Accounts,
  - Procurement,
  - Asset Management,
  - Human Resource Services and
  - the Risk Management and Policy Development Unit
- The Environment Management Systems (EMS) and Pollution Control Unit which includes:

- the EMS and
  - the Pollution Control and registry
- The Natural Ecosystem and Biodiversity Resources Management and Protection Unit which includes the follows areas:
  - EIA and recommendations,
  - Policy Preparation and Approval,
  - Reports to the Conventions,
  - Protected Areas Management and
  - Wetlands & Watersheds
- The Monitoring Evaluation and Data Management Unit which includes:
  - EIMAS Data Management,
  - Environment Statistics Data Management,
  - Biodiversity Baseline Data Collection,
  - Environmental Monitoring
  - DOE file Management and Monitoring and Evaluation.

The Functions of these units may be found in the DOE Technical Manual.

### Project Management Unit (PMU)

The Project Management Unit consists of the officers directly involved with the day-to-day operation of the projects and programs. These are technical and administrative individuals who are highly skilled in a variety of areas. The project officers are from within the Department of Environment, as well as contractors and staff of other agencies. The size of the PMU ranges from a core of 10 to over 20 persons depending on the type of and number of projects.

### Technical Advisory Committee (TAC)

Based on its experience in executing environmental projects, the government has decided to establish a Technical Advisory Committee (TAC) to assist with implementation activities. The TAC will comprise representatives of government, the private sector, and non-governmental organizations (NGOs). This approach is intended to streamline project activities, and to build upon the integrated approach fostered under the Sustainable Island Resource Management Mechanism (SIRMM).

The Department of Environment is the national focal point for a number of Multilateral Environmental Agreements (MEAs) and serves as the Government's National Executing Agency (NEA) for a number of projects aimed at realizing national compliance to the MEAs and attaining sustainable development by prioritizing vulnerable youth, women, men, elderly, differently-abled persons and persons living with HIV/AIDS. These projects are designed to meet national climate and development priorities as well as to ensure that Antigua and Barbuda honours its commitments under the various MEAs. The NEA is responsible for the overall management and supervision of the aforementioned projects,

ensuring that there is harmony between all project activities in areas such as public awareness, training, data sharing, and general national environmental policy and priorities.

Since nearly all of the projects implemented by the ED are funded by the Global Environmental Facility (GEF) – the financial instrument that supports the implementation of MEA's – it is expected that the TAC will also facilitate a link between national priorities and international obligations. This will enable the integration of MEA implementation into relevant agencies; an approach that promotes mainstreaming, enhances the quality of the output, and streamlines reporting. The TAC will serve to support adaptive management on ecosystem and sustainable development issues and facilitate cross-sectoral coordination and capacity strengthening, and thus yield efficiency in the project implementation process.

### Composition of the TAC

The members of the TAC are expected to have experience in working on environment, resource management and sustainable development issues related to the agency, sector or entity they represent. Members are expected to be able to articulate the work program, strategies and activities of the entities they represent and to articulate their positions clearly.

The TAC is expected to meet monthly during the first six (6) months it is convened. This first round of meetings will serve as a period of orientation and training. Once this is completed the TAC is expected to have quarterly technical update meetings with a wide range of project stakeholders. The members of the TAC are responsible for reporting to their respective agencies on the projects being implemented.

### Roles and Responsibilities of TAC

**Share Knowledge:** TAC members have a variety of knowledge as it pertains to each specific area(s) of expertise. This includes, but is not limited to, academic, institutional and field knowledge as well as realities on the ground and awareness of local and international circumstances which can impact on the successful implementation of projects and the achievement of national priorities. TAC members are therefore expected to share their knowledge and skills with the NEA to ensure the success and efficiency of projects while at the same time receiving knowledge, experience and opportunities to enhance their own sectoral mandates.

**Test & Verify Findings:** TAC members, by being part of the development of this analysis, gain deeper insight into the strengths and weaknesses of the projects, research and findings. This allows the TAC members to help ensure the feasibility of the projects. As a result of this process, TAC members can assess the value of specific actions and research components and the overall impact of projects on the nation and on vulnerable communities; including youth, women, men, the elderly, differently-abled persons, and persons living with HIV/AIDS

**Risk Analysis:** TAC members by virtue of representing a variety of sectors and backgrounds, provide a greater scope through which projects can be reviewed so as to

minimize potential risks. This risk reduction can be achieved either through knowledge application, (shared) resource mobilisation or a combination of the two.

**Help with Education:** Projects and environmental priorities are most effective when information about them is freely shared with stakeholder communities, donors and others engaged in the development process. TAC members, because of their involvement, can help with critical education and public awareness.

The TAC is an essential component of the project management system of the NEA. The project management system of the NEA at its most simple comprises four (4) parts: the staff of the NEA; the PMC; the TAC; and Project Staff.

For more information on TAC please refer to the *TAC Operational Procedures Manual* available from the TAC members.

### Project Management Committee (PMC)

The PMC is a cabinet appointed committee that is established to primarily provide financial, policy and administrative oversight. The PMC is also the body that can resolve any project conflicts that may occur between agencies during implementation. The function of the PMC is to focus mainly on final decisions on procurement, institutional arrangements and financial management of the project. The PMC is also responsible for approving and circulating financial reports to the Public Sector Investment Program (PSIP) and other relevant agencies.

### Composition of the PMC

The committee is chaired by the Permanent Secretary of the ministry responsible for the environment, the Permanent Secretary of the Ministry of Agriculture, the Principal Assistant Secretary of the Ministries of Health and Agriculture, the Permanent Secretary of the Ministry of Energy, and representative of the Budget Office of the Ministry of Finance. The cabinet can assign other members to the committee.

### Roles and Responsibilities of the PMC

To ensure that there is policy cohesion between project decisions and activities and the work of the central government. Project activities must conform to any central government financial and general policies.

To make final procurement decisions for the projects being executed by or on behalf of the Department.

To act as the Audit Committee for the projects and the DOE. A subcommittee may be appointed to perform this function.

The PMC is responsible for the procurement of the auditors for the projects and to ensure that the Government Audit Department completes the annual Audit of the Department by March of the following year.

The PMC will also ensure that the Department adheres to the Financial and Management Act as well as the Procurement and Audit Act and any other legislation that is relevant to the function of the Department and its Program of Work and projects.

To ensure that the use of Government Technical officers as well as project staff is conducted within the Labour Laws of Antigua and Barbuda as well as any relevant policies or labour agreements.



## Section 3: Client Services

### Levy Requirements

- a) Levy Office receives warrants of imported items such as vehicles, white goods and drinks that are in plastic bottles or cans. Officers complete the form using the following information: name, address, make, model, year of vehicle, quantity.
- b) Client then takes it to the Minister of Health and the Environment for his signature (even if an exemption is not being granted).
- c) If they want levy fees waived they take it to the Prime Minister's Office.
- d) The client then takes the form, attached to the warrant, to the Customs Department.
- e) Any funds collected, are credited to the central government collections. The DOE has no control over these funds, does not collect information on the revenue generated and is not required to report on these funds.

### Complaints from the Public

Complaints related to the implementation of the Department's mandate, on general environmental issues or environmentally related social concerns are to be handled by Environment Officers. Please visit the department website:

[www.environmentdivision.info](http://www.environmentdivision.info).

For information on how to submit a complaint, what happens when a complaint is received and appropriate response times, please see the *NIE Complaint Procedure Manual*.

## Section 4: Office Administration

### Accounting Procedures

For all accounting related matters, please refer to the Accounting Procedures Manual.

### Staff Personnel File

A staff personnel file shall be created for each new staff member within the department and also within the ministry. The personnel file will be created by the Human Resource Manager and the following information will be placed on it:

- Application
- Qualifications/Upgrades
- Letter of employment/cabinet decision/letter of transfer/ letter of secondment
- Birth certificate
- Marriage certificate (for proof of name change)
- Approved Permission to employ
- Government issued identification
- MBS and SS information
- Performance reviews or job appraisals
- Sick leave, vacation requests/approvals
- Transfer/promotion information
- Disciplinary actions
- Authorization to pay officer's salary into a bank

*\*\*Employees may request to see their own files from the Director. For Established Workers, copies of all documents on file will be forwarded to Establishment.*

### Record of Annual Leave

The HR Manager will keep a record of annual leave allotted to each employee. This will be checked when employees apply for vacation. *See Appendix E.*

### Job Letter Request Form

Employees are asked to make a formal request in writing. The wait period for this process will be three (3) working days for institutions in Antigua and Barbuda, and seven (7) working days for institutions outside of Antigua & Barbuda. *Please see Appendix G.*

Please see *Appendix E* for leave forms (Established, Non-Established and Project/Contract Workers)

### Letters of Reference

Employees are asked to make a formal request in writing using the form in the appendix. The wait period for this process will be three (3) working days.

### Payslips

Employees receive a payslip at the end of each month. If an employee requires an additional copy, they are asked to make the request one working day (1) in advance for the issuance of the requested payslip(s).

### Monthly Taxes

There are three main monthly taxes; Social Security (SS), Medical Benefits (MBS), and Education Levy (EL).

#### **Social Security**

Government Employees:      Employee pays 4.25% of salary  
   Employer pays 7.25% of salary  
   Self-Employed pays 10% of salary

#### **Medical Benefits (MBS)**

Government Employees:      Employee pays 3.5% of salary  
   Employer pays 3.5% of salary  
   Self-Employed pays 5% of Salary

#### **Education Levy (EL)**

Instructions for all:      Step 1: Deduct \$541.67 from Salary  
   Step 2: Multiply the balance by 2.5%  
   Step 3: (Step 3 is only used if the salary is over EC\$5,000.00)  
   Subtract EC\$5000.00 from the total salary; the balance is then  
   multiplied by 5%.  
   Step 4: Add the result from Step 2 and 3, this is equal to the total  
   EL.

E.G. Salary = EC\$6000.00

$EL = [(6000 - 541.67) \times 2.5\%] + [(6000 - 5000) \times 5\%]$

$= [136.48] + 50$

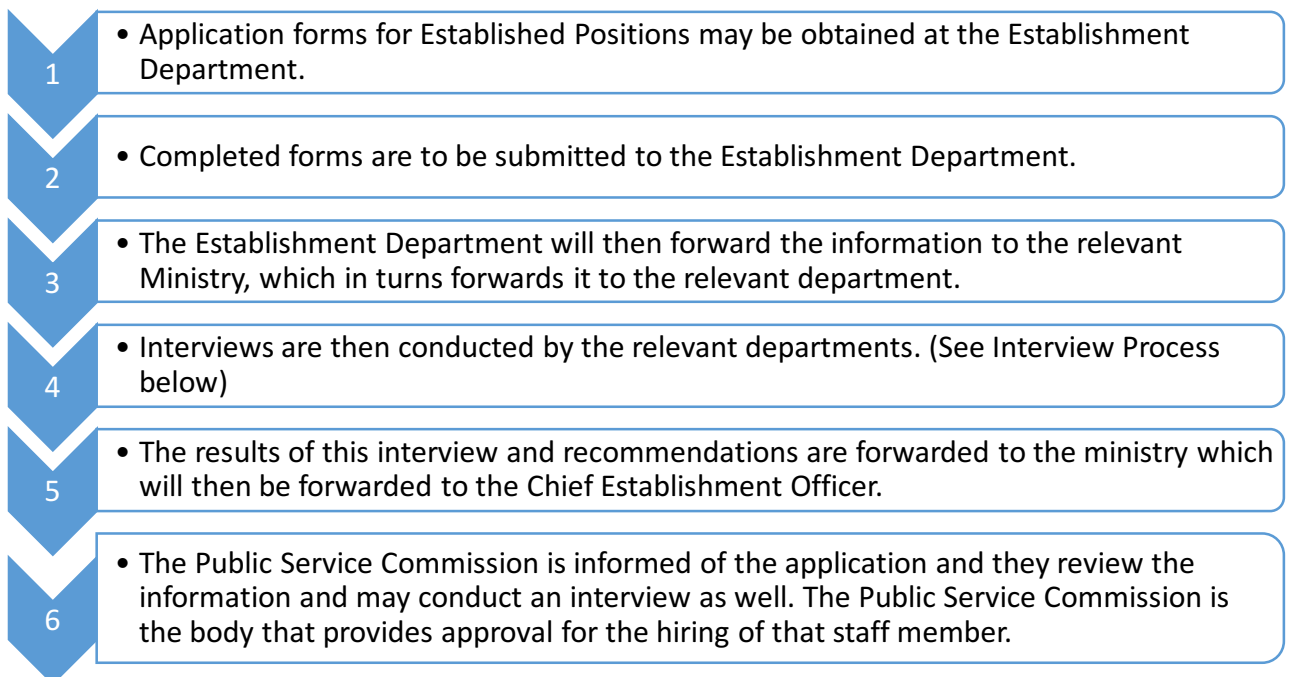
$= \$186.48$

## Section 5: Employment of Staff

### Recruitment Advertising

All vacancies are advertised by the department on the department's website, in line with their needs and budget requirements.

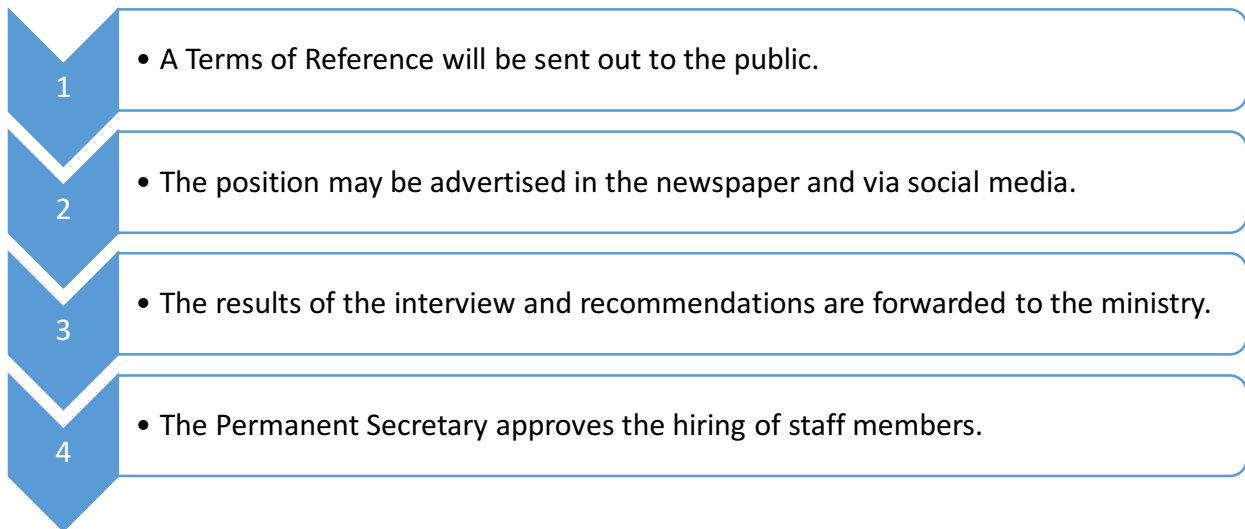
### Recruiting Policy and Procedure for Established Positions



### Recruiting Policy and Procedure for Non-Established Positions

\*\* If an individual presents themselves with a specific skill set that could greatly benefit the department a contract job *may* be created based on their particular abilities.

