



Ministry of the Public Service,
Constitutional and Political Reform
and Religious Affairs
Government of Belize



ONBOARDING HANDBOOK

THE BELIZE PUBLIC SERVICE



AUTHORED BY:
**THE TRAINING
& DEVELOPMENT UNIT,
MPSCPR&RA**

The Ministry of the Public Service,
Constitutional and Political
Reform and Religious Affairs

Acknowledgements

The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs' (MPSCPR&RA) envisioned the creation of a standardized induction process for new entrants into the Belize Public Service. The induction process is key to help new employees understand their conditions of service and the culture and values of the Belize Public Service and their respective Ministries/Departments. The development of this Onboarding Handbook was made possible through the support and encouragement of the Minister, MPSCPR&RA.

- Public Officers and other authors who contributed to the writing of the documents referenced in this Onboarding Handbook.
- Departments and Ministries for submitting pictures to include in the Induction Training PowerPoint.
- The Training and Development Unit of this Ministry for developing the Belize Public Service's (BPS) Onboarding Handbook. This Unit also created the BPS Induction Training and Gender Mainstream PowerPoints.

We would like to extend special thanks to the following persons and departments:

- Senior Management Team of this Ministry for reviewing the Onboarding Handbook, particularly to the Administrative Officer (Headquarters) for sharing the relevant documents and providing feedback. The Database Administrator of this Ministry offered support with the Induction checklist design.

Table of Contents

Acknowledgements.....	2
Acronyms and Abbreviations.....	6
Glossary of Terms and Concepts.....	7
▶ Preamble.....	9
▶ Objectives of the Handbook.....	9
Onboarding Handbook Overview.....	9
▶ Scope.....	10
▶ Organization of the Handbook.....	10
Chapter One: Introduction.....	11
▶ 1.1 Application and Direction.....	11
▶ 1.2 Guidelines for Manual.....	11
Chapter Two: Preparation for the New Employee.....	12
▶ 2.1 Prepare New Employee Introductory Email.....	12
▶ 2.2 Prepare New Employee Technological Access.....	12
▶ 2.3 Prepare New Employee Space.....	13
Chapter Three: Induction Process.....	14
▶ 3.1 Roles and Responsibilities.....	14
▶ 3.1.1 Ministry of the Public Service.....	14
▶ 3.1.2 Ministry's Responsibility.....	15
▶ 3.1.3 The Inductee (New Employee).....	15

▶ 3.2 Steps in the Induction Process	16
▶ 3.2.1 Explain your Ministry	16
▶ 3.2.2 Information on Technology Issued	17
▶ 3.2.3 List and Introduce Key People and their Roles	17
▶ 3.2.4 Familiarization Tour (The Work Environment)	18
▶ 3.2.5 Explain Employment Conditions	19
▶ 3.2.6 Explain the Pay Process	25
▶ 3.2.7 Documents to be Issued Virtual or Hardcopy	25
▶ 3.2.8 Explain Department Security	26
▶ 3.2.9 Documents Required from Employees	26
▶ 3.2.10 Explain Trainings	27
▶ 3.2.11 Conduct a Follow-up Review (If needed):	27

Chapter Four: Staff Development

▶ 4.1 Career Development (Promotion, Acting Appointment and Transfers)	28
▶ 4.2 Training Opportunities	28

Chapter Five: Employee Orientation Institutional Content

▶ 5.1 Governance for the Belize Public Service	30
▶ 5.2 The Services Commissions	31
▶ 5.3 Ministry of the Public Service's Mission, Vision, and Values	32
▶ 5.4 Public Service Union of Belize	34

Chapter Six: Monitoring and Evaluation

Handbook Reference

Annex.....	37
▶ Annex 1: Induction Checklist	37

Acronyms and Abbreviations

AO	Administrative Officer
BCPSR	Belize Constitution (Public Service) Regulations
CEO	Chief Executive Officer
CITO	Central Information Technology Office
CSQAU	Customer Service Quality Assurance Unit
COPE	Control of Public Expenditure
EAP	Employee Assistant Programme
GSDS	Growth and Sustainable Development Goals
GWR	Government Workers Regulations
GOB	Government of Belize
HOD	Heads of Department
HOU	Heads of Unit
HR	Human Resources
HRMU	Human Resource Management Unit
HRMIS	Human Resource Management Information System
MPS	Ministry of the Public Service
MPSCPR&RA	Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs
OPMC	Office of the Prime Minister and Cabinet
PE	Permanent Established
PMAS	Performance Management and Appraisal System
PSU	Public Service Union of Belize

Glossary of Terms and Concepts

APPRAISAL

- ▶ Comparison of an employee's performance of duties and responsibilities against performance objectives/standards (PMAS, 2006).

CROSS TRAINING

- ▶ Cross-training is an informal method to teach an employee to perform different Department/Unit job functions. Cross-training enables a staff member to learn how to execute specific tasks by working with another staff member for a set period of time (United Nations, 2015). The cross-training seeks to enhance skills of officers which can be used to fill gaps.

DEPARTMENT EMPLOYEE ORIENTATION

- ▶ Information related to the department where the employee is stationed, such as its vision, mission, priorities, structure and culture, relating to the organization.

DEPARTMENT/UNITS

- ▶ Any office or public service entity established by the Government of Belize.

EMPLOYEE ORIENTATION/INDUCTION

- ▶ This process is used to welcome, support and acknowledge a new employee to an organization and acquaint them with the vision, mission, roles and responsibilities of the office, goals, organizational structure, strategies, policies, procedures, organizational culture and role expectations as a public officer related to a new job. Employee orientation in the Belize Public Service is comprised of three components: Institution, Department and Job-specific employee orientation.

ESTABLISHED STAFF (PERMANENT)

- ▶ An established employee is a person employed by the Government in a permanent established post and provided for in the budget estimates (Onboarding Handbook, 2022). An established worker, whether permanent or temporary is governed by the BCPSR 2014.

OPEN VOTE WORKER

- ▶ An employee of any government department whose post is not provided for under the personal emolument item of any Head of Expenditure in the Estimates (GWR, 1992). An open Vote Worker is governed by the Government Workers Regulations.

HEADS OF DEPARTMENT/UNIT

- ▶ A senior officer who manages a department or unit. The Head of Department manages a legislated department.

INSTITUTIONAL EMPLOYEE ORIENTATION

- ▶ Information related to government as an employer, such as Government's overarching vision, priorities, values, structure, conditions of service and culture.

JOB-SPECIFIC EMPLOYEE ORIENTATION

- ▶ Information related to the employee's role and responsibilities, their immediate work environment and their terms and conditions of employment.

JOB DESCRIPTION

- ▶ A Job Description is a management tool, which provides a formal mechanism for documenting using factual, concise, and precise language, relating to the nature of a job (PMAS, 2006). It is a written report that outlines the major duties, responsibilities and working conditions of a job (PMAS, 2006).

MINISTRY OF THE PUBLIC SERVICE

- ▶ The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs shall be referred to as the Ministry of the Public Service in this Handbook.

PERFORMANCE

- ▶ An employee's fulfilment of assigned duties and responsibilities, his/her achievement of agreed goals, execution of assigned projects or accomplishment of specific tasks (PMAS, 2006).

PERFORMANCE APPRAISAL SYSTEM (PAS)

- ▶ A system which provides for establishment of performance objectives/standards, identification of activity elements to be evaluated, communication of standards to employees, establishment of methods and procedures to appraise performance against established standards, and appropriate use of appraisal information in making personnel decisions (PMAS, 2006).

PUBLIC OFFICE

- ▶ Any office of emolument in the Public Service (The Belize Constitution, Chapter 4, of the Laws of Belize, Revised Edition, 2020).

PUBLIC OFFICER

- ▶ A person holding or acting in any public office (The Belize Constitution, Chapter 4, of the Laws of Belize, Revised Edition, 2020). A Public Officer as defined in the Belize Constitution (Public Service) Regulations, 2014, Government Workers' Regulations, 1992 and any other person directly employed by the Government of Belize.

PUBLIC SERVICE

- ▶ The Service of the Crown in a civil capacity in respect to the Government of Belize (The Belize Constitution, Chapter 4, of the Laws of Belize, Revised Edition, 2020).

