

**MINISTRY OF
TOURISM**

STAFF MANUAL

2007

INTRODUCTION

This manual lays down the policies and procedures for the Ministry of Tourism.

Chapter 1 gives an overview of the Ministry of Tourism, its mission and functions.

In Chapter 2, employment conditions and procedures are discussed. In chapter 3, the Leave rules are outlined as well as the policy on acting appointments and home leave. Chapter 4 briefly discusses the Benefit/Insurance Schemes available to staff. In Chapter 5 the Financial Controls and procedures have been defined.

Chapter 6 is devoted to conduct, work ethics and other internal operations.

It is the intention to update the sections as the need arises. Any comments or queries should be directed to Human Resources.

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CHAPTER ONE
**ORGANIZATION AND FUNCTIONS
OF THE MINISTRY OF TOURISM**

OUR PURPOSE:

“Our purpose is to identify and attract the kinds of visitors that can significantly enrich the people and economy of The Bahamas and deliver such delightful experiences to those visitors that they are compelled to tell their friends and relatives that “It’s Better In The Bahamas”.

OUR VISION:

Our vision is to become the world’s leading practitioners of outstanding tourism management such that our services, our products, our style and our talent are in demand for application as examples to other destinations.

OUR MISSION:

Our Mission is to make it increasingly easier to create, sell and deliver world-class vacation experiences to the individual islands of The Bahamas; world-class according to those who work in the tourism industry and live in the respective islands, world-class according to those who invest in the industry and world-class according to the visitors to each island.

OUR OBJECTIVES:

We are in the tourism business for four principal reasons:

- 1. To earn foreign exchange for The Bahamas and for Bahamians*
- 2. To provide for increasing employment of Bahamians:
 - i. by improving the talent available in the Ministry*
 - ii. by improving the talent available in our industry**
- 3. To ensure the broadest distribution of income from tourism*
- 4. To Bahamianize the tourism industry as far as possible*

DEPARTMENTS

1.1 Advertising & Collaterals: The greatest part of the marketing budget is devoted to radio, television and newspaper advertising designed to create awareness of The Bahamas.

1.2 Airlift Development & Reception Services:

- To be the critical point of contact for air carriers and in so doing, make it easier for them to serve the Islands of The Bahamas.
- To develop long-term relationships with air carriers to effect a balanced airlift strategy –
 - balance between incoming airlift capacity and licensed room capacity
 - balance in the type of the airlift that we attract and support
 - balance by facilitating increased airlift throughout the Islands of The Bahamas in order to propel the country’s tourism development.
- To develop/sustain a visitor reception strategy that “touches” all visitors and positively impacts the visitor experience from the moment of arrival to the moment of departure.

1.3 Authentically Bahamian: *In its efforts to provide increased employment, reduce imports and retain a larger percentage of tourist expenditure, while increasing visitor satisfaction, the Authentically Bahamian Unit promotes locally made craft and souvenir items through a number of avenues including trade shows, craft fairs and joint promotions with hotels, souvenir stores and other establishments. Additionally, Authentically Bahamian items are promoted at major conferences, overseas shows, and through the electronic media, and have become the preferred gifts for VIPs. One of the major events is the annual Christmas trade show staged in cooperation with the Bahamas Hotel Association, with the largest display of local artisans from all of the Islands of The Bahamas. The Unit also organizes an annual workshop for Artisans to improve their skills in presenting and marketing their products. Visitors to The Bahamas spend approximately \$150 million annually on souvenirs, and the Unit is determined to ensure that a larger proportion of visitors’ expenditure is made on local items.*

1.4 Communications: The Communications Department of the Ministry of Tourism is comprised of five units at head office and an office in the Bahamas Tourist Office in Plantation, Florida. This structure enables the department to function in the various disciplines appropriate for meeting its mandate to manage the communications processes of the ministry in promoting The Islands of The Bahamas.

The department oversees and coordinates public relations, advertising and other communication initiatives in the marketplace and within The Bahamas.