On a needs basis, when the Department needs to fill a certain position the following procedure will take place:



### Interviews

The Office of the Director of Operations (DOO) will screen applications and resumes prior to scheduling interviews. All staff applying for positions at the department will be interviewed by 3 senior staff members. After the interview, a report will be compiled for each candidate and recommendations will be forwarded to the Director.

### Short listings

If more than one qualified candidate applies for the position, the interviewers may create a short list of candidates. After the initial interview, candidates will be contacted and asked to submit a writing sample, and references. After the writing sample is reviewed and references are checked a final decision will be made by the interviewers.

### Reference and Background Checks

All Civil Service applicants are subjected to background checks, including criminal clearance, health and academic checks, before they are employed with the department.

### Letters of Employment

Letters are from the Permanent Secretary and should state the following: start date, duties, category, rate of pay, vacation entitlement and hours of work. This should be given to the new employee on the first day of work.

### Mentors

Upon arrival, all new employees will meet with a senior member of staff. They will be assigned an informal mentor, to assist them in their first few weeks in the office. This mentor will be responsible for providing a department-specific orientation and training for the new employee.

### Orientation Kit

Each new employee joining the DOE will be required to complete an orientation process, which will be managed by Human Resources, in consultation with the new employee.

On the first day of work all new employees will receive a Staff Orientation Kit as part of their new staff orientation. It will include: letter of employment, task list, work permits, where applicable, sample copy of the Monthly Report, Code of Conduct and Ethics, Employee Handbook and an Office Manual.

### New Employee Checklist

With guidance from HR, the new employee will be required to complete all paperwork (e.g. Oath of Confidentiality, Code of Conduct, Information Management Policy, etc.) and a New Staff Orientation Checklist. The immediate supervisor of the new employee should review the completed checklist with the employee and then sign to confirm that the process is being followed. A copy of the completed checklist should be signed by the employee and placed on their file. Both the employee and manager should sign the checklist. *Please see Appendix D for template.*

### Refresher for Each Employee

At each retreat, employees will have to review this list to ensure that they are keeping up to date with new and emerging issues.

### Training and Development of Staff

The Training Division offers training sessions and orientation multiple times a year. Courses are available in accounting, customer service, filing, introduction to government procedures and more. From time to time, consultants will also conduct training sessions for the DOE, stakeholder and partner agencies, in specialized areas, including social and gender compliance, etc. The Director will have details of when these courses are running and who is able to attend from the DOE.

## Employee Evaluations

Every 6 months staff will be required to submit a personal evaluation to their supervisor. *Please see Appendix C for templates.* The supervisor will then discuss the evaluation with each staff member and decide on ways to improve on weak areas.

Every year staff will undergo a full evaluation. This will include a personal evaluation, a team evaluation and an evaluation by their direct supervisor. *Please see Appendix C for Personal Evaluation, Team Evaluation, Supervisor Evaluation form templates.* All evaluations will remain confidential and the employee will be able to discuss all of the results with their supervisor. The employee will receive a copy of all evaluation reports and a copy will be placed in their Personnel File.

## Project Evaluations

Each project funding agency will have its own project reporting requirements and timelines. Technical project evaluations will be done quarterly against the LOGRAM.



## Section 6: Working Conditions

### Office Hours

The normal hours of work for the Department of Environment are 8:00am-4:30pm Monday to Thursday and 8:00am-3:00pm Friday.

### Alternate Work Arrangements

The Director may grant permission to adjust working hours to better accommodate specific projects or to determine which hours will best suit the needs of the work to be done by the individual employee. If approved by the Director, staff may choose to complete specific work at home instead of in the office. Permission must be granted ahead of time.

### Attendance/Log book

Employees must sign the log book at the beginning and end of each shift. The Office Manager will be the only one allowed to write in red pen. No adjustments can be made without her signature. The Office Manager will compile the monthly attendance record to be signed by the Director and forwarded to Establishment and the Ministry.

### Absences and Lateness

Attendance is a key factor in job performance. Punctuality and regular attendance is expected of all employees. Excessive absences (whether excused or unexcused), tardiness or leaving early is unacceptable and can be grounds for discipline.

If an employee will be late or absent for any reason they are required to call the front desk and leave a message for the Office Manager. When reporting an absence, you should indicate the nature of the problem causing your absence and your expected return to work. The absence would then be recorded in the sign-in book in red ink. The information would then be verbally communicated to the employee's immediate supervisor.

### Work Related Absences

Employees will forward all information regarding out of office meetings/trainings/travel etc. to the Office Manager to be inputted into the office wide Google Calendar.

### Remote Posting

Remote posting work is defined as work from the employee's home or from another location, rather than from the principal place of employment, on a full-time or part-time

basis. Remote posting is voluntary, and is not an employee entitlement or right. The department has the right to refuse to make the remote posting option available to an employee and to terminate a remote work arrangement at any time. Likewise, employees are not required to work remotely, and may refuse the option if it is presented.

The purpose of this document is to set forth the Department of Environment's philosophy and administrative guidelines for remotely posted workers, also referred to as employees. The department recognizes that having a remote posting option will assist the organization to achieve the following:

- Improve the department's ability to recruit and retain well qualified and self-motivated professionals.
- Assist employees returning to work after maternal or paternal leave, or for other family care and extenuating circumstances.
- Assist qualified workers with disabilities to be employed at the department.
- Promote the Department of Environment's mission, which includes integrating and employing vulnerable youth, women, men, elderly, differently-abled persons and persons living with HIV/AIDS into its climate change and sustainable development mandates.
- Demonstrate flexibility and inclusivity in the department's employment policies.

### Remote Posting Eligibility

While a remote posting arrangement can be a significant advantage to both the department and the employee, it is not a universally suitable situation. Remote posting employees must be self-starters with a demonstrated track record of being self-motivated, focused, dependable, self-disciplined and able to demonstrate performance at an agreed upon level of productivity. As much as possible, the employee wishing to work remotely shall have experience working in the Department of Environment's physical offices in order to ensure familiarity with the office environment and procedures. Further, supervisors and employees may consider remote posting as a flexible workplace arrangement for assisting workers with disabilities.

Employee salary, benefits, workers' compensation, sick leave, annual leave, and other employee insurance shall not change under remote posting arrangements. Likewise, the duties, obligations, and responsibilities of remote posting workers remain unchanged, and employees must follow standard office policies, including monthly reporting and bi-weekly timesheets, back-to-office reports (BTORs), and other such administrative responsibilities as identified in the employee's Terms of Reference (TOR).

It is noted that a home office does not automatically result in a tax deduction, and remote posting workers should consult with a tax expert to examine the tax implications of a home office.

## Remote Posting Requests and Approval Process

An employee wishing to work remotely shall present their case in writing to their direct supervisor using the Request for Remote Posting Form (*Appendix F*), stating circumstances and rationale for requesting remote posting work, duration, and alternate work site. The direct supervisor will present and discuss the case with other personnel in the Department of Environment, as relevant.

If agreed by the supervisor(s), the case for remote posting work will be presented to the Project Management Committee (PMC) to make the final determination. The PMC, which meets on a monthly basis, will review the case in a timely manner and may recommend special measures, such as a trial period or additional testimonials/references. The employee will be notified of the final decision by the direct supervisor.

## Remote Posting Performance Standards

Communication is critical to successful remote work, and employees must be accessible to their supervisors and co-workers. The remote worker is expected to make full use of available technology and software that will enhance virtual communication – in particular freely available platforms including WhatsApp, Skype, Google Chat and Google Docs.

The remote posting worker is expected to show flexibility to accommodate and engage in the office's schedule, including using Skype to call in for staff meetings and other events, as appropriate. Time zone differences are the responsibility of the remote worker to accommodate with flexible hours.

The policies, rules and practices of the Department of Environment shall apply to the remote worker. Reliability and adherence to deadlines and proper communication regarding deliverables per employee work plan is key. The remote posting worker is expected to follow standard procedures including notifying the office manager during sick days or emergencies at the work site, arranging for vacation with their supervisor, and other responsibilities.

While remote posting work may facilitate employees' working around family responsibilities, it is not intended to be a substitute for family care or other responsibilities. The employee shall not have the primary responsibility for childcare, dependent adult care, or other duties not ordinarily part of his or her job duties during working hours.

The remote posting worker's office space and equipment functionality should be commensurate with that provided by the Department of Environment.

The Remote Posting worker is responsible for following the department's guidelines for **equipment use**. The remote posting worker is financially responsible for any intentional damage to equipment or damage resulting from gross negligence by the employee or other person in the employee's household. Remote posting workers should check their homeowner or renter's insurance policy for incidental coverage. Unless agreed to in writing prior to any loss, damage or wear, the organization does not assume liability for loss, damage or wear of employee-owned equipment.

The remote posting worker is responsible for following the department's guidelines for **data management**. The employee agrees to follow guidelines and rules of conduct as if they were working from the regular office. The remote posting worker is responsible for coordinating with the Knowledge and Information Management at the department to ensure that all relevant material is uploaded to the server housed in the department's offices.

The remote posting worker is responsible for providing an internet connection through their own internet service provider (ISP), and remains responsible for all files, links, and data they transmit via the internet. As is the case when employees are in the office, **intellectual property** such as products, documents, and records developed while working remotely at an alternate worksite are the exclusive property of the Department of Environment.

Employees entering into a remote posting work agreement, should they wish to return to the department for any length of time, may be required to forfeit use of an individual office or workstation in favour of a shared arrangement in order to maximize the department's space needs. Remote work enables the DOE to employ differently-abled persons as well as the elderly, who may be unable to physically work from the office on a daily basis.

### Remote Posting Reviews and Evaluations

A remote posting work status does not impact annual performance evaluations of the employee, as remote posting workers are evaluated equally with office employees. However, the supervisor may employ methods of monitoring and assessing performance that focus on results and process rather than direct observation.

The employee agrees to participate in all studies, inquiries, reports, and analyses related to evaluating the employee's performance and the efficacy of remote posting work arrangements.

## Monthly and Weekly Staff Reports

All staff are required to submit a Monthly Report of all work completed. The report is to be submitted to the Technical Administrative Assistant and the employee's direct supervisor. Reports must be approved before payment is made. *Please see Appendix G*

On occasion, supervisors require that staff members prepare weekly reports, this usually is requested for interns. Please see *Appendix H* for an example of the format of weekly reports.

## Procurement Process for Project Paid Positions

Application for Project Paid Positions may be made through the Department. However, this can take three different forms depending on the procurement process:

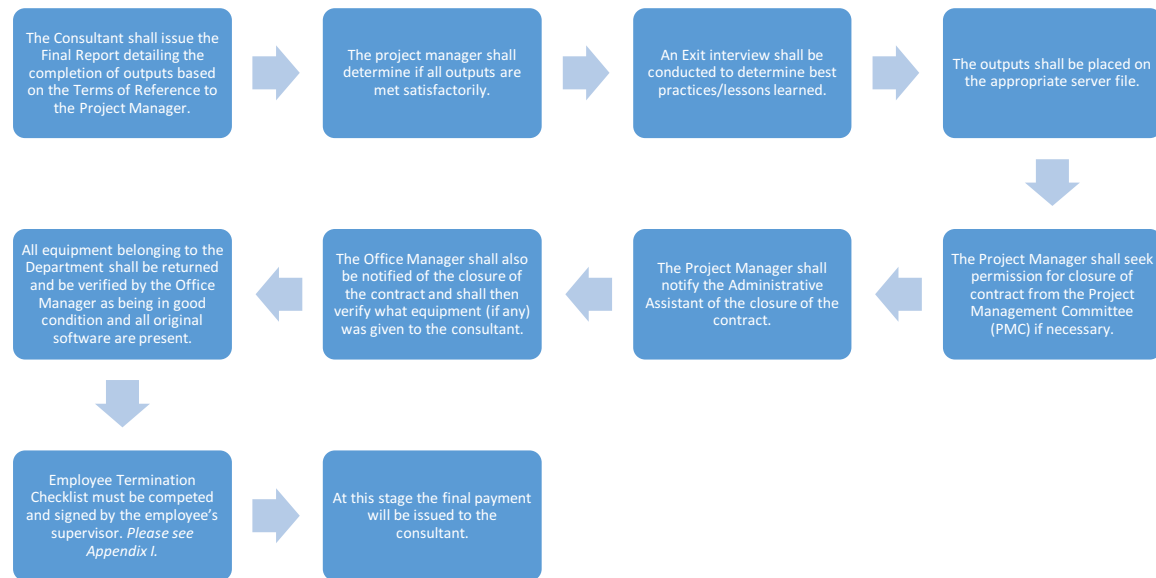
- **Single Source Basis:** This type of procurement occurs in urgent situations, where the individual is the only consultant readily available and whereby the consultant is continuing work already begun.
- **Selected Solicitation:** This type of procurement involves requesting bids from a selected list of individuals, who have been pre-approved by the Department of Environment. The bids of all candidates go through an evaluation process and the short-listed candidates are interviewed. The results are evaluated objectively and the first and second candidates are chosen.
- **Non-Restrictive Solicitation:** This type of procurement involves advertising the post to the general public. Once, the bids are received, an evaluation is conducted to shortlist the candidates. Interviews are conducted and the results are evaluated objectively and the first and second candidates are chosen.