VALUES

- ▶ The values as defined by the ministry/department's strategic plans.

Onboarding Handbook Overview

Preamble

The Onboarding Handbook for the Belize Public Service provides guiding principles and relevant information for the induction of new public officers into the Belize Public Service.

The handbook provides a strategic guide to induct Public Officers of Belize into their work environment. This handbook has a comprehensive checklist to aid the heads of department/unit(s), supervisors, Administrative Officers and other relevant personnel with the orientation process. It contains information on governmental departments, government functions, public service regulations, monitoring and evaluation, among others.

The Belize Constitution (Public Service) Regulations (2014), stipulates that induction is mandatory and should be conducted within the first week of employment (Part 5 of the BCPSR).

Chief Executive Officers or Heads of Departments/ Units shall be responsible to ensure that new officers are oriented. Administrative Officers as the Human Resources Managers are responsible to induct.

The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs (MPSCPR&RA) is committed to welcoming and supporting new employees into the Belize Public Service. Effective employee induction provides institutional, departmental, and job-specific information to help employees understand their role in the public service and prepare them for success in their new career. On this basis, this policy provides the foundation for employee induction within the Belize Public Service.

Objectives of the Handbook

The objectives of the Onboarding Handbook are to:

- ▶ Consistently and effectively support, acknowledge, and welcome employees in a timely manner, as they start governmental employment;
- ▶ Ensure employees are informed about the government's goals, structure, strategies and policies;
- ▶ Standardize the framework, resources and processes that needs to be provided to new employees;
- ▶ Familiarize newly appointed employees with their conditions of service, rights, privileges and repercussions;
- ▶ Motivate employees to perform at the highest level; and
- ▶ Support government's attraction and retention strategies.

Scope

This Onboarding Handbook shall apply to all newly employed public officers within the Belize Public Service. Induction shall be mandatory for officers who have been transferred or promoted, in terms of the job-specific work duties.

Organization of the Handbook

The Onboarding Handbook is organized into six chapters; these includes Chapter One- Introduction, Chapter Two- Preparation for the New Employee, Chapter Three- Induction Process, Chapter Four- Staff Development, Chapter Five- Employee Orientation Institutional Content, and Chapter Six- Monitoring and Evaluation.

The Belize Public Service is govern by various rules, regulations and standing operating procedures including:

- ▶ The Belize Constitution, Chapter 4, of the Laws of Belize, Revised Edition, 2020
- ▶ The Belize Constitution (Public Service) Regulations, 2014
- ▶ The Government Workers Regulations, 1992
- ▶ Pension Act, Chapter 30 of the Laws of Belize, Revised Edition, 2020
- ▶ Compendium of Allowances for the Belize Public Service, October 2014 (Revised 2015)
- ▶ Finance and Audit (Reform) Act, 2020
- ▶ Finance and Audit (Reform Amendment) Act No. 24 of 2021
- ▶ The Financial Orders, 1965
- ▶ The Stores Orders, 1965
- ▶ The Control of Public Expenditure (COPE) Handbook, 1966
- ▶ Dress Code



This Onboarding Handbook does not replace these regulations or any other policies of the Public Service.

Chapter One: Introduction

1.1 Application and Direction

This handbook applies to all new entrants, as well as existing employees that are being transferred/promoted to new positions within the Public Service, and whose terms and conditions are set out in accordance with the BCPSR, 2014, Government Workers Regulations, 1992 or through other forms (such as contract and Labour Act).

Employee induction must be delivered in a timely manner, ideally starting on the employee's first day, and must reflect three components: 1) Institutional 2) Departmental and 3) Job-specific information. An existing employee commencing a new position within GOB, is not required to repeat the institutional component of the orientation, unless deemed necessary by the Inductor or sought by the Inductee.

Heads of Departments/Units are to ensure that performance plans are established with each employee, to ensure clear understanding of performance goals and expected results, as it relates to the departmental and job-specific component of the orientation.

The Training and Development Unit, Ministry of the Public Service will periodically review the induction materials to ensure that the information is relevant and current.

Departments will develop and periodically review their department employee induction package to ensure that the information is relevant and current.

Participating in employee induction is part of an employee's work responsibility. Hence, an employee's salary will not be deducted for time taken to attend, or travel to, an induction event held during their scheduled work hours. Thus, employees who travel to such an event will be reimbursed for travel expenses, in accordance with GOB's travel policy.

1.2 Guidelines for Manual



- ▶ A variety of learning methods may be used to support employee induction.
- ▶ Examples include formal information sessions, directed readings, coaching, peer support and self-initiated learning.
- ▶ Employee induction may be flexible to meet individual department and employee needs and should be reflective of public service values.
- ▶ In implementing a comprehensive employee onboarding, departments are encouraged to use the Belize Public Service Induction Checklist (see Annex 1).



Chapter Two: Preparation for the New Employee

2.1 Prepare New Employee Introductory Email

Two (2) business days before the new employees' arrival, send an email/Microsoft teams message to the department members, informing everyone of the new employee's arrival. The email should include:

- ▶ Employee's Name
- ▶ Employee's Title
- ▶ Employee's Department/Unit

2.2 Prepare New Employee Technological Access

Where applicable, the Information Technology (IT) personnel for the department is responsible for:

- ▶ Setting up the new employee's email and password
- ▶ Setting up the new employee's computer and providing network access
- ▶ Providing Smartstream access with username and password
- ▶ Providing access to the department network/systems
- ▶ e) Providing phone access (provide internal extension listing and pin code for external calls)
- ▶ f) Provide access to Electronic Attendance Register



All IT access shall be prepared prior to the employee's arrival. The IT personnel of the department shall provide all access information to the employee on the morning of the new employee's arrival. The IT personnel is responsible to discuss the rules and regulations pertaining to the Government of Belize's email, network, systems, and phone access with the new employee.

2.3 Prepare New Employee Space

Prior to the new employee's arrival, preparation of his/her workspace must commence (a minimum of one week is recommended). Heads of Department/Unit shall be responsible to check that the new employee's IT information is ready at least a day prior to the new employee's arrival.

They are also responsible to ensure that the employee has access to:

- ▶ Office supplies
- ▶ Desk
- ▶ Comfortable Chair
- ▶ Welcome note from the CEO or HOD/HOU

The Inductor is responsible to make the necessary arrangements to greet the new employee on his/her first day. On the employee's first day, Administrative Officers and or supervisor are to ensure someone is available to greet the new employee at the entrance of the building/site.

Chapter Three: Induction Process

The induction is a process that helps new employees to learn their work culture, position requirements, and policies and procedures to achieve the ministry/department/unit's goals.

The orientation starts on the employee's first day and shall include the following:

- ▶ a) Roles and responsibilities of the employer and employee
- ▶ b) Steps in the Induction Process
- ▶ c) Office Hours and Public and Bank Holidays
- ▶ d) Job Description
- ▶ e) Performance Appraisal System and signing of performance agreement/workplan by Immediate Supervisor and employee
- ▶ f) Conditions of Service



3.1 Roles and Responsibilities

The induction process is necessary for the smooth transition of new employees into the Belize Public Service. The process is based on the open participation of the Inductee and the Inductor.

3.1.1 Ministry of the Public Service

THE TRAINING AND DEVELOPMENT UNIT, MINISTRY OF THE PUBLIC SERVICE (MPS) IS RESPONSIBLE FOR:

- Coordinating and implementing the Induction Training to new entrants within GOB.
- Ensuring a training is delivered to Administrative Officers and/or Heads of Departments on the Onboarding Handbook.
- Ensuring that each Department has access to an electronic version of the Onboarding Handbook.
- Ensuring that the institutional employee induction content (Conditions of Service) is available to departments and updated based on the Ministry of the Public Service (MPS) mandates.
- Providing advice and assistance to departments regarding the application of this Onboarding Handbook.
- Providing tools for departments to support their employee induction.
- Providing requested and relevant support to departments as required.

THE CUSTOMER SERVICE QUALITY ASSURANCE UNIT (CSQAU), MINISTRY OF THE PUBLIC SERVICE (MPS) IS RESPONSIBLE TO:

- Develop and administer the evaluation instrument to Inductees and Inductors.
- Analyze findings and develop a report for onward submission to CEO, MPS.