Its internal units are: The Bahamas News Bureau, which houses the central editorial function of the ministry; Advertising, which oversees the activities of contracted advertising agencies; the Visiting Journalist Program Unit, which provides local logistical and escort support for the efforts by contracted public relations agencies in the marketplace to direct visiting writers to The Bahamas; Web Content and Information Management, which provides the editorial input and oversight for all of the ministry's Web sites; and Graphics & Production, which coordinates the ministry's work in graphics and media production.

The Plantation office exists to satisfy the needs of the Bahamas Tourist Office for communications support and advice. It coordinates the public relations and advertising functions required to support the managers of the "vertical markets" in their work against their respective markets (e.g. fishing, boating, diving, weddings, etc.)

The department also works with agencies and suppliers in the development production of printed collateral material, television and radio programming and promotions of various types at home and abroad. The department is also the point of contact with the media, particularly in crisis situations.

1.5 Cruise Development: The Cruise Development Unit is charged with responsibility for the management of Festival Place, the introduction of a cruise conversion programme, attraction of small luxury vessels to The Bahamas, increase the number of cruise passengers to The Bahamas destination, the development of ports and other infrastructure required to maintain our cruise product throughout The Bahamas.

Mission: As we seek to enhance the cruise visitor experience and encourage additional cruise lines to our shores, our primary goal is to foster opportunities for increased visitor expenditure, as we heighten the awareness of the diversity of the Bahamian product. The enhanced experience and heightened awareness of our destination should ultimately stimulate the desire for more visitors to return as hotel guests.

1.6 Dining, Arts & Entertainment: *The Dining, Arts & Entertainment unit is responsible for working with chefs and local restaurants to raise the standards of Bahamian food. This is achieved through training programs, competitions and the Real Taste of the Bahamas Programme. The efforts of this unit culminate each year with the Bahamas Culinary Classic.*

The Classic consists of team and individual culinary competitions among top chefs and bartenders in various categories. Endorsed by the American Culinary Federation, which supplies the judges and instructors for the Culinary Classic, this 3-day event also affords tourists and residents an opportunity to experience The Bahamas through its variety of cuisine, while increasing the demand for, and consumption, of indigenous food products. Chefs exposed through the Bahamas Culinary Classic have won regional and international culinary competitions and came away with 2 medals at the 2004 Culinary Olympics held in Frankfurt, Germany. The unit has also developed a Cooking Show for ZNS television and organizes culinary tours and seminars.

1.7 Ecotourism. Background: *In the early 1980's, the word "Ecotourism" was coined to refer to nature based tourism. In the late 1980's and the 1990's the Bahamas government placed greater emphasis on this niche market. While there is no universal definition for Ecotourism, its general characteristics, as summarized by the World Tourism Organization, are as follows:*

- 1. Nature based forms of tourism in which the main motivation is the observation and appreciation of nature and traditional culture prevailing in natural areas.*
- 2. It contains educational and interpretation features*
- 3. It is generally, but not exclusively, organized for small groups.*
- 4. It supports the protection of natural areas by generating economic benefits for host communities and organizations managing natural areas*

Ecotourism falls within the broad concept of sustainable tourism defined as "economic development that meets present needs without compromising the ability of future generations to do the same". While Ecotourism refers to a segment within the tourism sector, the sustainability principles should apply to all types of tourism activities, operations, and projects.

The Ministry of tourism's Ecotourism efforts have included working with small entrepreneurs interested in developing eco-sensitive lodges (such as Tiamo Ecolodge in South Andros), educating students and the public about the environment through annual Ecotourism Awareness Month and Earth Day activities, beautification and anti-litter exercises, exhibitions and community presentations, sponsorship of Ecotourism conferences, including the Adventure Travel and Ecotourism Congress, working with Bahamas National Trust, Bahamas National Pride Association, BREEF, the media, and other environmental agencies to sponsor eco-sensitive activities, events, and advertisements promoting environmental sensitivity.