In all cases, the Department conducts an interview (see *Interviews* below) to determine if the candidate is suitable. The Interview Committee submits the results of the interview and recommendations to the Director of the Department. The Director gives approval and submits the recommendation to the Project Management Committee, which is the final approval body.

Those employees that are hired for project work are initially given a six-month contract to determine if they are suitable for the position. After, six months that employee is evaluated by their supervisor and the Director. The results of this evaluation and recommendations are submitted to the Director. The Director approves and submits recommendations to the Project Management Committee (PMC). The PMC will decide if at that stage a one or two year contract will be provided, or if the employee will be terminated.

## Contract Closing

When a contract has reached its end date, the following procedures must be completed:



## Extension of Contracts

If for any reason contracts are to be extended the following will occur:

- The consultant may request in writing an extension of the contract with reason.
- The TAC may also request in writing an extension of a contract if it is deemed necessary.
- The project manager will seek permission to extend the contract from the PMC, if appropriate.
- The project manager shall issue a Notice of Extension of the Contract to the Consultant, detailing the reasons for extension and the new date of completion.

## Employee Relocation

The DOE is committed to providing career development opportunities for its employees. In seeking to foster an open and supportive environment which will assist personal growth, the Department encourages employees to take advantage of development opportunities whether they lead to careers at the Department, the wider civil service and or within the private sector. For more information on DOE relocation procedures, please see the DOE Employee Relocation Policy.

## Internal Transfers

Current DOE employees may apply for internal job vacancies. All applicants for a post vacancy will be considered on the basis of their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the Office of the Director of Operations (DOO).

### Transfers

Current Department employees may apply for job vacancies outside of the Department. With regards to transfer for Established Employees; the individual/ department would have to apply to the Chief Establishment Officer (u.f.s. of the Director and the Permanent Secretary) stating the request for the transfer. This request would be approved or denied in writing by the Chief Establishment Officer. With regards to Non-Established Employees the individual/department writes to the Permanent Secretary stating the request for transfer; the approval or denial is made by Permanent Secretary.

### Termination Overview

It is the policy of the DOE to ensure that employee terminations, including voluntary and involuntary terminations are handled in a professional manner with minimal disruption to ongoing department functions and processes. For full details please see the *Employee Termination Policy* available from the Office Manager.

### Resignation

An officer, who decides to resign from their post within the department, must give ample notice to the Director to allow supervisors and managers within the department sufficient time to assess replacing and training needs. Notice of the resignation will be forwarded to the ministry via the officers of the Permanent Secretary for approval of discharge, and to facilitate the processing of final salary and other payments upon resignation.

**Established Employees:** The resignation letter should be written to the Chief Establishment Officer (u.f.s the Director and Permanent Secretary).

**Non-Established Employees:** The resignation letter should be written to the Permanent Secretary (u.f.s. The Director). The employee is to give one month's notice of intention to resign or the amount of time stated in their contract, whichever is longer.

**Project Paid Employees:** The resignation letter should be written to the Director of Environment in accordance to the terms of the contract.

### Retirement

The department informs the Permanent Secretary of any officer (established or non-established) who will reach retirement age at least 12 months prior to retirement. Notice of

their intention to separate from the department allows a reasonable amount of time to transfer ongoing workloads.

### Death of an Employee

A termination due to the death of an employee will be made effective as of the date of death. Upon receiving notification of the death of an officer, the Human Resources Manager will immediately notify the ministry to facilitate the processing of all appropriate beneficiary payments and other applicable benefits.

### Termination by Cause

The services of a public officer on probation may be terminated at any time during the probationary period or thereafter, in accordance with the recommendation of Public Service Commission on the account of general unsuitability of, maturity, temperament or personal characteristics, or by reason of misconduct as demonstrated by the department.

The supervisor will complete an exit interview as well as an 'Employee Termination Checklist'. *Please see Appendix I.*

### Exit Procedure for Non-Established Workers

If an employee warrants dismissal, the Director will notify the employee verbally and in writing. The Director will write to the PS and recommend that the employee be dismissed. If sufficient evidence is presented, the PS will supply a letter to the employee regarding their termination of that position.

### Exit Procedure for Established Workers

If an employee warrants dismissal, the procedure is similar to that listed above. Additionally the PS will forward the letter to Establishment and to the Public Service. The employee may also be called in for an interview.



## Section 7: Employee Benefits

### Sick Leave

Sick Leave is granted to Officers once a Medical Benefits form is completed by the Doctor. For Established Workers, up to six months of sick leave is granted. However, after 3 months officers may be required to report to the medical board.

Employees are permitted two consecutive sick days. On the 3<sup>rd</sup> day a certified physician's note is required. If no certified note from a physician is produced days may be taken from the employees allotted vacation days.

Sick leave allotment is as follows:

Non Established employees: 28 uncertified sick days, up to 3 months certified sick leave per year.

Established employees: 24 uncertified sick days, up to 6 months certified sick leave per year.

Contract employees: 24 uncertified sick days, up to 30 days certified sick leave per year.

### Bereavement/Compassionate Leave

With respect to Established Officers, three (3) days of Compassionate Leave are granted for local deaths and eight (8) days for overseas deaths. It must be noted that this applies only to the deaths of immediate family members e.g. parents and children; grandparents are only considered if they raised the member of staff instead of the parents. A funeral hymn sheet or a death certificate must be provided to the PS for confirmation of death. Additionally, it must be noted that with respect to Non-Established officers, they are only eligible to two (2) days of Compassionate Leave but if the officer has to travel the number of days granted will be at the discretion of the PS.

To apply for Compassionate Leave; a letter must be written to the PS, u.f.s. the Director requesting leave, including the name and relationship of the officer to the person who died. The PS will write to Establishment recommending leave in the case of the Established Officers and the PS will give the final permission in the case of non-established Officers. In the case of project consultants, the Director will grant permission to take Compassionate Leave, in that case the letter will be written directly to the Director.

### Maternity Leave

The form used is the same as the Vacation Leave form (Appendix E) but "Maternity Leave" is written at the top.

Once an officer has worked for six continuous months in a confirmed post prior to being pregnant, they are entitled to maternity leave. Applicants will work with the Human Resource Officer to complete the form. Applications for maternity leave should be forwarded by the officer concerned to the Director at least three months before the estimated date of birth. This application must be accompanied by a medical certificate stating that the officer is pregnant and the estimated date of birth.

Thirteen (13) weeks maternity leave is granted with full pay and 60% from Social Security for Established Officers. With respect to Non-Established Officers and other DOE workers, thirteen (13) weeks maternity leave is granted with 40% paid by the work place and 60% paid by Social Security.

### Special Leave

Special Leave is granted in cases of “public interest” (purpose which is directly for the benefit of the public). Examples:

- A national sporting event;
- A social, religious or educational conference of a recognized national association or trade unit;
- To sit exam which is recognized as necessary for the advancement of the officer’s knowledge in exercising his duties.

A letter must be written to the PS, u.f.s. the Director with the relevant attachments. The PS will write to Establishment recommending leave in the case of the Established Officers and the PS will give the final permission in the case of Non-Established Officers. In the case of project consultants, the Director will grant permission to take Special Leave.

### Duty Leave

An Established Officer must have worked for at least ten (10) years in order to be eligible for Duty Leave. The area of study must further improve the knowledge of the Officer. Duty Leave will be granted at full pay for the required life of the course of study. An applicant will prepare a letter to the Chief Establishment Officer, u.f.s., the PS and the Director. This will be accompanied by the Acceptance Letter once received.

Once permission has been granted by the Civil Service Commission for Duty Leave greater than six months, they are required to sign an agreement with the Government.

With regards to Non-Established Officers, the Cabinet makes that decision as to whether the Officer is eligible for Duty Leave. An applicant will prepare a letter to the PS u.f.s. the Director. This will be accompanied by the Acceptance Letter once received.

## Vacation Leave

Employees applying for less than one month vacation (23 working days) are asked to apply one month in advance in writing. However, if an employee is planning to take leave for over a month (23 working days), they should apply at least three (3) months in advance. This will allow for adequate time to source a suitable person to act while that employee is on leave. The forms for vacation leave are available from the director's secretary. The employee will complete four (4) copies of the form which will be given to the Human Resource Manager. The HR Manager will ensure there is no conflict of vacation times within the office and forward the forms to the director's secretary who will prepare a Minute to be approved by the Director. Once approved, the HR Manager will forward the forms to the Ministry for approval. The employee will receive a written response when the PS has approved/denied the request. An employee must use 1/3 of their vacation days each year, or they will be forfeited.

All staff are eligible for Vacation Leave only after one year of work, please see the Table below. To apply for vacation, please complete the relevant form in Appendix E.

Employees applying for less than one month vacation (23 working days) are asked to apply one month in advance in writing. However, if an employee is planning to take leave for over a month (23 working days), they should apply at least three (3) months in advance. This will allow for adequate time to source a suitable person to act while that employee is on leave. The forms for vacation leave are available from the director's secretary. The employee will complete four (4) copies of the form which will be given to the Human Resource Manager. The HR Manager will ensure there is no conflict of vacation times within the office and forward the forms to the director's secretary who will prepare a Minute to be approved by the Director. Once approved, the HR Manager will forward the forms to the Ministry for approval. The employee will receive a written response when the PS has approved/denied the request. An employee must use 1/3 of their vacation days each year, or they will be forfeited.

### Established Officers:

# of years worked	Days of Vacation Leave Accumulated
1-3 years	15 days
4-8 years	21 days
9 years	25 days
Executive Officer Post	Up to 27 days

### Non-Established Officers / Project Contract Workers:

# of Years Worked	Days of Vacation Leave Accumulated
1 year	12 days
2-3 years	15 days
4-8 years	20 days
9 years +	25 days

### Leave without Pay

Established workers can apply for up to three (3) months leave without pay but anything thereafter, will be decided by the Public Service Commission. With regards to Non-Established Officers, the PS makes the final decision regarding granting “Leave without Pay”.

The form used in applying for “Leave without Pay” is the same as the Vacation Leave form (Appendix E) but “Leave Without Pay” is written at the top. An officer cannot apply for leave without pay unless all of that officer’s vacation entitlement is finished.

### Emergency Leave

The employee shall follow the same procedure as Vacation Requests, but write an accompanying letter describing the situation.

### Health Insurance

All employees of the DOE have the option of participating in a group insurance plan. Information can be obtained from HR.

### Life Insurance

Life Insurance is not provided by the government nor projects to its workers.

### Public Holidays

The Public Holidays recognized by the government are as follows:

New Year's Day, Good Friday, Easter Monday, Whit Monday, Carnival Monday, Carnival Tuesday, Independence Day, Vere Cornwall Bird Snr. Day, Christmas Day and Boxing Day.

\*Please note that it is possible for workers to be called out to work on these day.

### Educational Assistance/Study Leave

An Established Officer must have worked four (4) years in order to be eligible for Study Leave. The area of study must also be relevant to the Civil Service and must be the most suitable officer for that course of study. Study Leave will be granted at full pay for six months and half pay for a period not exceeding twelve months, after that the officer will be on "Leave without pay" to complete the course of study. The Study Leave shall not exceed three years. An applicant will prepare a letter to the Chief Establishment Officer, u.f.s, the PS and the Director. This will be accompanied by the Acceptance Letter once received. Once permission has been granted by the Civil Service Commission for Study Leave greater than six months, they are required to sign an agreement with the Government.

Whilst Non- established Officer may be allowed the same privilege of study leave it depends on the following: (1) if study is within Antigua then the Head of Dept./P.S. can make the decision. (2) If studies is out of state then the decision will be made via cabinet decision.

Study Leave will be granted at full pay for six months and half pay for a period not exceeding twelve months, after that the officer will be on "Leave without pay" to complete the course of study. The Study Leave shall not exceed three years. An applicant will prepare a letter to the PS u.f.s. the Director. This will be accompanied by the Acceptance Letter once received.

### Jury Duty

All government workers are exempt from Jury Duty.

## Section 8: Policies, Regulations and Guidelines

### Confidentiality Agreement

All information obtained for and utilized during employment at the Department of Environment should be held in the strictest of confidence. The information should be used solely for the purpose intended and shall be accredited to the source from which it was obtained. For more information, on confidentiality, please refer to the following:

- *Policy for Handling Classified Information*
- *DOE Information Exchange Policy*
- *Information Security Management System Policy*

### Department Code of Conduct and Ethics

Each member of staff will receive a copy of the Code of Conduct and Ethics when they begin at the Department of Environment. They will read and sign the document and the signed form will be placed in their Personnel File. A digital copy can be found on the DOE website.

### Dealing with Misconduct

Please refer to the Code of Conduct and Ethics. Copies are available from the HR Manager or the Office Manager.

### Grievances/Disputes Reporting

Verbal Grievance/Dispute

- 1 • Speak to the HR Manager
- 2 • The HR Manager will speak to both parties, either at the same time or separately depending on the severity of the situation.
- 3 • Depending on the severity of the situation the supervisor of both parties may be informed of the incident.
- 4 • If the HR Manager is able at this stage to resolve the situation with the support of both parties, the matter is resolved at this point.
- 5 • The HR Manager will prepare a brief synopsis about the incident and solution. This brief synopsis will be placed on the Grievance File which is kept with other confidential documents.
- 6 • If however, the incident is not resolved, the party with the grievance will be then be instructed to make a formal complaint in writing to the Director of the Department copied to the Director of Operations (DOO).

### Written Grievance/Dispute

- 1 • The Director receives the formal complaint in writing
- 2 • The Director will then instruct the Director of Operations (DOO) and the HR Manager to conduct an investigation.
- 3 • The HR Manager will record the receipt of the report and both the HR Manager and the DOO will speak to the person writing the report to ensure that all details are understood.
- 4 • At this stage, both parties involved in the incident either together or separate, depending on the situation, are invited to discuss the dispute. If both parties have the same Supervisor, that Supervisor will also be invited to join the discussion.
- 5 • Based on the outcome of the discussion, it may be decided that other persons who may have witnessed the incident may be interviewed.
- 6 • At the end of the investigation, a report inclusive of recommendation of disciplinary action will be prepared for the Director of the Department.
- 7 • The Director will take action in the form of a written warning, or disciplinary action.