3.1.2 Ministry's Responsibility

THE MINISTRY, DEPARTMENT, UNIT OR OFFICE IS RESPONSIBLE FOR THE FOLLOWING IN THE INDUCTION PROCESS:

- Ensuring that new public officers are inducted within the first week of reporting to work;
- Developing content specific to the Ministry and the various departments;
- Providing the new employee with the relevant materials (e-copy of the Induction handbook, PSR, Compendium);
- Providing the new employee with a mentor;
- Complete the Belize Public Service Induction Checklist, inclusive of signature from the employee.
- Submit a copy of the Belize Public Service Induction Checklist within one (1) month to the Training and Development Unit, MPS.

3.1.3 The Inductee (New Employee)

INDUCTEE PARTICIPATION IS ESSENTIAL TO THE SUCCESS OF THE INDUCTION PROCESS. INDUCTEE'S RESPONSIBILITY INCLUDES:

- ▶ a) Open-mindedness to the process;
- ▶ b) Actively participating in the process;
- ▶ c) Review job description and seek clarity on roles and expectations;
- ▶ d) Gain knowledge from the process to perform work duties effectively and efficiently;
- ▶ e) Review and become familiar with the BCPSR, 2014 or other regulation which governs the employee's service; and
- ▶ f) Review and sign the Belize Public Service Induction Checklist.

3.2 Steps in the Induction Process

THE MINISTRY OF THE PUBLIC SERVICE HAS DESIGNED A SEQUENCE FOR EACH INDUCTOR TO FOLLOW WHEN A NEW EMPLOYEE REPORTS TO HIS/HER DUTY STATION.

3.2.1 Explain your Ministry

The new Public Officer reports to his/her workstation and is greeted by the Administrative Officers and/or supervisor. Administrative Officers and/or supervisors introduce themselves to the new employee. The new employee is taken to his/her office to familiarize himself/herself with his/her workspace. The employee is then introduced to his/her immediate unit/office members.

THE INDUCTOR IS RESPONSIBLE TO PREPARE AN OVERVIEW OF THE MINISTRY/DEPARTMENT. THE INDUCTOR WILL DISCUSS WITH THE NEW EMPLOYEE, THE MINISTRY'S:

- ▶ Structures,
- ▶ Organograms,
- ▶ Type of work,
- ▶ The vision and mission,
- ▶ Values,
- ▶ Strategic direction,
- ▶ Goals and objectives,
- ▶ Staff meetings and training,
- ▶ Customer service standards,
- ▶ and the work culture.

THE INDUCTOR SHOULD ILLUSTRATE HOW THE WORK OF THE MINISTRY/DEPARTMENT RELATES TO THE WHOLISTIC FUNCTION OF THE BELIZE PUBLIC SERVICE. THIS EXPLANATION SHOULD INCLUDE A POWERPOINT PRESENTATION.



THE ADMINISTRATIVE OFFICER OR HOD/HOU SHALL ASSIGN A “MENTOR” TO THE NEW ENTRANT WHO CAN PROVIDE ADDITIONAL SUPPORT.

3.2.2 Information on Technology Issued

INVITE THE INFORMATION TECHNOLOGY (IT) PERSONNEL TO DISCUSS ACCESS PROCESSES AND PROVIDE ALL REQUIRED ELECTRONIC ACCESS, WHERE APPLICABLE. THESE INCLUDE:

- ▶ a) Email and password
- ▶ b) Computer login username and password
- ▶ c) Clock in access/ Electronic Attendance Register (e.g. fingerprint added to system)
- ▶ d) Smartstream login username and password
- ▶ e) Telephone and email network access
- ▶ f) Access to the department network/systems (printers, scanner, copier, other department systems relevant to the new employee's duties)

It is also the responsibility of the IT Technician or personnel to discuss the procedures for electronic information sharing, rules, procedures and norms. The new employee should be encouraged to access all relevant information. If there are any issues, the IT personnel is responsible for providing technical support, through their Head of Unit.

3.2.3 List and Introduce Key People and their Roles

INTRODUCE THE NEW EMPLOYEE TO THE DEPARTMENT AND OFFICE STAFF. THE INTRODUCTION MAY INCLUDE THE:

- ▶ a) Chief Executive Officer
- ▶ b) Supervisor/senior manager(s)
- ▶ c) Co-workers
- ▶ d) Security
- ▶ e) Contract/Project Officer(s)

IF AN EXISTING EMPLOYEE IS NOT AVAILABLE DUE TO ABSENCE (VACATION, SICK LEAVE, ETC...) OR WORK-RELATED DUTIES, MAKE A NOTE TO INTRODUCE THE NEW EMPLOYEE TO THE EXISTING EMPLOYEE UPON HIS/HER RETURN TO WORK.

3.2.4 Familiarization Tour (The Work Environment)

DURING THE INTRODUCTION PROCESS, TAKE THE OPPORTUNITY TO REITERATE THE FUNCTIONS AND SERVICES OF EACH DEPARTMENT/UNIT. IT IS ESSENTIAL FOR THE NEW EMPLOYEE TO UNDERSTAND THE WORKFLOW OF THE DEPARTMENT AND KNOW WHERE TO SEEK SPECIFIC SERVICES, SUCH AS: PAYROLL INFORMATION, SUPPLIES, ADMINISTRATIVE SUPPORT, AMONG OTHERS.

- ▶ During employee introduction, familiarize the new employee with the work environment. These include the:
 - ▶ a) Car parking norms (CEO parking, head of department/unit's parking, staff parking, visitor parking)
 - ▶ b) Eating facilities (kitchen, microwave area, water replenishing area)
 - ▶ c) Conference room
 - ▶ d) Lounge (if applicable)
 - ▶ e) Washing and toilet facilities
 - ▶ f) Workstation and supplies (indicate where these supplies are kept or procedures for obtaining supplies)
 - ▶ g) Tools, machinery and equipment used for the job (demonstrating the use of the printer, scanner, copying machine, etc...)
 - ▶ h) First aid facilities (such as the first aid kit, medical supplies, etc...)
 - ▶ i) Emergency plan, procedures, exits and fire extinguishers (discuss the plan of action in case of any emergency at the workplace)
 - ▶ j) Phone call greeting system and message collecting norms (provide the new employee with the phone greeting methods)
 - ▶ k) Workplace procedures and building access information (office keys should be issued to the new employee as well as keys for facilities and equipment under the employee's duty)

3.2.5 Explain Employment Conditions

AN EMPLOYEE'S EMPLOYMENT CONDITIONS IS ESSENTIAL TO HIS/HER SUCCESS IN THE BELIZE PUBLIC SERVICE.

THE INDUCTOR SHALL ALLOT SUFFICIENT TIME TO EXPLAIN EACH OF THE FOLLOWING POINTS:

- ▶ a) Conditions of Service (PowerPoint provided by the Ministry of the Public Service)
- ▶ b) Gender Mainstreaming Considerations (PowerPoint provided by the Ministry of the Public Service)
- ▶ c) Contract and/or letter of employment/appointment
- ▶ d) Structure of letter accepting appointment
- ▶ e) Confirmation of Appointment (Confirmation can only be issued by the Public Service Commission; officers become eligible for confirmation after one year of probationary service and following successful appraisals)
- ▶ f) Job description and responsibilities
- ▶ g) Performance Appraisal System
- ▶ h) Formal Communication Process (forwarding of request)
- ▶ i) Leave entitlements (provide forms and explain how to complete them)
- ▶ j) Notification of leave of absence (contact number for immediate supervisor)
- ▶ k) Office hours (lunch breaks and holidays)
- ▶ l) Time recording procedures and punctuality (Clock-in system or sign in booklet where applicable)
- ▶ m) Dress code/Uniforms (If applicable)
- ▶ n) The Performance Management and Appraisal System Guidelines and Reference Public Service of Belize Regulations (If the new employee is a supervisor)

CONDITIONS OF SERVICE



Conditions of Service encompasses: the Definitions of Terms, Purpose of Government; Structure of the Government; Categories of Officers, Services Commission, Policies of Government (Introduction to the BCPSR 2014 or other regulation); Leave of Absence, Values and Principles of the Public Service; Conflict of Interest in Public Service Delivery; Ethical Use of Public Resources; Performance Review, Training Opportunities and Career Development; Succession Planning; and Positive Work Culture of the Department.