In response to a need for local birding guides, the accredited Birdwatching Tour Guide training programs began in 1996. Introductory courses, organized in cooperation with the Bahamas National Trust and the National Audubon Society, were offered in New Providence (1996), Abaco (1998), Andros (1999), Inagua and Grand Bahama (2000), and South Andros (2002). To date, 121 persons have taken an introductory birding course, and 13 persons have received full certification. The feature stories which have recently appeared in Birding magazines and the front page of the New York Times on Birdwatching in The Bahamas are a direct result of the Ministry of Tourism's training and promotional efforts.

1.8 Events Strategy & Special Projects: *ES&SP is concerned with creating and delivering integrated marketing projects that support and promote the diversity of our culture and heritage; developing "signature" events that are of the highest quality and standard that protect the integrity of the MOT brand and showcase the destination in a very positive light such as National Tourism Week and Junkanoo Summer Festival; as well as the harnessing of all of the necessary resources that will cause the development and implementation of product tours including: Spanish Barbs, James Bond, Pirates of the Caribbean, Preachers Cave/Columbus Monument, Junkanoo Expo and Son et Lumiere. Because of the business nature of the work that ES&SP is engaged in, and the need for MOT to enter into strategic partnerships with corporate Bahamas to facilitate and realize the full scope of these projects, MOT Corporate Alliances (Sponsorships) resides with and is an integral part of the mandate for this department.*

1.9 Facilities: The Facilities unit of the Product department is responsible for the management of public sites frequented by visitors to New Providence and Paradise Island. We have the responsibility for the licensing and supervision of vendors operating in the respective areas, this is now done in conjunction with the Royal Bahamas Police Force and National Insurance. The actual sites and vendor groupings are located at Cable, Atlantis and Cabbage beaches, Long Wharf, Prince George Dock, Paradise Island Ferry dock, and Nassau International Airport. The aforementioned areas are also overseen for the physical conditions and where necessary, we make the appropriate representations. We assist the other licensing agencies, including the Port Department, Road Traffic, Festival Place and Atlantis Resort with supervisory and physical challenges.

1.10 Family Islands: *The Family Islands of The Bahamas comprise 90% of the land mass of The Bahamas and in 2000 had 17% of the total population. But, even more important, the Islands can boast approximately 90% of the biodiversity and natural beauty which attracts our visitors, including beaches, reefs, highest density of blue holes in the world, unsurpassed bonefish flats and other marine life, the region's largest flock of West Indian flamingos, 2/3 of the world's rock iguanas, endemic birds, caves and cavern systems, cultural and heritage attractions such as historic buildings, lighthouses, churches, etc. The niche markets of Boating, Aviation, Fishing (Deep Sea Fishing, Bonefishing/Flyfishing, and Rock & Bottom Fishing), Diving, Birding, Heritage Tourism and Aviation flourish in the Family Islands because of these natural attributes. The Family Islands have a warm host population. Visitor satisfaction in the Family Islands is higher than in Nassau or Grand Bahama and the length of stay in the Family Islands (9.8 days) is twice that of Grand Bahama and well above the average (5 days) for the entire Bahamas.*

The Ministry of Tourism maintains tourist offices in Abaco, Andros, Bimini, Exuma, Eleuthera and Harbour Island. Island representatives are soon to be appointed in San Salvador, Cat Island, Berry Islands and Long Island. The responsibility of each office is to further the Ministry of Tourism's mission of making it increasingly easier to create, sell and deliver a satisfying vacation product. The staff in the offices conduct a myriad of duties related to product enhancement including working with Local Government officials and the private sector to ensure that the tourism plant is well maintained and that visitor satisfaction is at the highest level.

Special attention is given to monitoring of Ports of Entry, improving professionalism and the quality of service, upgrading hotel standards, initiating and coordinating events and activities which showcase the local culture, improving the content and quality of information disseminated to visitors as well as local tours, increasing linkages between tourism and the rest of the economy, promoting domestic tourism, and protecting the environment. The office also works closely with the advertising agencies on itineraries for travel writers, agents, dignitaries and other travel intermediaries and make recommendations to ensure that the islands are properly positioned in the marketing mix.