### Disciplinary Actions

The type of disciplinary actions depends on the severity of the incident, it can range from suspension, suspension without pay or termination. Suspension without pay and termination will require approval of the Permanent Secretary (PS). The Director will write the Permanent Secretary, recommending disciplinary actions.

If the person receiving the Disciplinary Action does not agree that this punishment is warranted, that person may take one of the following recourses:

- Speaking with the Ombudsman providing all the necessary documentation. The Ombudsman will carry out an investigation and give a verdict on the matter.
- Referring the matter to the labour unions.
- Referring the matter to the Ethics Committee.

### Conflict of Interest Policy

Please refer to the department's *Conflict of Interest Policy*. Copies are available on the department website or from the Office Manager. See Appendix A for a copy of the Conflict of Interest Disclosure Statement.

### ESS & Gender Policy

Please refer to the Department's ESS & Gender Policies.

### Persons in Public Life Policy

Please note that listed below are the 43 categories of "Persons in Public Life" referred to in the First Schedule of the Integrity in Public Life Act, 2004. Be reminded therefore that "Persons in Public Life" are required to file with the Integrity Commission located at the RIOA (Francis Building, Ground Floor, High Street, St. John's Antigua his or her Declaration of Income, Assets and Liabilities on or before March 31<sup>st</sup> each year. Persons caught under the said Act may direct questions on this matter to the Commission's Secretary at telephone number 1-268-562-5514 Monday-Friday.

1. Member of the Commission and the Secretary to the Commission
2. Members of the House of Representatives
3. Members of the Senate
4. President of the Senate
5. Speaker of the House of Representatives
6. Parliamentary Secretaries
7. Secretary to the Cabinet
8. Members of the Barbuda Council
9. Members of the Electoral Commission



10. Financial Secretary and Deputy Financial Secretary
11. Budget Director and Deputy Budget Director
12. Permanent Secretaries and Principal Assistant Secretaries
13. Heads and deputy Heads of Diplomatic Missions
14. Solicitor General
15. Clerk to Parliament
16. Chief Establishment Officer
17. Accountant General and Deputy Accountant General
18. Managers, Heads and Deputy Heads of Departments and Divisions
19. Commander and Deputy Commander of the Defence Force
20. Commissioner and Deputy Commissioner of the Police Force
21. Police Officers of the rank of Inspector and above
22. Chief Immigration Officer, Deputy Chief Immigration Officer and Senior Immigration Officers
23. Superintendent of Prison and the Chief Officer
24. All commissioned and warrant officers of the Antigua and Barbuda Defence Force
25. Comptroller of Customs, Deputy Comptroller of Customs and Senior Customs Officers
26. Commissioner of Inland Revenue, Deputy Commissioners, Senior Inland Revenue Officers and Auditors of Inland Revenue
27. Legal Officers employed by the Government of Antigua and Barbuda
28. Director of Public Prosecutions
29. Magistrates
30. Labour Commissioner and Deputy Labour Commissioner
31. Chief Technical Officers of Ministries
32. Members of the Public Service Commission
33. Members of the Police Service Commission
34. Member of the Public Service Board of Appeal
35. Chairman, Deputy Chairman and Secretary of the Boards or governing bodies of statutory bodies
36. Chief Executives and Deputy Chief Executives, by whatever name known, of statutory bodies
37. Heads and Deputy Heads of Divisions of statutory bodies
38. Members of the Tenders Board
39. Tax Compliance Officers
40. Director of Audit and Deputy Director of Audit
41. Members of the Tax Appeal Board
42. Property Evaluation Officers
43. Senior Casino Inspectors

For more information see *FORM 2: Declaration of Income, Assets and Liabilities* in the Persons in Public Life Act, 2004.

## Laws Governing the Department

The Department of Environment is governed by all the laws, legislations and regulations of Antigua and Barbuda, which include but are not limited to:

<u>Law</u>	<u>Relation to the DOE</u>	<u>Responsible Agency</u>
<a href="#">The Environmental Protection Levy Act, 2002</a>	The Environmental Levy is collected to finance the cost of protecting the environment and also for the preservation and enhancement of the environment.	Department of Environment
<a href="#">Fisheries Act, 2004</a>	The Department works closely with the Fisheries Division as it relates to the preservation and management of marine resources especially those that would be affected by development.	Fisheries Division
<a href="#">Forestry Act</a>	The Forestry Division works to protect forested areas of environmental and ecological importance in line with the objectives of the Department's stance on biodiversity.	Forestry Division
<a href="#">National Parks Act</a>	The National Parks Authority is charged with the protection of areas designated under this Act. Some of these areas are of significant environmental importance and as such their work aligns with that of the Department of Environment.	National Parks Authority
<a href="#">Physical Planning Act, 2003</a>	The Department works closely with the Development Control Authority on developments in Third Schedule of this Act. Developments that fall into this category require an environmental impact assessment for which the technical team at the DOE craft and develop terms of reference.	Development Control Authority
<a href="#">Public Utilities Act</a>	APUA is tasked with the responsibility of maintaining waterways and watercourses, some of which are in areas the DOE has identified in the SCCF ( <a href="#">hyperlink</a> ) and SPPARE ( <a href="#">hyperlink</a> ) project demo areas that need to be altered in order to alleviate flooding in the area	Antigua Public Utilities Authority
<a href="#">Public Works and Road Act</a>	The Department works with the Public Works Department to execute projects related to	Public Works Department

	ensuring that drains alongside public roads can adequately funnel storm water away from communities.	
<a href="#"><u>Civil Service Act, 1984</u></a> <a href="#"><u>(And its associated regulations)</u></a>	Many of the departments employees are civil servants and their employment is governed by the provisions of this legislation as it relates to conduct, employment, termination and vacation	N/A
<a href="#"><u>Integrity in Public Life Act 2004</u></a>	The Department of Environment's staff, which fall under with Schedule 1 of this Act are subject to the provisions of this Act and as such these provisions guide their behaviour. The act requires declarations of the assets of public officers for accountability purposes.	Integrity Commission
<a href="#"><u>Prevention of Corruption Act, 2004</u></a>	Staff at the Department, as public officers, is prohibited from engaging in any actions considered 'corruption' as defined in the act. As such, staff at the Department is not allowed to receive gifts for the commission or omission of their duties.	Ministry of Legal Affairs
<a href="#"><u>Freedom of Information Act, 2004</u></a>	All reports and documents, produced by the Department, that do not contain confidential or sensitive information are accessible to the public. Any member of the public may make a request, via letter, to the Director for access to documents.	Minister of Information
<a href="#"><u>EPMA Act 2015</u></a>	The Environmental Protection and Management Act, 2015, is an act that guides sustainable environmental protection and management. The principles and objectives outlined in the preamble of the Act, inform the work plan of the Department and outlines a list of offences and associated penalties related to the environment as well as creating different coordinating mechanisms and committee to ensure the most effective management of Antigua and Barbuda's natural resources	Department of Environment

<a href="#">Procurement Administration Act, 2011</a>	The Department's assets must be procured according to procurement guidelines listed in this Act. The Tenders Board oversees some of the procurement done by the Department.	Tenders Board
<a href="#">Prison Act, 1881</a>	The Department is a partner in a prisoner rehabilitation programme called the Men Against negative Attitudes (MANA) Program, which provides job training for well-behaved inmates at Her Majesty's Prison.	Her Majesty's Prison

## Anti-Money Laundering and Anti-Terrorist Financing Policy

### **Know your Customer (KYC) compliance due diligence procedures to combat money laundering and financing of terrorism.**

The GOAB is aligned with the GCF's commitment to preventing and combating fraud, corruption, money laundering, terrorist financing and other prohibited practices, in accordance with international standards. Antigua and Barbuda as well as the entire Organization of Eastern Caribbean States (OECS) region - the OECS shares common monetary space - as a whole, has legislation, policies and procedures in place that comply with and implement the GCF's General Principles on Prohibited Practices.

The Department of Environment as a government agency is governed by the anti-money laundering and anti-terrorist financing Acts, policies and procedures in Antigua and Barbuda. The respective legal instruments and documents are:

- GOAB Money Laundering (Prevention) (Amendment) Act, 2013
- GOAB Prevention of Terrorism Act, 2005
- The Integrity in Public Life Act, 2004
- Environmental Protection and Management Act (Sustainable Island Resource Framework Fund) Regulations, 2017, draft
- The SIRF Fund Operational Manual - Section 3.3: Reputational Risk
- The DOE General Operational Manual - Section 3: Reference and Background Checks
- DOE Procurement Policy and Manual
- DOE Risk Management Policy and Manual
- Template and executed contracts
- Code of Conduct for all staff and consultants engaged in any activity with the DOE.

The manuals and the regulations are guidelines for complying with the anti-money laundering and anti-terrorist financing international standards and the GCF prohibited practices policy. To date, the Department of Environment (DOE) has received funds from the national government budget, from multilateral funds, and from bilateral governments, where the risk of prohibited practices is low and accountability and transparency requirements are high.

The DOE is a government institution that operates under an Act of Parliament. The DOE receives its financing from the proceeds of government taxes collected by the Treasury. The DOE executes projects and provides grants and revolving funds from the government (received from taxes), as well as funding from bilateral governments and multilateral funds.

The DOE has never received funding from the private sector. Any funds from the private sector will be in the form of levies and taxes, collected by the Inland Revenue Department on behalf of the DOE. The DOE however has implemented projects with private sector participation and involvement. In this case, the DOE does not receive this financing into its accounts from the private sector.

For project counterparties, the DOE works with entities within government and the private sector, and conducts Know-Your-Customer diligence of these agencies and partners through continuous working relationships on committees, via procurement processes, detailed baseline studies and relationship building. The DOE engages in the governance of multilateral funds by being the focal point, participating in negotiations and serving on Boards, to remain current on international best practices, and to implement these within the Department and in Antigua and Barbuda.

The DOE is prohibited from receiving funds from other sources unless these are approved by the Cabinet and/or the Parliament of Antigua and Barbuda.

The DOE manages prohibited practices risks in the following ways:

- All consultants and contractors must sign the Code of Conduct;
- All contracts with executing agencies and other entities have provisions within the contract for compliance;
- The contract officer follows the relationship with the respective contractors to determine if there are risks to the reputation of the DOE, the minister and the cabinet.
- The Department of Environment will be hiring a full time Compliance Officer to carry out “Know your Customer” due diligence procedures to combat money laundering and financing of terrorism.

Duties and responsibilities of the DOE Compliance Officer include:

- Development and regular review of compliance related policies and procedures, focusing on AML/CFT and other compliance related topics;
- Contribute to the drafting of guidelines and check-lists to help prevent and detect AML/CFT violations;
- Advise and assist operational staff to conduct proper due diligence on relevant counterparties of the Fund;
- Support with the development and performance of Fund-wide trainings;
- Support investigations on allegation of AML/CFT and/or compliance violations, including: a. Formulating detailed investigation plans; b. Reviewing and analyzing relevant information; c. Preparing and editing investigative reports supporting documentation;
- Fostering an understanding of international standards on AML/CFT and compliance in general among staff;
- Support the introduction and development of an AML/CFT monitoring system; and
- Track record in AML/CFT, including “KYC” policies and procedures;
- Knowledge of Compliance Management Systems including their development;

NB: DOE customers who are based overseas and/or who have contracts valued at over US\$500,000.00 will be examined for compliance by a compliance firm. This is necessary as the department does not have the necessary resources to conduct the required extensive examination needed in such cases. A case study demonstrating this may be found below.

*Case study of anti-money laundering and anti-terrorist financing due diligence on project counterparty*

In the case of the procurement of goods and services, depending on the size of the procurement, the DOE may hire a company to assess the use of prospective suppliers.

The DOE is in the tender process for procuring firm(s) to establish a framework agreement for the purchase of 20 MW of renewable energy wind and solar technology. As part of this exercise, a company is being hired to provide the necessary review and due diligence of the firms that are shortlisted in the tender process. The due diligence proposal from the company, KAW Management Services Ltd., has been approved by the Project Management Committee (PMC) and the negotiations are underway to finalize the contract. The letter for the company's scope of work has been uploaded to the OAS.

This case study demonstrates that the DOE conducts thorough due diligence of counterparties, hiring third party due diligence where necessary to conduct thorough background check.

### Sexual Harassment

No Content

### Disability Accommodation

The Offices of the DOE are set up in such a way as to easily accommodate persons with disabilities. This means that pathways to buildings have wheelchair access, doors are at least 48 inches wide and there is a bathroom designed with wheel-chair access in mind.

### Email Usage

The DOE requires that all employees use their government assigned email address to conduct all work related communications.

### Customer Service

The DOE is a service provider to the public therefore, all employees must conduct themselves in an appropriate manner when dealing with the public.

### Visitors

All members of the public and visitors to the office will use the front doors so they can be directed by the Administrative Staff.

### Representing the Department

Employees represent the Department of Environment at all times. Employees must uphold the integrity of the Department and present themselves in a courteous and professional manner.

### Dress Code

Employees of the Department of Environment must use their best judgment in dressing appropriately when coming to work. Office attire and good personal grooming are required for the office and when dealing with the public.

Uniforms will be provided to all nursery staff and administrative staff. *\*When funding permits, staff will be provided with additional uniforms.*

Jeans are permitted on Friday with Department of Environment shirts.



### Booking Meetings and Events

All requests for bookings for the conference room at the department must be sent to the Office Manager in advance via email.

To book an event at the Victoria Park Botanical Gardens, interested parties must write to the PS in the Ministry of Agriculture and copy the Director of Environment. The DOE's Office Manager will respond on behalf of the department. Groups must provide their own bathrooms, security and are responsible for clean up after the event.

### Office Security

Security Officers will open the Botanical Gardens at 6am and lock the gate at 6pm. Security Officers check the building –inside and outside and walk the Botanical Gardens once per hour. Time of their patrol will be logged into the book, along with any other relevant information.

#### Task List for the Security Team

- Patrol designated area with a purpose of determining whether the area is secure
- Record in log book details of incidences (those members of the team who are not able to do this report the incident to the security manager, who then in turn records it in the log book)
- Open and lock main gates as required
- Open up the office at the beginning of the work day
  - Unlock front door, back door and kitchen door
- Close the Office at the end of the work day
  - Ensure that the windows are closed
  - Check all seven external doors to ensure they are locked
  - Check the sensors on all external doors to ensure they are in place (weekly)
  - Ensure that the ac units are off
  - Ensure that all inside lights are off
  - Ensure that all outside lights are on

### Bulletin Board

The office bulletin board will be used for work related issues only (events, trainings, memos, emergency contacts etc.) It will be updated as needed by the Office Manager.