WORK CULTURE

Work culture reflects the work style, norms, and the department's practices and behaviour. The inductees are to be sensitized to the work culture to enable them to meet and exceed work requirements.

CODE OF CONDUCT

According to Regulation 40 of the Belize Constitution (Public Service) Regulations (2014), Code of Conduct is defined as follows:

- (1) A public officer shall not conduct himself in any manner that would bring the public service into disrepute.
- (2) All public officers shall –
 - a) demonstrate the highest level of professional conduct and personal integrity in the performance of their duties and shall not willfully refuse, or willfully omit, to perform those duties;
 - b) treat other public officers, clients and members of the public with courtesy, respect, fairness and objectivity;
 - c) display a positive attitude and be pro-active in the exercise of their duties;
 - d) seek to understand and to volunteer information and service so as to satisfy the real needs of members of the public; and render service in a timely, efficient and effective manner and shall not confer any special benefit or give preferential treatment to anyone on the basis of any special relationship.

Public Officers shall carry out their duties by: observing public trust; efficient and effective performance of duties, professionalism, political neutrality; maintain integrity when conducting private affairs, and reporting improper orders.

According to Regulation 41 of the Belize Constitution (Public Service) Regulations (2014):



- (1) A public officer shall not place himself in a position in which a conflict of interest may arise or a position which could compromise, or reasonably be said to compromise the job performance or office of that public officer.
- (2) A public officer shall not –
 - a) engage in any private activity that would compromise the fair exercise of his duties;
 - b) use for private gain any information or material which comes to his knowledge by virtue of his position or placement;
 - c) exploit for private gain the status and privilege of his position or placement;
 - d) solicit or accept payment or any other consideration relating to the performance or neglect of his duties;
 - e) conduct private business on government premises; and
 - f) engage in transactions on behalf of the Government of Belize where an unfair advantage is given to family members or members of staff, or an organization in which family members or members of staff have a vested interest.

The Code of Conduct is addressed in Regulations 40 to 62 of the BCPSR 2014, and can be found on pages 18 to 26.

JOB DESCRIPTION

The job description shall be issued by the Inductor to the Inductee, either hardcopy or virtually. The job description starts with the Position Description, which comprises of the name of the Ministry/Department, Position Title, Salary Pay Scale and Basic purpose of position. The job description includes an “Analysis of Position”, this section includes:

- a) Essential Duties and Responsibilities
- b) Competencies
- c) Expected Results
- d) Basic qualifications required
- e) Accountable to (position of person who supervises the holder of this position)
- f) Special work conditions such as hazards, dangerous conditions (if applicable)
- g) Hours Required to Work

ALLOCATION OF DUTIES AND RESPONSIBILITIES

It is the responsibility of the Ministry to familiarize new entrants with their work duties and responsibilities. This entails a thorough review of their job descriptions, work expectations and schedules. Immediate Supervisors are responsible for creating a work plan along with the new employee, for at least six (6) months of work. Most importantly, it is the Ministry’s responsibility to create and maintain a supportive and safe work environment that enables the officers to perform effectively.

PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEM (PMAS)



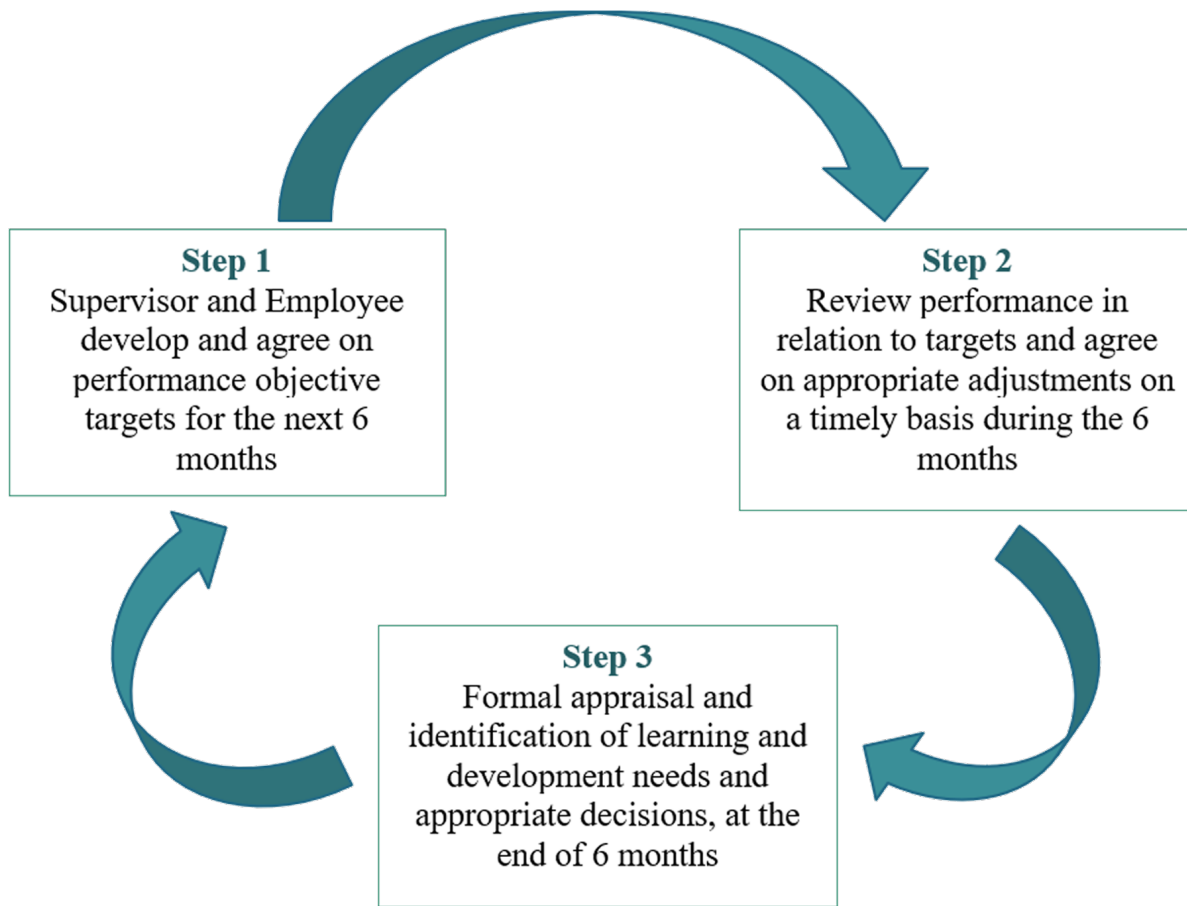
A performance culture places greater emphasis on the importance of motivation, development and optimal utilization of human resources, towards the achievement of a client focused and results-oriented Public Service (Performance Management and Appraisal System, 2006).

According to PMAS (2006), the primary goal is to encourage the highest level of performance of the individual employee based on job knowledge, experience, academic training and skills.

PMAS (2006), further states that through intervention, the appraisal system endeavors to improve the skills of the employees to assist in the growth and fulfilment of the potential of the employee.

The purpose of the Appraisal System is to maintain a rational basis for rewarding high-level performance and applying corrective measures for mediocre and unsatisfactory service (PMAS, 2006).

PERFORMANCE MANAGEMENT AND APPRAISAL CYCLE (PMAS, 2006)



OBJECTIVES OF THE SYSTEM

- a) All work programmes (Department/Unit/Individual) are geared to achieving the goals of the organization;
- b) Supervisors and employees have a common understanding of job requirements;
- c) Individual performance is reviewed against mutually agreed Performance Standards;
- d) Feedback on performance is provided to employees, and training and development needs are identified and addressed;
- e) Supervisors and employees foster the development of a more open and participatory environment;
- f) Good performance is recognized and improvement encouraged; and
- g) Poor performance is appropriately managed (PMAS, 2006).