### Computer Software

No unauthorized copying of any software is allowed. The Office Manager will keep inventories of all office software.

### ICT

For information on ICT use in the department, please refer to the *DOE ICT Policy*.

### Computer and Email Usage

For more information on usage of department computers, please refer to the following documents:

- DOE Email Usage Policy
- DOE Clear Desk, Clear Screen Policy
- GOAB Backup Policy
- GOAB Anti-Virus Policy
- GOAB Access Control Policy

### Internet Usage

The DOE encourages its staff to be cognizant that it is a workplace and their choice of internet sites should be related to work activities.

### Copyright/Ownership

The copyright of any book article or other document produced by an officer in relation to performance of their duties at the Department of Environment becomes property of the government.

All photos, information or documents used on the website, social media or mentioned in reports will be properly documented with reference to the original source.

### Photocopying

Employees must ask permission to make personal copies. No copies will be made for non-employees.

### Personal Phone Calls

No personal phone calls will be allowed on the reception phones. All personal calls made on other office phones should be limited. Respect the other employees and use appropriate level of noise.

## Gifts and Soliciting

Please see the Code of Conduct and Ethics for full guidelines about gifts and soliciting.

## Section 9: Travel

### Staff Travel

When the Department becomes aware of an international conference, the Director's Executive Secretary will complete the Application to Attend an Overseas Event (see below) for the selected employee. The letter will be signed by the Director with copies going to the PS and the organizing committee of the conference. The director will assist with VISA's if required. Once the nomination has been accepted the staff member selected will liaise with the conference committee directly to sort out travel arrangements, accommodation, meeting details, and other logistics. Upon return to Antigua, the employee will complete a Back to Office Report which will be signed by the Director and forwarded to relevant government offices. *(See below for details)*. For more information please see the *Policy on Government Travel*.

### Application to Attend an Overseas Event

To be completed by the Director's Executive Secretary. *Please see Appendix J for template.*

### Back to Office Report (BTOR)

The Government of Antigua and Barbuda (GOAB) recognises the importance of a competent public service. To ensure that each beneficiary is accountable for the investment in his or her professional development and for official duties conducted overseas, each employee will complete a Back-to-Office Report (BTOR), which would allow the Government to keep track of its investment in capacity development to ensure its consistency with national development goals and priorities. *Please see Appendix K for template.*

## Section 10: Office Equipment

### Use of Office Equipment

Office equipment is for the use of office purposes only. If required for work purposes you may request permission from the Office Manager to remove items from the office. All equipment (camera, GIS etc.) must be signed out using the log book in Reception. Include all relevant information: Name/Organization, Item, Date, Time In/Time Out and Signature. Please ensure items are charged and ready for the next user. If any problems occur or items are damaged please notify the Office Manager immediately. Before any staff member receives a piece of office equipment, they must read and sign an *Equipment Issue Terms and Agreement Form* (See Appendix L)

The DOE will supply employees with ergonomically correct office equipment when possible. Requests can be made to the Office Manager.

### What is Asset Management?

Asset management is the act of realizing value from assets. In turn, assets are defined as follows:

*An asset is an item, thing or entity that has potential or actual value to an organisation.*

Asset management also enables an organization to examine the need for, and performance of, assets and asset systems at different levels. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its life cycle (which can start with the conception of the need for the asset, through to its disposal, and includes the managing of any potential post disposal liabilities)

Procedures for how assets are acquired may be found in the *DOE Accounts Procedures Manual* and in greater detail in the *DOE Procurement Manual*.

### Fixed Asset Register

Information is compiled within an excel file by each Accounting Officer for each project and for government use. On a monthly basis, each Accounting Officer will submit their asset lists to the Asset Manager who manages the master list of assets.

The Office Manager keeps a Fixed Asset Register in QuickBooks. Senior Management has access to the files. All units are responsible for keeping their asset list up to date and will send their information to the Asset Manager. Each project has an Administrative Assistant that is responsible for keeping the asset list for each project, this information will also be copied to the Asset Manager.

The following details will be kept for each item:

- Value/Cost
- Date of purchase
- Project
- Location of asset
- Description of item
- Voucher number of transaction
- Serial number
- Expected life of asset
- Name of employee the asset is assigned to

Please note, the Asset Manager will complete the transfer form, as all project assets are turned over to the government at the end of each project. When a department has any assets to dispose of, a letter must be sent to the Establishment Department. Once this is done the Chief Establishment Officer will respond in writing, stating when and who will be sent (Board of Survey) to make the assessment. For more information see the *Accounting Procedures Manual*.

### Asset Tags

Asset Tags are used to monitor and track a company's physical assets. Combined with an asset tracking software program, asset tags are the foundation for a seamless process of repairs, maintenance and inventory control for enterprises. Asset tags are adhesive labels that have a unique serial number and the DOE logo.

### Placement of Asset Tags

- Chairs: Tags are placed underneath office chairs at the back-left corner.
- Shelves: Asset Tags are placed underneath the 1st shelf that is below shoulder height in the middle.
- Office Double Desk: Asset Tags are placed underneath the right desk on the left-hand side.
- Office Single Desk: Asset Tags are placed underneath on the right-hand side.
- Filing Cabinet: Asset Tags are placed on the lower left hand side.
- Laptops, small printers, projectors or other small equipment: Asset Tags are placed underneath the equipment's in the middle.
- Drinking fountain: Asset Tags are placed at the upper back left hand corner.
- Microwave, fridge etc. (large appliances): Asset Tags are placed on the lower left hand side.
- Desktop computer: Asset Tags are placed in the middle of the screen back.
- Ceiling fans: Asset Tags are placed at the lower parts of the poles for the fan.
- Trolleys: Asset Tags are placed underneath the first shelf in the middle.
- Printers (large): Asset Tags are placed at the upper right hand corner at the back of the printer.

- Air conditioners: Asset Tags are placed at the bottom in the middle of the AC unit.
- Speakers: Asset Tags are placed at the bottom in the middle of the speaker box.
- Projector Screen: Asset Tags are placed at the back lower left hand side.
- White Board: Asset Tags are placed in the middle at the bottom of the board.
- Flip Chart Board: Asset Tags are placed at the back lower left hand side.
- Transformer: Asset Tags are placed at the bottom of the transformer.
- Server/Router Casing: Asset Tags are placed at the upper right corner of the casing.
- UPS Device: Asset Tags are placed at the right-hand side.
- All Server and Router Devices: Asset Tags are placed on top of the devices in the middle.

### Procedure for Issuing an Asset

The Asset Manager issues the asset. A form is signed by the receiver and is responsible for the maintenance of the asset. *(See Appendix L for the Equipment Issue Form)*

### Procedures for Utilization and Maintenance of Assets

In general, the user of the asset has some responsibility toward the care and maintenance of the asset. The user is asked to agree to the following when the asset is issued:

- The sale of the item(s) is prohibited
- The daily care of the item(s) is the sole responsibility of the recipient
- The item(s) will be used in a professional, ethical, and lawful manner;
- Downloading of unauthorized software is prohibited,
- In the event the item(s) is stolen or damaged, the undersigned must produce a report (a police report if necessary) of the incident;
- The item(s) will be made available for inspection upon the request of the Director of the Department of Environment.
- A list and condition of the item(s) in your care is to be included in the quarterly reports;
- If the item(s) is misplaced/lost, or found in a degraded condition due to complacency, the recipient will be responsible for its replacement.
- The item(s) must be returned to the Department of Environment or left in the care of the entity if you have severed ties with the entity or association.

The Maintenance regime is dependent on the type of asset.

**Vehicles:** Maintenance of a vehicle may be found under the section on Vehicle Maintenance within this manual.

**Computers:** Maintenance of computers is the responsibility of the user.

**Electronic Equipment:** With regards to printers/scanners/copiers, the DOE does its best to enter into contracts with the supplier for maintenance.

**Buildings:** Public Works Department is responsible for the maintenance of the buildings.

**Furniture:** The maintenance unit of the DOE will do its best to repair furniture from time to time.

### Procedure for Verification

The Verification Process is completed annually, when the Asset Manager assesses the type of condition the asset is in, whether it is still in use, where the asset is located and the depreciation is calculated at this time using the rates below:

### Depreciation Rates

Item Description	Useable Lifetime Period (years)	Depreciation Rate %
Furniture & Office Equipment (printer/copier/scanner/transformer)	13	7.50
Computer Equipment	3	33.33
Vehicles	5	20.00
AC Units	8	12.50
Buildings	50	2.00



## Disposal of Government Assets

Disposal of Assets except vehicles: Write to the PS of Health and Environment, including a list of the items to be disposed. The PS will write the Establishment Division, who will send a representative of the Board of Survey. These persons will assess the assets and give permission to dispose of the assets.

Disposal of Vehicles: The PS of Environment, a representative of Public Works and a representative of Transport Board will assess the vehicles and determine whether or not they can be fixed or should be written off.

## Inventory of Supplies

The Office Manager keeps inventory of all office supplies. Requests for supplies can be made to the Office Manager via email.

## Keys

The Office Manager will keep a record of all employees that have keys to the office. This list will be forwarded to the PS if required.

All office and cabinet keys have been placed in the key box located in the Senior Environment Officer's office. Anyone requesting one of these keys will be required to sign the key out and sign it back in when they are finished with it. Whoever signs for a key will be held responsible for signing that key back in on the same day. Checks will be done on a daily basis to ensure that this is done.

The key for the key cabinet will be held by the Executive Secretary to the Director if the Office Manager is not in office.

## Section 11: Department Vehicles

### Use of Department Vehicles and Vehicle Management

Vehicles must only be used in the performance of authorised government business according to the Transport Board Act 1985/Vehicles and Road Traffic Act 1989.

*Only government employees who have been authorized by the PS will be allowed to drive the vehicles.*

Until the Department can get 24 hour security, the vehicles are presently being taken home by the drivers. During the day, keys for the vehicles are brought to the Office Manager. The Office Manager stores these keys in the key cabinet. If someone requires use of the vehicle, this request is made of the Office Manager who will issue the key. The drivers are expected to fill out the vehicle log book as explained below.

### Authorization to Drive

The Office Manager will liaise with required staff to visit Motor Pool and sign the Government Motor Vehicle Policy. Each employee will receive a copy of the Government Motor Vehicle Policy after signing at Motor Pool. A signed copy of the policy and copy of their valid driver's licence will be placed in the vehicle file.

### Transporting Clients in Vehicles

Only persons travelling on government business are permitted as passengers in government vehicles. Their business must be specifically related to approved government programs.

### Depreciation of Vehicles

Item Description	Useable Lifetime Period (years)	Depreciation Rate %
Vehicles	5	20.00

### Motor Vehicle Log Book

Drivers must complete the Vehicle Log Book each time the vehicles are taken off property. Before receiving the key, initial information must be logged. Once the vehicle is returned

the driver must complete the remaining sections of the log book. Incorrect and/or incomplete logbook entries are reason for disciplinary action against a driver.

### Maintenance Procedure

If the driver detects a problem, a requisition is prepared for the government workshop and the vehicle is taken to the workshop for prepare.

Every 3-4 months each government vehicle is to be carried to the government workshop for general servicing.

### Traffic Infringements

Drivers are personally responsible for the payment of all fines resulting from their use of government vehicles. On receiving a notice of infringement, department and agencies are required to immediately notify the Transport Board of the details of the offense.

### Motor Vehicle Accident Procedures

\*When a government vehicle is involved in an accident the vehicle should be stopped immediately\*

If a person is injured or property is damaged:

- 1 • Driver will provide all possible required assistance (including calling 911) and report to nearest police station
- 2 • Driver will document all related information including time, location, summary of accident, persons involved, details of injuries, etc.
- 3 • Driver will make written report with all relevant information
- 4 • Driver will submit a written report including all supporting documents to the Office Manager as soon as possible
- 5 • Office Manager will have report signed by the head of the department and forward to the Motor Pool Operations Manager.
- 6 • A copy of the form will also be placed in the employee's personnel file.

### Register of Motor Vehicles

The Office Manager will list all vehicles details in the Fixed Asset Register.

### Use of Private Vehicles

Specific contracts may include a travelling stipend if an employee is required to use their own vehicle or a government vehicle is not available.

## Section 12: Health, Safety and Environment

### The Department of Environment's Operations Policy

The Department of Environment (DOE) as the lead agency in Antigua and Barbuda on environmental sustainability and environmental governance is committed to demonstrating leadership and best practice in environmental sustainability in all its operations and throughout its work plant. This workplace and operations policy is designed to ensure a safe, healthful workplace, which observes all tenants of environmental protection and sustainability as far as is practicable. With this policy in place, the department believes that it can achieve a healthy and safe environment for its staff and the public who use the facilities of and services provided by the department.

The department is committed to the strict adherence of environment and social safeguards and in that vein will:

- Provide a safe and healthful workplace through the adoption and implementation of appropriate standards and best practices
- Ensure that at minimum, key personnel are properly trained with the appropriate safety techniques and emergency equipment.
- Use, as far as is practicable, efficient and effective techniques and technologies to promote and achieve environmental sustainability and conservation
- Be an environmental leader in the community where we operate, and correct incidents or conditions within its operations that endanger health, safety, or the environment.

Notwithstanding the above, all activities carried out by the DOE shall be compliant with the Environment Protection and Management Act 2015. Where the EPMA does not provide guidance on an issue the staff of the DOE shall seek the appropriate legislations.

*This policy will be reviewed and revised every five years.*

### Workplace Health and Safety

According to the Workplace Health & Safety Act of 1995, it is the responsibility of all Government Departments to provide employees with safe working conditions.

The following items are need by the department to ensure the Health & Safety of its staff and any visitors to the office:

- Clean drinking water
- Running water
- Smoke detectors

- Fire extinguishers
- Evacuation plan
- Co2 Monitor
- Adequate number of bathrooms
- Clean bathrooms with supplies
- Clean office
- Proper storage for files and office equipment
- Ergonomically friendly furniture and equipment
- Accessible doorways and offices

The following items are needed to ensure the Health & Safety of the nursery staff:

- Water to wash hands
- Shower (if working with chemicals)
- Proper storage for equipment (tools etc.)
- Proper storage for materials (chemical etc.)
- Protective clothing for specific tasks (mask, goggles, gloves, boots, overalls, back brace, supports etc.)

The following items are needed to ensure the Health & Safety of the security staff:

- Proper uniforms to be identified to public
- Flashlights
- Walkie-Talkie

### Cleaning of the Office Space

Staff members are required to keep their workspace clean at all times. The office is cleaned daily by housekeeping staff. They report to the Office Manager who organizes adequate supplies.

### Fire Control, Disaster Preparedness and Evacuation Procedures

In the case of a disaster including, but not limited to the following: flood, earthquake, tsunami, fire, hurricane etc. please consult the *DOE Disaster Plan*. A copy can be obtained from the Office Manager.

### Fire Prevention Plan

Fire Suppression System:

- One 5lbs multi-purpose fire extinguisher to be placed in the conference room close to the exit.
- One 10lbs multi-purpose fire extinguisher to be placed in the hallway outside of the environment levy office.
- One 10lbs carbon dioxide fire extinguisher to be placed in the reception area.

### Early Warning System:

- One smoke detector will be located in every room.
- Two smoke detectors for the reception area.
- A central alarm system to be installed with pull stations conspicuously located to alert everyone on the compound in case of fire or other emergencies.

The smoke detectors should be installed at the highest point in the room, they should not be installed close to cooling ducts and no less than six inches from the ceiling.

### Exit Pathway:

- Exit pathways must be kept clear/unobstructed, for easy evacuation in case of emergencies.
- Every office should have at least two ways of evacuating in case of emergencies.
- Luminous exit signs should be installed, to clearly identify pathways leading to exits.

### Staff Education Awareness/ Training:

- Annual training of staff in the use of fire extinguishers.
- Fire drills must be conducted every quarter to test the ability to execute emergency plan.

## Fire Wardens

Fire wardens play an important role in ensuring the DOE is prepared for a fire emergency. Along with the DOE emergency plan, fire wardens are an important risk control measure to ensure that the workplace is prepared should an emergency situation, potentially a fire, occur. Key duties of fire wardens include:

- Assisting, implementing and improving effective emergency procedures in the workplace;
- Helping to prevent emergencies by monitoring the adequacy of the fire risk control measures;
- Raising awareness with other staff about the fire hazards that exist in the workplace;
- Instructing workers on how to respond in an emergency;

- Leading fire drills and real evacuation procedures – they must be familiar with all escape routes and exits from their designated area;
- Ensuring all workers are accounted for during an evacuation; and
- Assisting all people in the workplace should an emergency occur, including assisting people with special needs, e.g. helping someone in a wheelchair to evacuate.

If the fire alarm is sounded, fire wardens have a duty to assist in the safe evacuation of workers and visitors from your workplace immediately, and to ensure that their designated area has been cleared.

During an evacuation, fire wardens need to:

- Direct everyone to leave the building using all the appropriate routes and exits (and not inappropriate exits such as lifts);
- Check all accessible spaces in their area, including the bathroom, to make sure everyone has evacuated – this should be done on the way out of the building so that the fire warden isn't putting themselves at risk by re-entering the evacuated area;
- Close the doors to help to isolate the fire; and
- Guide everyone to the assembly area and assist in checking that everyone has arrived safely.

Fire wardens should be provided with full authority to conduct an evacuation and the workers should know that the warden has this authority.

### Emergency Evacuation Exits

Admin and levy staff	Exit through the back (west) door
Front Desk Personnel	Exit through front (east) door
Senior Environment Officers' Office	Office exit, (the latches will need to be opened)
Director's Office	Office exit
Technical Staff Area	Front (east) or back (west) door
Conference Room	Conference room door and kitchen door.

Each morning the Office Manager will place the key in the outer conference room door in case of emergency. At the end of the day, the key is taken out and the door is locked.

Security opens the east door, west door and the kitchen door and leaves them open until the end of the work day.



## Glossary

**DOE:** Department of Environment

**DOO:** Director of Operations

**CEO:** Chief Environment Officer

**TAC:** Technical Advisory Committee

**PMC:** Project Management Committee

**PMU:** Project Management Unit

**Established Workers:** Civil servants governed by the civil service regulations (Public service Commission)

**Non Established Workers:** Civil servants governed by the bargaining agreement (Labour Union)

## Appendix

### Appendix A: Conflict of Interest Disclosure Statement

Preliminary note: In order to be more comprehensive, this statement of disclosure/questionnaire also requires you to provide information with respect to certain parties that are related to you. These persons are termed “affiliated persons” and include the following:

- a) Your spouse, domestic partner, child, mother, father, brother or sister;
- b) Any corporation or organization of which you are a board member, an officer, a partner, participate in management or are employed by, or are, directly or indirectly, a debt holder or the beneficial owner of any class of equity securities; and
- c) Any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee or in a similar capacity.

NAME OF EMPLOYEE OR PIU MEMBER: (Please print)

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CAPACITY:    ☐ Board of Directors  
                   ☐ Executive Committee  
                   ☐ PIU Member  
                   ☐ Committee Member  
                   ☐ Staff (position): \_\_\_\_\_

Have you or any of your affiliated persons provided services or property to  
 \_\_\_\_\_ in the past year?    ☐ YES    ☐ NO

If yes, please describe the nature of the services or property and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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Have you or any of your affiliated persons purchased services or property from \_\_\_\_\_ in the past year? \_\_\_\_YES \_\_\_\_NO

If yes, please describe the purchased services or property and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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Please indicate whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which \_\_\_\_\_ was or is a party? \_\_\_\_YES \_\_\_\_NO

If yes, describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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Were you or any of your affiliated persons indebted to pay money to \_\_\_\_\_ at any time in the past year (other than travel advances or the like)? \_\_\_\_YES \_\_\_\_NO

If yes, please describe the indebtedness and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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In the past year, did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from \_\_\_\_\_ or as a result of your relationship with \_\_\_\_\_, that in the aggregate could be valued in excess of \$1,000, that were not or will not be compensation directly related to your duties to \_\_\_\_\_? \_\_\_\_ YES \_\_\_\_ NO

If yes, please describe the benefit(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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Are you or any of your affiliated persons a party to, or have an interest in any pending legal proceedings involving \_\_\_\_\_? \_\_\_\_ YES \_\_\_\_ NO

If yes, please describe the proceeding(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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Are you aware of any other events, transactions, arrangements or other situations that have occurred or may occur in the future that you believe should be examined by \_\_\_\_\_'s [board or a duly constituted committee thereof] in accordance with the terms and intent of \_\_\_\_\_'s conflict of interest policy? \_\_\_\_ YES \_\_\_\_ NO

If yes, please describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

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I HERBY CONFIRM that I have read and understand \_\_\_\_\_'s Conflict of Interest Policy and that my responses to the above questions are complete and correct to the best of my information and belief. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the Legal Consultant and Project Coordinator immediately.

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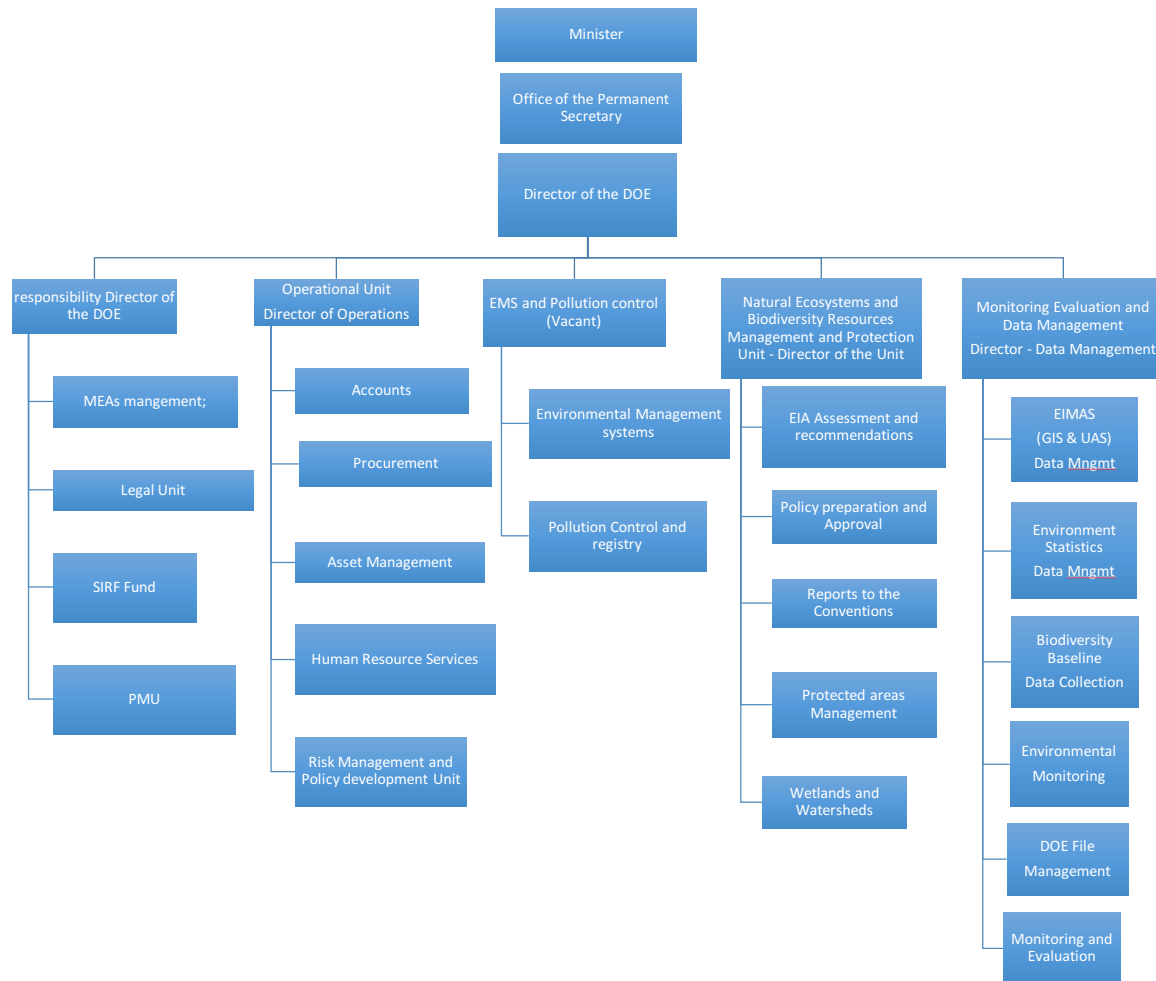
Signature

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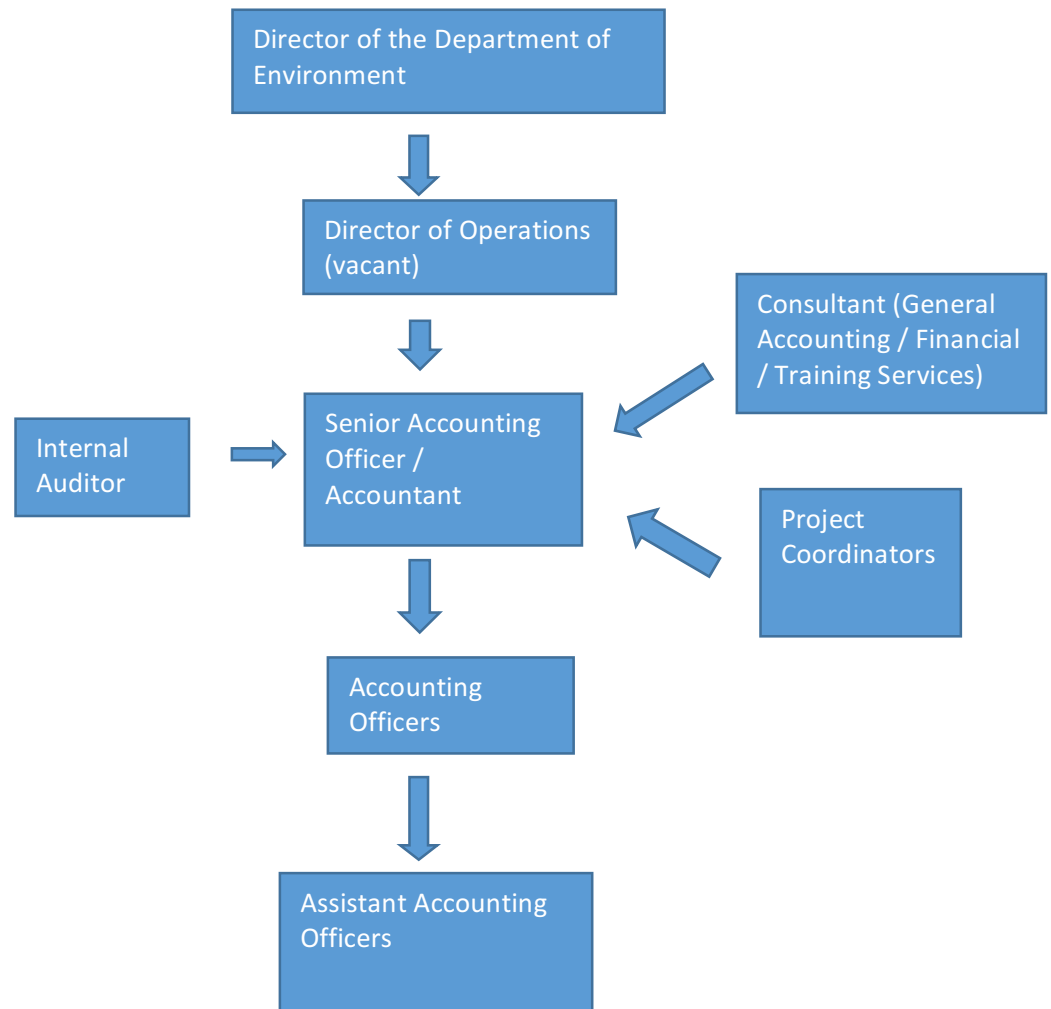
Date