THE APPRAISAL SYSTEM PROCESS

The process for the appraisal process includes:

- a) Developing and discussing a workplan that is in line with the employee job description
- b) Giving and receiving feedback
- c) Dealing with performance management
- d) Coaching the new employee
- e) Conducting the Formal Performance Appraisal (Mid and End of year appraisal form)
- f) Giving and receiving feedback
- g) Submitting the appraisal to the Ministry of the Public Service

The Performance Management System is addressed in Regulations 63 to 72 of the BCPSR 2014, can be found on pages 26 to 29.

GOVERNMENT COMMUNICATION

Once on the job, new entrants are coached and mentored on the working culture of the department and the Belize Public Service.

According to Regulation six (6) of the BCPSR 2014:

- A Chief Executive Officer shall –
- (a) establish procedures and provide the means to encourage and facilitate open communication within the department and across departments; and
- (b) take every opportunity to use modern information and communication technology consistent with government policy.

Internal communication includes matters such as the style and format of official correspondence (letters, memorandums, circulars and press releases).

Central Information Technology Office (CITO) is responsible for sending Circulars to Public Officers via email.

New entrants need to be briefed on the chain of command and process to submit requests to MPS. The employee is to follow the internal channel of communication. Thereafter the request is sent from the Line Ministry' CEO/Financial Secretary/Solicitor General/HoD, to the CEO of the MPS.

Correspondences from the Ministry of the Public Service are addressed to the officer (in the case of letters), through their line Ministry. These are received by the Administrative Officers of the employee's department/ ministry after MPS processing. The Administrative Officer is responsible for liaising with the employee and their immediate supervisor on the incoming correspondence from MPS.

These correspondence requests are from CEO to CEO, and where there is no CEO, the Head of the Ministry/ Office or their designate may send communication information.

The Inductor is responsible to discuss the Ministry/Department's internal written communication processes.

EMPLOYEE ASSISTANCE PROGRAMME (EAP), MINISTRY OF THE PUBLIC SERVICE

The EAP is a management support programme that recognizes that there can be extraneous factors that may detract employees from performing their best in the workplace. Some of these factors/stresses – (e.g personal or job-related stress, family or marital problems, legal or financial difficulties, alcohol/drug abuse, and other behavioral problems) – while not necessarily originating from the workplace, can grossly affect productivity (Employee Assistance Policy, 2013).

- The purpose of the EAP is to help employees understand and or overcome their personal problems that may affect their work performance.
- The goal of the EAP is to look at the wellness and well-being of the employee to ensure productivity. When productivity is not related to a training deficiency the EAP system is employed to reach out to the employee (Employee Assistance Policy, 2013).

"The EAP is grounded in confidentiality and privacy of information" (Employee Assistance Policy, 2013).

EMPLOYEE ASSISTANCE PROGRAMME ACCESS AND REFERRAL PROCESS

Access to the EAP can either be self-initiated or employer initiated. The decision to seek assistance through the EAP is always voluntary. When an offer of assistance through the EAP is made by the employer, it is not mandatory for the employee to accept the offer.

Self-Referrals - Employees can voluntarily seek EAP for personal problems which may affect job performance (Employee Assistance Policy, 2013).

The EAP programme is available to all Public Officers (including open vote workers).

OFFICE HOURS AND PUBLIC AND BANK HOLIDAYS IN BELIZE

Office Hours

Public Officers are required to work 39.5 hours per week from Monday to Friday. Government office hours are as follows:

Monday to Thursday: 8:00 a.m. to 12:00 p.m. and 1:00 p.m. to 5:00 p.m.

Friday: 8:00 a.m. to 12:00 p.m. and 1:00 p.m. to 4:30 p.m.

In special circumstances, a Statutory Instrument (SI) circular shall indicate the change in the Government of Belize's working hours.

According to Regulation 32 of the BCPSR 2014, some officers are required to work up to 45 hours per week. Public Officers will be compensated for any extra hours worked as approved by the CEO (time in lieu) or Financial Secretary (overtime payment).

BELIZE PUBLIC AND BANK HOLIDAYS

***These holidays are subject to change in dates.**

Date	Occasion
1st January	New Year's Day
15th January	George Price Day
March	*National Heroes and Benefactors Day (9th March)
March or April	*Good Friday
March or April	*Holy Saturday
March or April	*Easter Monday
May	Labour Day (1st May)
August	*Emancipation Day (1st August)
10th September	St. George's Caye Day
21st September	Independence Day
October	*Indigenous Peoples' Resistance Day (12th October)
19th November	Garifuna Settlement Day
25th December	Christmas Day
26th December	Boxing Day



3.2.6 Explain the Pay Process

THE INDUCTOR SHALL SCHEDULE A DATE AND TIME WITHIN THE FIRST THREE (3) BUSINESS DAYS OF THE NEW EMPLOYEE'S START DATE FOR A MEETING WITH THE ACCOUNTS DEPARTMENT. WHERE THE FOLLOWING WILL BE DISCUSSED:

- a) Filling of necessary forms to allow hiring on SmartStream
- b) Pay arrangements (provide payroll schedule)
- c) Rates of pay and allowances
- d) Primary bank and deductions (document account numbers) information from the new employee
- e) Release letter for deductions over \$200 BZ
- f) Tax (TD4 form, tax withheld)
- g) Social Security (the process of deductions per month)
- h) Union membership (the relevant forms that are required to be submitted)

Salaries and Allowance is addressed in Regulations 110 to 129 of the BCPSR 2014, which can be found on pages 46 to 51.

3.2.7 Documents to be Issued Virtual or Hardcopy



WHERE APPLICABLE, THE INDUCTOR SHALL PREPARE AND ISSUE ALL RELEVANT DOCUMENTS FOR THE NEW ENTRANT.THESE DOCUMENTS INCLUDE:

- a) The Belize Constitution, Chapter 4, of the Laws of Belize, Revised Edition, 2020
- b) Belize Constitution (Public Service) Regulations, (BCPSR) 2014
- c) Government Workers Regulations (GWR), 1992
- d) Onboarding Handbook
- e) Dress Code
- f) Compendium of Allowances for the Belize Public Service, October 2014 (Revised 2015)
- g) Pension Act, Chapter 30 of the Laws of Belize, Revised Edition, 2020
- h) Compendium of Allowances for the Belize Public Service, October 2014 (Revised 2015)
- i) Finance and Audit (Reform) Act, 2020
- j) Finance and Audit (Reform Amendment) Act No. 24 of 2021
- k) The Financial Orders, 1965
- l) The Stores Orders, 1965
- m) The Control of Public Expenditure (COPE) Handbook, 1966
- n) Job Description
- o) Documents relevant to Ministry and Officers job responsibilities (such as Circulars)

3.2.8 Explain Department Security

THE INDUCTOR MAY SEEK ASSISTANCE FROM FINANCE OFFICERS TO PROVIDE AN OVERVIEW TO THE NEW EMPLOYEE REGARDING FILES, VEHICLE, EQUIPMENT SECURITY AND THE PROCESS FOR COLLECTING FUNDS (WHERE APPLICABLE). ADMINISTRATIVE OFFICERS ARE TO DISCUSS THE EMPLOYEE PERSONAL FILES, AND SECURITY METHODS.

If the new employee is required to have access to “Cash”, ensure they are given a thorough guide in handling cash, cheques, receipts, keys, documents for customers, and banking information. The AO is to request Cashier or Revenue Collectors Allowance, whichever is applicable.

The Inductor needs to discuss the filing system for documents, methods to ensure confidentiality of files, and procedures for sharing “files and documents”.

Discuss with the new employee vehicle and equipment security, where applicable.

TRANSPORT

Every Ministry has vehicles and drivers assigned for official use. Vehicle use requests must be submitted and arranged within the department.

EQUIPMENT

The Finance Officer shall discuss the security of equipment for the Department. These may include signing in/out processes for equipment and storage methods for equipment.

THE EMPLOYEE'S PERSONAL BELONGINGS

Advise the new employee on methods to ensure the safe storage and retrieval of their personal items at work.