## Appendix B: Organizational Structures

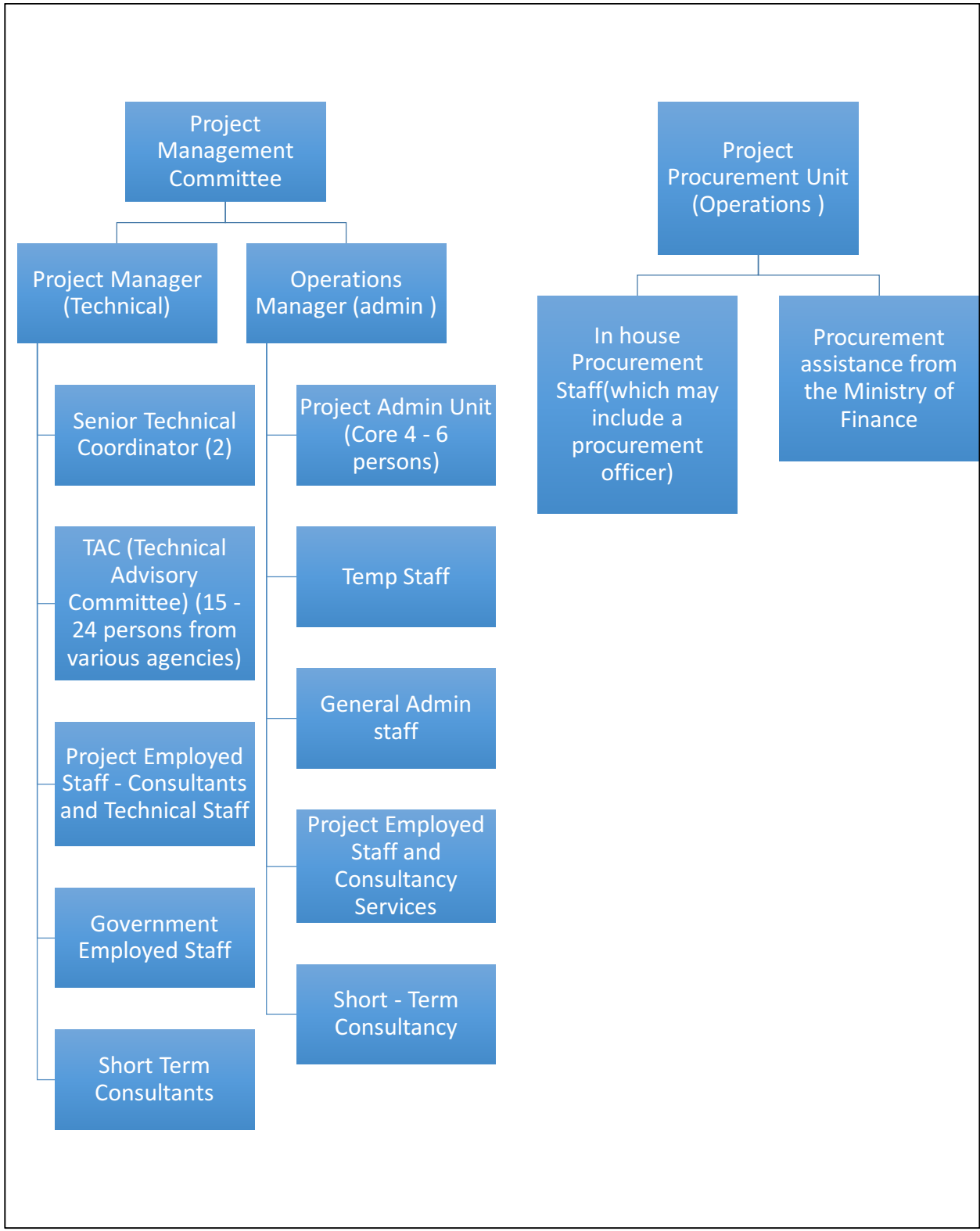
### Department of Environment



**Accounting Staff Organizational Unit**



### Project Unit





## Appendix C: Evaluations (Self-Assessment, Team Evaluation Assessment)

### Self-Assessment

### EMPLOYEE PERFORMANCE & DEVELOPMENT REVIEW

*This Review is for discussion purposes to identify strengths, areas for development and training leading up to Focal Point.*

<b>Employee Name</b>		<b>Position/Job Title –</b>				
<b>Supervisor/Manager</b>		<b>Department –</b> Environment Division			<b>Review Date</b>	
<b>Job Performance Criteria</b>	<b>1</b> Unsatisfactory	<b>2</b> Below Requirement	<b>3</b> Meets Requirements	<b>4</b> Meets Requirements Consistently	<b>5</b> Exceeds Requirements	
<b>Job Knowledge:</b> Knowledgeable of tasks and duties; performs the scope of duties for the position						
<b>Quantity of Work:</b> volume of work produced or completed as assigned						
<b>Quality of Work:</b> Adheres to and concerned with meeting quality standards. Performs to required standard						
<b>Initiative:</b> starts tasks on own without being told, willing to go extra mile, takes responsibility						
<b>Interpersonal Relationships:</b> maintains harmony; cooperative; able to work with and get along with others, promotes a positive work environment						
<b>Attitude:</b> positive outlook, professional appearance, professional conduct with clients and co-workers						
<b>Communication:</b> written and verbal skills satisfactory , expresses self well, shares information						
<b>Work Ethic:</b> attendance, punctuality, reliability, takes pride in work, diligent application to tasks						
<b>Decision-Making/Judgment:</b> Seeks solutions to problems, understands consequences, uses						

## EMPLOYEE HANDBOOK

initiative, makes sound, timely and appropriate decisions						
<b>Time Management:</b> completes task assigned in a timely manner, timely response to request						
<b>Supervision/ Management Skills:</b> <i>If applicable.</i> Demonstrates sound leadership skills- planning, coordinating, forward thinking, managing people						
<b>Total Score</b>						

Training & Development Goals: Indicate internal and external training interest in the short term and long term. Also indicate personal development goals being pursued.

GENERAL COMMENTS (use additional page if required to document comments)

Supervisors/Manager Comments (*identify key performance factors*)

Employee Comments:

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

Supervisor/Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Confidential - Team Evaluation**

Each team member will be evaluated and given a score 1 through 5 by his / her teammates in each of the seven criteria (see below) based on his / her participation and performance in the team. These scores will be averaged for each member. Team reports must include a peer evaluation form filled out by **each member**. Each peer evaluation is to be submitted to the Office Manager in a sealed envelope.

<b>Grading scale:</b> 5 – Always, 4 – Most of the time, 3 – Sometimes, 2 – Rarely, 1 – Never					
<b>Criteria</b>	<b>Team Members</b>				
<b>Quality of Technical Work:</b> Work is correct, clear, complete, and relevant to the problem.					
<b>Commitment to Team / Project:</b> Ready to work attitude. Dependable, faithful, reliable.					
<b>Leadership:</b> Takes initiative, makes suggestions, provides focus. Creative? Energetic? Brings energy and excitement to the team. Has a “can do” attitude. Sparks creativity in others.					
<b>Responsibility:</b> Gladly accepts work and gets it done. Spirit of excellence.					
Has <b>abilities</b> the team needs. Makes the most of these abilities. Gives fully, doesn't					

hold back.					
<b>Communication:</b> Communicates clearly when he/she speaks and when she/he writes. Understands the team's direction.					
<b>Personality.</b> Positive attitudes, encourages others. Seeks consensus. Fun to deal with. Brings out best in others. Peacemaker. Pours water, not gasoline on fires.					
<b>Interpersonal Skills</b> – Fun to work with, Honest, trustworthy, has good work ethics and cares about the public and how the Environment Impacts on them?					
<b>Average Grade</b>					

Please remember to be accurate in your assessment of your team member and do not rely on any criteria that may not be factual.

## Appendix D: New Employee Checklist

**New Employee Checklist**

Item	Completed	N/A
<b>1. Introduction to other staff members</b>		
<b>2. Confirmation that offer letter was received (and signed/returned to accounts)</b>		
<b>3. Enrolling for payroll (MB, EL, SS<sup>4</sup>)</b>		
<b>4. Employee Insurance Plan explained</b>		
<b>5. Job description reviewed</b>		
<b>6. Organizational Chart Reviewed</b>		
<b>7. Tour of office building and the Botanical Gardens</b>		
<b>8. Building access cards, keys and codes issued</b>		
<b>9. Computer network access activated and primary and secondary email provided</b>		
<b>10. ID cards issued</b>		
<b>11. Signing authority identified</b>		
<b>12. Department property issued</b>		
<b>a) DOE equipment for home use (ex: computer, cell phone etc.)</b>		
<b>b) Office equipment (ex: binders, reference materials, files, textbooks etc.)</b>		
<b>c) Work tools, equipment and protective gear</b>		
<b>d) Uniforms, security identification, name tags etc.</b>		
<b>e) Driver's license</b>		
<b>f) Two forms of ID for file: - Birth Certificate, Other gov't issued I.D.</b>		
<b>g) Documents to be presented for file (qualification(s), resume)</b>		

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<sup>4</sup> Medical Benefits, Education Levy and Social Security

<b>13. Desk and cabinet keys issued and voicemail activated</b>		
<b>14. Reporting requirements explained</b>		
<b>15. Reporting requirements template(s)</b>		
<b>16. Complaint Procedure</b>		
<b>17. Vacation Leave Procedure explained</b>		
<b>18. Department policies and procedures reviewed (ex: security precautions, vacation requests etc.)</b>		
<b>19. DOE Policy and Procedures reviewed</b>		
• <b>Code of Ethics and Conduct (need to sign)</b>		
• <b>Internal and External Complaint Procedures</b>		
• <b>Health and Safety</b>		
• <b>Technical Manual and other technical operational procedures</b>		
• <b>DOE Strategic Plan and Results Framework</b>		
• <b>DOE/Government Travel Policy</b>		
• <b>Procurement Manual</b>		
• <b>Procurement Policy</b>		
• <b>Accounting Manual</b>		
• <b>Accounting Policy and Procedures</b>		
• <b>Environment Protection and Management Act (92015)</b>		
• <b>Integrity in Public Life Act</b>		

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**New Employee**


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**Supervisor**


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**Date**

## Appendix E: Vacation Request

### Application for Vacation Leave: Established

P18 **ANTIGUA AND BARBUDA**  
(G.O. 250)

**APPLICATION FOR VACATION LEAVE**

1. I apply to take.....days from.....to.....  
.....both days included as part of my vacation  
leave, of which I have already taken.....days during the current year.

\* 2. I propose to spend a part or the whole of my leave outside of Antigua and Barbuda  
and my address/es while on leave will be:—  
.....  
.....  
.....

(Signature).....  
(Post or Class).....  
(Division).....  
(Date).....20.....

3. To Permanent Secretary,  
Leave recommended.  
\*\* The following arrangements are proposed for the performance of  
.....'s duties during his absence,  
.....  
.....  
(Head of Division)

4. Examined.....20.....  
.....  
Permanent Secretary and Chief Establishment Officer

5. Leave approved.....20.....  
.....  
Permanent Secretary and Chief Establishment Officer

6. Noted in Leave Record.....20.....  
.....  
Permanent Secretary and Chief Establishment Officer

7. To Head of Division  
To Permanent Secretary  
Returned for record.....20.....  
.....  
Permanent Secretary and Chief Establishment Officer

\* To be deleted if not applicable.  
\*\* If the employment of a substitute is recommended, this must form the subject of  
separate communication.

80



## Application for Vacation Leave: Project/Contract Workers



### DEPARTMENT OF ENVIRONMENT

#### APPLICATION FOR VACATION LEAVE PROJECT CONTRACT WORKERS

Application for Vacation Leave by \_\_\_\_\_

Name of Project contracted \_\_\_\_\_

Post of Employee \_\_\_\_\_

I hereby apply for \_\_\_\_\_ days of my vacation leave from \_\_\_\_\_ to \_\_\_\_\_

Will vacation leave be spent outside Antigua and Barbuda? ☐ Yes ☐ No

If yes indicate address

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

Date of application \_\_\_\_\_

Signature of Employee /Applicant \_\_\_\_\_

Examined by: \_\_\_\_\_ Date \_\_\_\_\_  
Senior Officer

Authorized by: \_\_\_\_\_ Date \_\_\_\_\_  
Director

## Appendix F: Application for Remote Posting

### DEPARTMENT OF ENVIRONMENT APPLICATION FOR REMOTE POSTING



SHORT –TERM (less than 6 months)



LONG –TERM (6 months or more)

Applicant Information	
Name of Applicant	
Post/ Class	

Details of Request	
Proposed duration of Remote Posting (indicate beginning and end date DD/MM/YYYY)	
Proposed location of Remote Posting	
Circumstances and Rationale for Request Remote Posting	

Date of application .....

Signature of Applicant .....

Examined By: .....20.....

Senior Officer

Authorized by: .....20.....

Head of Division

## Appendix G Job Letter Request Form



### DEPARTMENT OF ENVIRONMENT JOB LETTER REQUEST FORM

**INSTRUCTIONS:** This form should be used to request a job letter. Please complete the form in its entirety and submit to the Department of Human Resources.