3.2.9 Documents Required from Employees

THE INDUCTOR IS RESPONSIBLE FOR OBTAINING DOCUMENTS THAT ARE REQUIRED FOR THE NEW EMPLOYEE'S PERSONAL FILE. THESE INCLUDE THE:

- a) P/22 Medical Examination of Candidates for Appointment to the Government Service
- b) P/23 Report on Medical Examination of Candidates for Appointment to the Government Service (to be completed by a GoB Medical Officer; this includes a Drug Test)
- c) Marriage Certificate or Divorce Decree, if name differs on birth certificate, data sheet of Belize Passport or qualification (if applicable)
- d) Marital Status and Beneficiary Form
- e) Oath of Confidentiality
- f) Employee Information Form
- g) Social Security Card
- h) Valid Police Record

The Medical Examination is addressed in Regulations 9 to 13 of the BCPSR 2014, that can be found on pages 8 and 9.

The Oath of Confidentiality is addressed in Regulation 15 of the BCPSR 2014, that can be found on page 10.

If the employee has any issues answering the questions from the Employee Information Form, the Inductor can assist. The Inductor is responsible for the confidential sharing of the new employee information to the accounts and administrative departments. These documents are essential for confirmation.

3.2.10 Explain Trainings

YOUR DEPARTMENT MAY HAVE JOB-SPECIFIC TRAINING, SUCH AS GEOGRAPHIC INFORMATION SYSTEM (GIS), SMARTSTREAM, AMONG OTHERS. DISCUSS THE TRAINING THAT YOUR MINISTRY OR DEPARTMENT OFFERS AND THE BENEFITS TO THE NEW EMPLOYEE. ENSURE THAT ON THE JOB TRAINING IN SAFE WORK PROCEDURES IS EXPLAINED, IF THIS TRAINING IS APPLICABLE.

ALSO, EXPLAIN OTHER TRAININGS THAT ARE MANDATED FOR THE NEW EMPLOYEE TO COMPLETE WHENEVER OFFERED BY THE RESPECTIVE MINISTRY; THESE ARE:

- a) Ministry of Public Service Induction Training (Circular to indicate method of delivery, list of officers to be trained, etc...)
- b) Training in Disaster Risk Management for hurricane preparedness
- c) Election Training
- d) In-service training, where applicable (for officers in the Clerical, Secretarial, etc.)
- e) Specialized training, where applicable (for officers in the technical grade: Customs, Immigration, etc.)

Disaster Preparedness and Management is addressed in Regulations 207 to 211 of the BCPSR 2014 that can be found on pages 73 to 76.

Election Management is addressed in Regulations 212 to 217 of the BCPSR 2014, that can be found on pages 76 to 78.

3.2.11 Conduct a Follow-up Review (If needed):

THE INDUCTOR SHALL HAVE A FOLLOW-UP SESSION WITH THE NEW EMPLOYEE THREE (3) MONTHS AFTER THE DATE OF HIRE AND DISCUSS WORK RESPONSIBILITIES, WORK ETHICS AND INTEGRATION INTO THE DEPARTMENT. IF ADDITIONAL TRAINING IS NEEDED IN ANY AREA, ASSISTANCE SHOULD BE OFFERED.

Where applicable, review conditions of service and work procedures as per the new entrants request. Ask the new employee questions and answer any questions that may arise.

Chapter Four: Staff Development

4.1 Career Development (Promotion, Acting Appointment and Transfers)

THE CAREER DEVELOPMENT MANUAL IS DESIGNED TO PROVIDE A COMPREHENSIVE GUIDE ON THE CAREER DEVELOPMENT PROCESS TO BE APPLIED TO PUBLIC OFFICERS OF THE PUBLIC SERVICE OF BELIZE (CAREER DEVELOPMENT MANUAL, 2002).

The manual applies specific guidelines for all public officers whose performance and conduct are subject to review by the Services Commission (Career Development Manual, 2002). The system also outlines the promotion process.

When a vacancy occurs for a permanent or acting position in the technical and professional grades, the Department where the vacancy exists will make a submission through the CEO of the respective Ministry, to the MPS (Career Development Manual, 2002). The Ministry of the Public Service will process the request. Officers, who desire a change in career path and are qualified for transfer on appointment/promotion in another grade, will make a submission through their CEO, the request will be channelled to the MPS for consultation with the relevant personnel (Career Development Manual, 2002).

Promotion is addressed in Regulations 38 and 39 of the BCPSR 2014, which can be found on pages 17 and 18. The Inductee's responsibility in the Career Development process is to:

- a) Have full knowledge of the Public Service Regulations, Operational Manuals, and their duties and responsibilities under their terms of employment.
- b) Be aware of the criteria under which promotional and other awards are assessed and actively participate in the processes for achieving such awards (Career Development Manual, 2002).

Education, Training and Career Development is addressed in Regulation BCPSR 2014, which can be found on pages 64 and 71.

4.2 Training Opportunities

THE TRAINING AND DEVELOPMENT UNIT, MPS IS HEADED BY THE COORDINATOR, TRAINING AND DEVELOPMENT AND HAS FOUR SUPPORT STAFF. THE RESPONSIBILITIES OF THE TRAINING AND DEVELOPMENT UNIT ARE LISTED ON TABLE 1.

Table 1: Training and Development Unit Responsibilities

1. Study Leave Full Time Study Leave Part Time Study Leave Study Leave without pay Extension of Study leave Study Leave Deferral/Suspension Termination of Study Leave	6. Financial Assistance	11. Trainings Local In-Service (E.g., Clerical and Secretarial), Professional Training (E.g., Administrative Officer and Finance Officer) Foreign Trainings
2. Study Leave Bond	7. Duty Leave in Database	12. Creation and updates of Training related Manuals
3. Study Leave Database	8. Warm Clothing Allowance	13. Obtaining Priority Training Needs List
4. Increments for higher qualification Notification of Enrolment	9. Resettlement Grant and Period	14. Scholarships/ Interview Panel
5. Increments Withheld	10. Training Database (SMARTSTREAM)	15. Develop and maintain an e-learning platform

The Ministry of the Public Service submits a Circular seeking the Priority Training Needs List of each Ministry periodically. The Inductee is responsible to communicate future training needs that are short, medium, and long-term to their Department's Administrative Officers. Ministries/Departments are responsible to submit their employees' Priority Training Needs List to the Ministry of the Public Service based on the Circular requirements.

The purpose of the Priority Training Needs List is to guide MPS in training and development decisions for study leave request and to fill critical gaps within the service.

The Ministry of the Public Service offers training for public officers and seeks to partner with academia and other training institutions for other Professional Development opportunities. The Training and Development Unit of the Ministry of the Public Service sensitizes departments on training opportunities through Circulars that are virtually sent to the various Ministry/Department through the Central Information Technology Office (CITO).

TRAINING AND DEVELOPMENT UNIT STAFF, MPS



Chapter Five: Employee Orientation

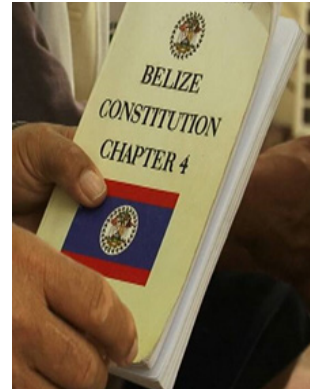
Institutional Content

THE BELIZE PUBLIC SERVICE IS A COLLECTIVE BODY MADE UP OF MINISTRIES AND DEPARTMENTS ACTING AS THE POLICY IMPLEMENTATION ARM AND SUPPORT OF THE GOVERNMENT, TOWARDS THE ACHIEVEMENT OF THE



LEGAL AUTHORITY

Governance of the Public Service is conferred through the Belize Constitution, Chapter 4, Part V of the Substantive Laws of Belize, Section 106 (3) of the Constitution gives authority to Statutory Instrument No. 59 of 2014, “Belize Constitution (Public Service) Regulations, 2014).



5.1 Governance for the Belize Public Service

OFFICE OF THE GOVERNOR GENERAL

There shall be a Governor-General of Belize who shall be a citizen of Belize appointed by Her Majesty and shall hold office during His Majesty’s pleasure and who shall be His Majesty’s representative in Belize (Section 30 of the Belize Constitution).