#### **EMPLOYEE DETAILS**

Employee Name: \_\_\_\_\_

Position: \_\_\_\_\_ Contact No: \_\_\_\_\_

#### **JOB LETTER DETAILS**

Please **tick** the appropriate box and fill in the space provided

☐ Financial Institution      ☐ Embassy      ☐ Other

To whom: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

Date of Application: \_\_\_\_\_

#### **PLEASE NOTE THE FOLLOWING:**

- REQUESTS TO FINANCIAL INSTITUTION WILL TAKE THREE (3) BUSINESS DAYS TO PROCESS
- REQUESTS TO EMBASSY WILL TAKE SEVEN (7) BUSINESS DAYS TO PROCESS

## Appendix H: Monthly and Week Report Templates

### Example of Monthly Report Template

Name:

Position:

Immediate supervisor:

Report for:

Date submitted:

Acronyms: DoE – Department of Environment

Section of the EMPA	Project/ Activity/Program Name	Target/ Outcome	Progress during this Reporting Period	Previous Reporting Period	Plans for next reporting period	Status (on target, delayed, significantly delayed)	Co-Financing hrs
PART IV  ENVIRONMENTAL POLICIES AND PLANS	National Environmental Policy Framework						
PART V  POLLUTION CONTROL	Regulations  Liability for historical pollution						
PART VI  ENVIRONMENTAL MANAGEMENT AND MONITORING	Strategic environmental impact assessment  Environmental Management Systems  Environmental Management Plans						

	<p>for commercial or industrial facilities</p> <p>Code of environmental practice</p> <p>Self-monitoring and audit</p> <p>Inspection of facility</p> <p>Standards, procedures and guidelines</p>						
<b>PART VII</b>  <b>NATURAL RESOURCES MANAGEMENT</b>	<b>Watersheds and Wetlands</b>  Establishment of Watershed and Wetland Management Committee  Declaration of critical watersheds and wetlands  Conservation of resources in accordance with Plan						
	<b>Protected Areas</b>  Management principles for a protected area  Establishment of protected areas						
	<b>Wildlife protection and trade</b>  Protected wildlife  Designation of						

	<p>closed areas</p> <p>Designation of CITES</p> <p>Importation, exportation, trade in endangered species</p> <p>Detention of endangered or protected species</p>						
<p><b>PART VIII</b></p> <p><b>ACCESS TO GENETIC RESOURCES AND THE SHARING OF BENEFITS</b></p>	<p>Sovereign Rights over biodiversity</p> <p>Interpretation</p> <p>Application of Part</p> <p>Guidance for ABS</p> <p>Community Rights</p>						
<p><b>PART IX</b></p> <p><b>ENVIRONMENTAL INFORMATION</b></p>	<p>National Environmental Information Management and Advisory System (EIMAS)</p> <p>Environmental information Management and Advisory Systems (GIS) Unit</p> <p>Natural Resources Inventory</p> <p>Environmental Registry</p> <p>Public access to Registry</p> <p>State of the</p>						

	Environment Report						
<b>PART X MULTILATERAL ENVIRONMENTAL AGREEMENTS</b>	National Coordinating Mechanism  Multilateral environmental instruments  Negotiation and access to agreements  Incorporation of international obligations into national law						
<b>PART XI FINANCIAL PROVISIONS</b>	Establishment of the Sustainable Island Resources Framework Fund (SIRFF)  Establishment of thematic funds  Accounts of Board and thematic Funds						
<b>PART XII COMPLIANCE AND ENFORCEMENT</b>	Addressing violations						
<b>PART XIII OFFENCES AND PENALTIES</b>	Discharge to watercourse  Discharge into atmosphere  Hunting of						

	<p>specified animals</p> <p>Killing or accidental injury to animal or plant</p> <p>Offence to undertake commercial logging</p>						
<b>PART XIV MISCELLANEOUS</b>	<p>Scientific evidence</p> <p>Service of documents</p> <p>Procedure on appeal to Minister</p> <p>Public comments and procedures</p> <p>Regulations</p> <p>Amendments, savings and repeal</p>						
<b>PART XV ENVIRONMENT INFORMATION, RESEARCH, EDUCATION AND TRAINING</b>	<p>Information gathering</p> <p>National laboratory program</p> <p>Scientific, technical and management research</p> <p>Public information, education and training</p>						
<b>PROJECTS</b>							
Testing a Prototype Caribbean Regional Fund for Wastewater							



Management (CReW)							
Caribbean Challenge Project (Regional)							
Third National Communication for the UNFCCC							
Integrated Water, Land and Ecosystem Management (IWEco)							
Sustainable Pathways -- Protected Areas and Renewable Energy UNEP (SPPARE)							
Sustainable Energy for the Eastern Caribbean (SEEC) Program IADB							
Energy for Sustainable Development in Caribbean Buildings (ESD)							
Building climate-resilience through innovative financing mechanisms for Ecosystem-based Adaptation (EbA) (SCCF).							

GCF Project Building Resilience to Hurricanes and Drought in the Building and Water sectors of Antigua and Barbuda							
Global Climate Change Alliance (GCCA) Project on Climate Change Adaptation (CCA) and Sustainable Land Management (SLM)							
Support NAP Alignment and UNCCD reporting in Antigua and Barbuda							
Persistent Organic Pollutants (POPs) (Regional) – Supporting the Implementation of the GMP of POPs in Latin America and Caribbean States							
Reducing the Risks to Human and Natural Assets Resulting from Climate Change (RRACC) – Coastal Setbacks for Development for Antigua and Barbuda							

Testing a Prototype Caribbean Regional Fund for Wastewater Management (CReW)							
Caribbean Challenge Project (Regional)							
Adaptation Fund							
Intended Nationally Determined Contribution (INDC) to the UNFCCC							
Biennial update reports (BURs) to the UNFCCC							
International Renewable Energy Agency (IRENA)							
Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda							
United Nations Environment Programme – Technical University of Denmark (UNEP DTU) project							

United Nations Environment Programme – Capacity Building Initiative for Transparency (UNEP CBIT)							
Enhanced Direct Access (EDA) Programme							
GEF 6 Projects							
GEF Capacity Building project							

### Example of Weekly Report Template

Weekly update

Members:

Submitted on:

Work Area	Tasks Planned	Tasks Accomplished
<b>Drone/UAS Project</b>	-	-
<b>SPPARE Project</b>	-	-
<b>Maps</b>	-	-
<b>EIMAS</b>	-	-
<b>DOE GCF, AF &amp; GEF Projects &amp; JBF &amp; Blue Financing</b>	-	-
<b>Redonda Project</b>	-	-
<b>Redonda Restoration Programme</b>	-	-
<b>DCA Application &amp; EIA Process</b>	-	-
<b>Surveys &amp; Questionnaires</b>	-	-
<b>DOE Data Storage</b>	-	-

<b>DOE ICT Manuals</b>	-	-
<b>Environmental monitoring</b>	-	-
<b>YIDA</b>	-	-
<b>DMU Representation at Meetings and/or Trainings</b>	-	-
<b>PIU Finalisation</b>		-
<b>Technical Team Meeting</b>	-	-
<b>Department of Public Works</b>		-
<b>Preparations for TAC</b>	- -	
<b>EMS</b>	-	-

## Appendix I: Employee Termination Checklist



Department of Environment  
Employee Termination Checklist

Employee Information		
Employee Name:	Employee Number:	Termination Date:
Voluntary / Involuntary Turnover?	Yes	No
External Transfer?	Yes	No
Reason for termination:		

Employee's Last Day of Employment		
Office of the Director of Operations		
v	Action Taken	Date Completed
	Ensure completion of employee's final timesheet	
	Conduct Exit Interview	
	Oath of Secrecy Debriefing (where applicable)	
	Collect Security Access Card	
	Collect Department Employee ID	

## EMPLOYEE HANDBOOK

	Collect Department property including cabinet keys, room keys, department file, manuals, stationary, etc.	
	Communicate departure to staff	
	Update Human Resource Management Systems	
	Update Staff Directory	

Management Information Systems		
v	Action Taken	Date Completed
	Format Computer Hard Drive	
	Deactivate Security Access Card	
	Terminate access to DOE Accounts	
	Update Staff Mailing List	

Notes:

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Completed by: \_\_\_\_\_ Post: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewed by: \_\_\_\_\_ Post: \_\_\_\_\_ Date: \_\_\_\_\_



## Appendix J: Application to Attend an Overseas Event



Government of Antigua and Barbuda  
**DEPARTMENT OF ENVIRONMENT**  
**Application to Attend an Overseas Event**

Name of Officer: \_\_\_\_\_

Post of Officer: \_\_\_\_\_

Name of Event: \_\_\_\_\_

Date of Event: \_\_\_\_\_

Benefits derived by Antigua & Barbuda in attending event:

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\*Please include the invitation for the meeting

## Appendix K: Back to Office Report



*BTORs are required for any event that interrupts normal duties, of any duration, whether in country or overseas and from any officer representing the Government of Antigua and Barbuda. The Individual BTOR must be completed within **three (3) working days** of returning to office (normal duties). Please refer to the Policy on Back-To-Office Reports.*

A. BASIC DETAILS					
Officer's name:				Designation and Job title:	
Ministry and (Department / Division /Unit:					
Title of the event:					
Specific job responsibility that is associated with the event:					
Event facilitated / sponsored by:		GOAB	Other:		
Dates and duration of the event:				Location:	
Type of event: (Please tick where applicable)		Meeting (Conference/ Symposium/Summit/)			Training Workshop
		Other (please specify):			
Is this report suitable for inter-agency sharing?		Yes			No

**B. PURPOSE AND OBJECTIVES OF EVENT** (This information is usually provided on the correspondence announcing the event. If not, provide the purpose and objectives as they relate to your department/ministry work plan):

Purpose:

Objectives:

**C. BENEFITS OF EVENT** (indicate the benefits gained by you, as well as those that apply to your department / ministry or wider public sector):

**List and describe the skills and knowledge gained by you**

**Describe the event's usefulness to your department/agency, ministry or wider public sector.**

If this event is a continuation or complements previous events, please indicate the name of the event, the date when it was attended, and the officer(s) who attended (including you, if applicable). See Question 15 on the Draft Application to Attend an Event Overseas.

<b>D. RECOMMENDATIONS AND ACTION PLAN</b> <i>(for Department, Ministry and/or wider public sector):</i>		
<b>Recommendations</b> <i>(please list)</i>		
<b>Action Plan</b> <i>(exclude activities to transfer skills and knowledge gained. See Section E)</i>		
<b>Action</b> <i>(please be specific)</i>	<b>Responsible Department/Agency / Individual</b>	<b>Expected completion date</b>

<b>E. SHARING AND TRANSFER OF SKILLS AND KNOWLEDGE GAINED</b>	
1. Specify the method(s) that will be used to share the knowledge gained <i>(meeting, seminar, workshop, practical demonstration, etc.)</i>	
2. Indicate the duration of the sharing method and the date the sharing method will begin.	
3. Provide the name, position and department / ministry of the officers who will directly benefit from the knowledge transfer overtime <i>(these officers are not necessarily all</i>	

**E. SHARING AND TRANSFER OF SKILLS AND KNOWLEDGE GAINED**

*of those for whom #2 is intended).*

**F. ADDITIONAL INFORMATION** (Use this section to provide any other pertinent information. Type NONE if there are no issues and actions.)

**G. If applicable, please attach the agenda and/or the list of topics covered at the event. Please provide the titles of all material/documents associated with this event.**

1. ....
2. ....

Signature:

Date (d/m/y):

**H. REVIEW CONFIRMATION** (Minister/Permanent Secretary / Head of Departments confirmation of reviewing and discussing the BTOR with the officer.

I have read and discussed the back-to-office report with the officer. I am satisfied the report captures the officer's experience at the event. Furthermore, the skills and knowledge gained are immediately useful and applicable to the department's / ministry's work plan for the current year / upcoming year.

Name:	Designation:	Minister <sup>2</sup>
		Permanent Secretary
		Head of Department <sup>1</sup>

Signature:

Date (d/m/y):

<sup>1</sup> In the case of the Military, the Chief Of Defence. In the case of the Police, the Police Commissioner

<sup>2</sup> In the case of the Police and Military, the Minister of National Security and Labour.

### Instructions for completing the BTOR for Individual Submission

You are required to explain and justify why the capacity development event was important after having provided the rationale for participation / attendance in the revised *Application for Trip Overseas* (now titled *Application for Participation in a Capacity Development Event Requiring Overseas Travel*). You are required to complete the BTOR according to the instructions provided below.

1. **Section A:** Provide details of the event (purpose, duration, cost, location)
2. **Section B:** Provide the purposes, the overarching intention of the event. Also list and briefly describe the main objectives of the event. This information is usually available in the correspondence inviting participation. Some of this information must be consistent with Item 6 on the revised *Application for Trip Overseas* (now titled *Application for Participation in a Capacity Development Event Requiring Overseas Travel*).
3. **Section C:** List and briefly describe the skills, knowledge gained at the event. In doing so, indicate how the event's objectives and the skills, knowledge gained combine to be useful to you, your department, ministry, and/or the wider public sector. (Note that it can be applied to one or more of these levels). Also specify how this events links to your department's and ministry's goals.

Provide information on any related event that you may have attended or that you are aware that Antigua and Barbuda has participated. This information is useful for (a) serving as a check to determine the extent to which the skills and knowledge from previous events have been applied to the job (b) helping the GOAB assess the time of return on its investment, (c) determining whether the appropriate officers and departments are taking up the training and development opportunities, and (d) if you are to be promoted or transferred to another department or ministry.

4. **Section D:** Describe the best-fit practices that could be introduced to benefit your department, ministry, and/or wider public sector. Include also a broad action plan for how these recommendations could be implemented.
5. **Section E:** Upon your return to office, you are expected to do a presentation to your department, and to any other officers who could benefit from the content of this event. Note that knowledge transfer is a continuous event. Therefore the officers who will benefit are likely to be in your department or ministry.
6. **Section F:** As indicated.
7. **Section G:** As indicated.
8. **Section H:** As indicated. Please note that once signed, you (Minister or Permanent Secretary or Head of Department) will be held accountable for the application to the department's and/or ministry's work, the skills and knowledge gained by the officer. This must start within the current work programme provided that the event takes place before the last quarter of the work plan year. In this case, the application of the learning should begin in the first quarter of the following work plan year.

## Appendix L: Equipment Issue Terms and Agreement



### Equipment Issue Terms and Agreement

The undersigned hereby acknowledges the receipt of the following:

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Description:

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The undersigned also agrees to the following terms:

- The sale of the item(s) is prohibited
- The daily care of the item(s) is the sole responsibility of the recipient
- The item(s) will be used in a professional, ethical, and lawful manner;
- Downloading of unauthorized software is prohibited,
- In the event the item(s) is stolen or damaged, the undersigned must produce a report (a police report if necessary) of the incident;
- The item(s) will be made available for inspection upon the request of the Chief Environment Officer.
- A list and condition of the item(s) in your care will be included in the quarterly reports;
- If the item(s) is misplaced/lost, or found in a degraded condition due to complacency, the recipient will be responsible for its replacement.
- The Item(s) must be returned to the Environment Division or left in the care of the entity if you have severed ties with the entity or association.
- After two years, the item(s) will be the property of the entity or association you represent.

I \_\_\_\_\_ agree to the above statements and terms.

Signed: \_\_\_\_\_

On the, \_\_\_\_\_, day of \_\_\_\_\_, 20\_\_\_\_.

Witnessed \_\_\_\_\_

On the, \_\_\_\_\_, day of \_\_\_\_\_, 20\_\_\_\_.