CABINET OF MINISTRIES

The Cabinet Office is part of the Office of the Prime Minister and Cabinet (OPMC). Cabinet Office supports central government decision making processes in the following primary ways:

Cabinet Office is headed by the Cabinet Secretary, who is also Clerk of the Executive Council. The two (2) positions have distinct roles and responsibilities but are closely related in their functions of providing impartial support to the Government. The role of the Cabinet Secretary is primarily to provide support to Cabinet and its committees. The role of Clerk of the Executive Council is to provide support to the Governor-General and Executive Council.

Cabinet Office provides advice to the Governor-General, Prime Minister, and at the Prime Minister’s direction, to other Ministers and government departments on certain constitutional, policy, and procedural issues relating to the center of government, including:

CEO CAUCUS

The Chief Executive Officers (CEO) Caucus is made up of the Heads of each Ministry. The CEO Caucus is the governance body that reviews the Growth and Sustainable Development Goals (GSDS), including determining whether changes or updates need to be made; reviews monitoring and evaluation reports on implementation; and discusses questions regarding prioritization and implementation that cannot be resolved at the ministerial or Technical Committee level.

The Chief Executive Officers are responsible for their respective Ministries mandates.

MINISTRIES IN GOVERNMENT

These are the listings of the government departments and offices with effect from 11th January, 2022:

- • **Attorney General and Ministry of Legal Affairs**
- • **Ministry of Agriculture, Food Security and Enterprise**
- • **Ministry of Education, Culture, Science and Technology**
- • **Ministry of Finance, Economic Development and Investment**
- • **Ministry of Foreign Affairs, Foreign Trade and Immigration**
- • **Ministry of Health and Wellness**
- • **Ministry of Home Affairs and New Growth Industries**
- • **Ministry of Human Development, Families and Indigenous Peoples' Affairs**
- • **Ministry of Infrastructure Development and Housing**
- • **Ministry of National Defence and Border Security**
- • **Ministry of Natural Resources, Petroleum and Mining**
- • **Ministry of Public Utilities, Energy, Logistics and E-Governance**
- • **Ministry of Rural Transformation, Community Development, Labour and Local Government**
- • **Ministry of Sustainable Development, Climate Change and Disaster Risk Management**
- • **Ministry of the Blue Economy and Civil Aviation**
- • **Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs**
- • **Ministry of Tourism and Diaspora Relations**
- • **Ministry of Youth, Sports and Transport**
- • **Office of the Auditor General**
- • **Office of the Prime Minister**

THE NAMES OF THESE MINISTRIES/OFFICES ARE SUBJECT TO CHANGE BASED ON THE GOVERNOR GENERAL'S APPROVAL.

5.2 The Services Commissions

THE SERVICES COMMISSIONS CONSISTS OF THREE (3) COMMISSIONS NAMELY:

1. Public Services Commission

The Public Services Commission is an autonomous body that has responsibility to appoint (including confirmation of appointment), promote, transfer, discipline and remove from office Permanent Established Staff (5 Powers).

These are the five (5) powers of the Public Service Commission in detail:

- The power to appoint persons to hold or act in offices in the public service
- The power to confirm appointments
- The power to transfer/promote
- The power to exercise disciplinary control; and
- The power to remove such persons from office

Section 105 of the Belize Constitution

2. Security Services Commission

The Security Services Commission is the body that has the responsibility for the five powers, including conditions of service for the security forces. The security forces are:

- **Police**
- **Belize Defense Force and**
- **Coast Guard**

Section 110C of the Belize Constitution

3. Judicial and Legal Services Commission

The Judicial and Legal Services Commission is the body that has the responsible for the five powers, including conditions of service.

This commission includes:

- **Magistrates**
- **Crown Counsels and**
- **Judges**

Section 110E of the Belize Constitution. See 110E (2) for member composition

5.3 Ministry of the Public Service's Mission, Vision, and Values

IN ACCORDANCE WITH THE BELIZE CONSTITUTION, THE MINISTRY OF THE PUBLIC SERVICE IS THE DEPARTMENT RESPONSIBLE FOR THE CIVIL CAPACITY IN RESPECT OF GOVERNMENT.

Since its re-institution in 2008, MPS continues to function as the personnel support division of the Public Service and together with the Services Commission (MPS is secretariat to the Service Commission) facilitates such services as appointments, promotions, transfers and disciplinary control and removal from office (Public Service Website, 2021).



MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS MISSION STATEMENT

“To establish, manage and promote sound human resource management, good governance, free and fair electoral administration and service excellence through innovation and reform for a modernized Belize Public Service and serve as liaison for religious denominations.”



MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS VISION STATEMENT

“To be the leading Ministry that values people and creates an empowering environment to achieve service excellence.”

MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS VALUES

1 LEADERSHIP

**"We are champions of service
excellence."**

2 INTEGRITY

**"We operate in a manner that creates
confidence and inspires trust."**

3 TEAMWORK

**"We exhibit a culture of unity, inclusivity
and support in all we do."**

4 CUSTOMER FOCUSED

**"We are committed to creating valued
partnerships and providing solutions to
meet customers' needs."**

5 RESULTS-ORIENTED

**"We are committed to deliver outputs
that demonstrate high performance"**

6 INNOVATION

**"We embrace technology and adopt
modernization to realize our goals."**

MINISTRY OF THE PUBLIC SERVICE'S DEPARTMENT AND UNITS

The following information can be found at the Ministry of the Public Service website.

ACCOUNTS SECTION

The Accounts and Finance Section provides financial information and advice to the Chief Executive Officer that is crucial in directing other Heads of Unit in the implementation of the Ministry's goals and objectives.

CUSTOMER SERVICE QUALITY ASSURANCE UNIT (CSQAU)

Since 2012 CSQAU is the arm of the Ministry of the Public Service whose primary role is to engender a service-driven culture of excellence across the Belize Public Service, and to ensure high quality standards of public service delivery and customer experience.

ELECTION AND BOUNDARIES DEPARTMENT

The Chief Elections Officer and staff of the Election and Boundaries Department are responsible for the day-to-day administration and all phases of the electoral process.

EMPLOYEE ASSISTANCE PROGRAMME

The EAP is a confidential and professional management support programme that recognizes that there can be extraneous factors that may detract employees from performing their best in the work place.

GOOD GOVERNANCE UNIT

The unit supports effective public administration by providing advice and support to MPSCPR&RA, and senior managers in the wider public service as it relates to good governance, anti-corruption, electoral administration, public administration, innovation and modernization for better service delivery and improved accountability.

HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

The HRMIS is composed of comprehensive automated modules that function to store, maintain and disseminate valuable human resource information. This enhances effective decision making through easier access to HR information thus developing the management of the Belize Public Service human capital.

MINISTRY OF THE PUBLIC SERVICE'S DEPARTMENT AND UNITS (CONT.)

The following information can be found at the Ministry of the Public Service website.

HUMAN RESOURCE MANAGEMENT UNIT (HRMU)

The HRMU facilitates the coordination of Human Resource (HR) activity and the implementation of Governmental Regulations, policies and practices.

JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)

In order for the Ministry to achieve its purpose, the JCCU has the responsibility for developing, maintaining and managing the job classification and compensation system for the Belize Public Service.

TRAINING AND DEVELOPMENT UNIT

The Training and Development Unit primary purpose is to lead in the professional development of the Government Human Resources. Our overarching goal and focus is to institutionalize capacity building and skills development to enable a competent workforce for improved Public Service Performance.

5.4 Public Service Union of Belize

THE BELOW INFORMATION WAS DERIVED FROM THE PUBLIC SERVICE UNION OF BELIZE WEBSITE. THE PUBLIC SERVICE UNION (PSU) OF BELIZE IS THE SECOND OLDEST PUBLIC SERVICE UNION IN THE CARIBBEAN. ONE OF A TRADE UNION'S MAIN AIM IS TO PROTECT AND ADVANCE THE INTERESTS OF ITS MEMBERS IN THE WORKPLACE.

PSU VISION

The PSU is the leading public service union in Belize and the region, through which the rights of its members are safeguarded, and quality services are provided in an effective and timely manner.

PSU MISSION

PSU is committed to upgrading the social and economic conditions of members, the preservation of their rights and the provision of efficient and effective service to the public service.

PSU CORE VALUES

The following values were listed as critical to the manner in which the union is to conduct its business: Respect, Honesty, Truthfulness, Fairness, Openness, Trustworthiness, Commitment and Patience.

Chapter Six: Monitoring and Evaluation

The Customer Service Quality Assurance Unit (CSQAU) of the Ministry of the Public Service will be responsible for monitoring the effectiveness and consistent application of this Onboarding Handbook. The CSQAU may periodically conduct audits and/or administer surveys of departments' practices and require access to data maintained by departments with respect to this Handbook.

Departments will be responsible for monitoring and evaluating the effectiveness of their own employee level orientation programs.



Handbook Reference



BELIZE CONSTITUTION CHAPTER 4 OF THE LAWS OF BELIZE REVISED EDITION 2011. AS IN FORCE MAY 6, 2021.

Belize Statutory Instrument. (1992). Government Workers Regulation. Instrument 145 of 1992.

Fairwork (n.d). Induction Checklist. Australian Government.

<https://www.fairwork.gov.au/sites/default/files/migration/766/template-induction-checklist.pdf>

Government of Belize. (2020). Elections and Boundaries Department. <https://elections.gov.bz>

Ministry of the Public Service. (2014). Belize Public Service Regulations.

Ministry of the Public Service. (2002). Career Development Manual.

Ministry of the Public Service. (2016). Customer Service Policy for the Belize Public Service.

https://www.publicservice.gov.bz/jdownloads/CSQAU/Customer_Service_Policy_for_the_Belize_Public_Service.pdf

Ministry of the Public Service. (2013). Employee Assistance Policy for the Belize Public Service.

Ministry of the Public Service. (2006). The Performance Management and Appraisal System

Guidelines and Reference Public Service of Belize.

National Institute of Health. (2021). Succession Planning Step by Step Guide. Office of Human Resources. [Succession Planning Step by Step Guide. pdf \(nih.gov\)](#)

Office of Governance. (n.d). A Guide for New Entrants into the Public Service.

Public Service Union. (n.d). Mission, Vision, and Values of the Public Service Union.

<https://psubelize.org>

United Nations. (2015). Cross Training. Cross-training | HR Portal (un.org).

<https://hr.un.org/page/cross-training#:~:text=What%20is%20cross-training%3F%20Cross-training%20is%20about%20learning%20how,staff%20member%E2%80%9D%29%20for%20a%20set%20-period%20of%20time.>

ENQUIRIES

Chief Executive Officer, Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs

Website: <https://www.publicservice.gov.bz>

Contact: Senior Secretary, Ms. Christine Hyde

Email: ceo.secretary@mps.gov.bz or minister.secretary@mps.gov.bz

Telephone: + 501-822-2235

Employee Assistance Program, Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs

Email: janine.cayetano@mps.gov.bz

Telephone: +501-828-4232

Public Service Union

Website: <https://psubelize.org>

Clickable link: [Public Service Union of Belize - Psubelize.org](#)

Email: info@psubelize.org

Telephone: +501-822-3885

Training and Development Unit, Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs

Website: <https://www.publicservice.gov.bz>

Clickable Link: [Home - Belize Ministry of the Public Service, Constitutional and Political Reform \(MPSCPR\) - Government of Belize](#)

Email: sandra.cadle@mps.gov.bz

Telephone: +501-822-2204 Extension 89128

Annex

Annex 1: Induction Checklist



Belize Public Service's Induction Checklist

Employee's Name: _____

Employee's Position/job: _____

Department/Unit: _____

Employee's Start Date: _____

Immediate Supervisor: _____

Ministry: _____

The following checklist has been created to help you in inducting your new employee into your Ministry/Department

Prior to Employee Start Date:

- ☐ Reporting process explained, for the employee first day of work (where, when, to whom to report)
- ☐ Email sent to staff introducing new employee
- ☐ Work station, chairs, tables and computer equipment arranged (If applicable)
- ☐ Email and explain the process to complete all relevant forms (P/22, P/23 Forms, etc...)

Explain your Ministry:

- ☐ The structure and type of work
- ☐ Work culture
- ☐ PowerPoint explaining vision, mission, values, organogram, etc... of Ministry

List and introduce key people and their roles:

- ☐ Chief Executive Officer
- ☐ Supervisor/senior manager(s)
- ☐ Co-workers
- ☐ Security
- ☐ Contract/Project Officer(s)

Explain Employment Conditions:

- ☐ Conditions of Service (Powerpoint presentation provided by the MPS)
- ☐ Contract and letter of appointment
- ☐ Structure of letter accepting appointment
- ☐ Confirmation of Appointment
- ☐ Job description and responsibilities
- ☐ Performance Appraisal System
- ☐ Formal Communication Process (forwarding of

request)

- ☐ Leave entitlements (provide forms and explain how to complete them)
- ☐ Notification of leave of absence (contact number for immediate supervisor)
- ☐ Office hours (lunch breaks and holidays)
- ☐ Time recording procedures and punctuality (Clock-in system)
- ☐ Dress Code/Uniforms (If applicable)
- ☐ Methods to report improper orders

Explain Salary:

- ☐ Pay arrangements (provide payroll schedule)
- ☐ Rates of pay (and allowances, if applicable)
- ☐ Primary bank and deductions (document account numbers)
- ☐ Release letter for deductions over \$200 BZ
- ☐ Tax (TD4 form) and Social Security
- ☐ Union membership (if applicable)

Documents issued Virtual or Hardcopy:

- ☐ Belize Constitution Chapter 4
- ☐ Public Service Regulations (PSR)
- ☐ Government Workers Regulation
- ☐ Onboarding Handbook
- ☐ Dress Code
- ☐ Compendium of Allowance
- ☐ Job Description
- ☐ Finance and Audit Reform Act (if applicable)
- ☐ Stores Order (If applicable)

- ☐ Documents relevant to Ministry and Officer's job responsibilities (such as Circulars)

Information Technology Issued:

Where applicable

- ☐ Email and password
- ☐ Computer login username and password
- ☐ Clock in access or sign in process (fingerprint added to system)
- ☐ Smartstream login username and password
- ☐ Telephone and email network access
- ☐ Access to the department network/systems

Explain your Security:

- ☐ Funds
- ☐ Files and documents
- ☐ Employees' personal belongings
- ☐ Vehicle and equipment (If applicable)

Show Work Environment:

- ☐ Car parking norms
- ☐ Eating facilities
- ☐ Washing and toilet facilities
- ☐ Work station, supplies, tools, machinery and equipment used for work
- ☐ Phone call greeting system and message collecting norm
- ☐ Workplace procedures (keys issued)
- ☐ First aid facilities (such as the first aid kit, medication supplies, etc...)
- ☐ Emergency plan, procedures, exits and fire extinguishers

Explain Training:

- ☐ Ministry of Public Service Induction Training (Circular for on method of delivery, training list)
- ☐ Training in Disaster Risk Management for hurricane preparedness
- ☐ Election Training
- ☐ On the job training in safe work procedures
- ☐ Job-specific training (E.g. GIS, permit, license etc...)

Documents Required from Employees:

- ☐ P/22 Medical Examination of Candidates for Appointment to the Government Service
- ☐ P/23 Report on Medical Examination of Candidates for Appointment to the Government Service
- ☐ Marital Status and Beneficiary Form
- ☐ Marriage Certificate or Divorce Decree
- ☐ Oath of Confidentiality
- ☐ Employee Information Form
- ☐ Social Security Card
- ☐ Valid Police Record

Conduct a follow-up review (If needed):

- ☐ Discuss additional training
- ☐ Review conditions of service and work procedures

Comments/follow up action

.....

.....

.....

Onboarding Acknowledgment

Conducted by (Name): _____

Position/Job: _____

Signature: _____

Date: _____

Employee's Signature: _____

Date: _____

Follow Up Review (If needed)

Conducted by (Name): _____

Position/Job: _____

Reviewer's Signature: _____

Date: _____

Employee's Signature: _____

Date: _____

Reviewer Comments: _____