Because of the large number of visitors hosted and the expansive nature of the duties performed by these offices, managers of some of the offices are being elevated to the status of Director of Tourism. Abaco, because of its large stopover and cruise visitor population, in 2003 became the first island to be given a Director of Tourism.

1.11 Finance and Accounts: The Financial Controller, who reports directly to the Permanent Secretary is responsible for all accounting matters, financial control and budgeting.

1.12 Group Travel: *The role of this Unit is to facilitate the needs of Meeting Planners and Incentive Travel Planners wishing to bring their meetings, conferences and incentive trips to The Bahamas. The Unit is also responsible for the coordination of the Ministry of Tourism's own conferences and meetings, such as the Weather Conference, as well as any regional tourism conferences which we host from time to time.*

1.13 Heritage Tourism: *This unit's objective is to work with relevant agencies to improve the quality of historic and cultural sites, and to promote the country's unique heritage and culture. The major event for 2003 was the staging of the first Bahamas Heritage Festival which was a resounding success. The unit has developed standards for the staging of festivals throughout the country and has been successful in raising the standards and cultural content of Family Island festivals (such as Andros Crabfest, Eleuthera Pineapple Festival, Cat Island Rake & Scrape Festival, South Andros Coconutfest etc).*

The department was also instrumental in the development of Arawak Cay as a heritage site. The Unit also works with Antiquities, Monuments and Museums Corporation staff in showcasing other aspects of each island's heritage, including museums and historical buildings. The Manager of the Heritage Tourism Unit, working with the Director of Entertainment, has, for the past two years, coordinated the National Independence Celebrations under the chairmanship of the Minister of Tourism.

1.14 Hotels Encouragement & Licensing: *This Department is responsible for monitoring standards in hotels to ensure that they are in accordance with the Hotels Act and the Hotels Regulations. The Department is also responsible for the collection of the hotel guest tax and all related matters.*

The Department works in conjunction with the New Providence-based Hotel Licensing Board, a statutory, autonomous body established by the Hotels Act and responsible for the licensing of hotels on Nassau/Paradise Island.

The Department also supports Government Administrators and Hotel Licensing Boards in Local Government Districts throughout the Out Islands with the aforementioned responsibilities.

1.15 Human Resources Department: *To succeed in any professional environment, it is important to continuously achieve the best results in the most efficient and consistent manner. Therefore, the value of the Human Resources Department to this effort is paramount.*

The role of the Human Resources Department is to deliver and develop the human capital needs of the Ministry of Tourism that enables it to compete and operate with maximum effectiveness. It's aim is to support the achievement of the Ministry's business objectives in a cost effective manner by producing strategic support and policy direction, guidance and advice on human resources issues and activities and creating and developing work environments that enhance productivity, personal development and job satisfaction.

The Human Resources Department Functional Responsibilities:

- 1. Training and development*
- 2. Organizational development*
- 3. Employee relations and employment services*
- 4. Benefits and Compensation*

5. *Recruitment and selection*
6. *Administration and support.*

1.16 Information Services: The Information Services Unit falls under the Communications Department. Its primary functions are as follows:

- 1) Responding to email and visitor inquiries. The majority of these inquiries emanate from our website, bahamas.com, with a few coming by means of telephone and letter.
- 2) Fulfilling requests from international students, mainly from the United States, doing projects on The Bahamas.
- 3) Editing and updating of travel and tourism publications both internationally and locally
- 4) Preparing fact sheets on various topics relative to the Islands of The Bahamas
- 5) Managing and maintaining the Help Screens used by the telemarketers who answer our 800 number
- 6) Liaison with Inktel Project Manager to ensure that the telemarketers are dispensing accurate and timely information on TIOTB.
- 7) Liaison with Content Manager of bahamas.com to ensure the accuracy of General NPI information contained on our website and to make recommendations on appropriate content.
- 8) Monitoring other websites and publications on The Islands of The Bahamas to ensure that the information content is accurate.
- 9) The Unit is staffed by a Manager and two Information Assistants.

1.17 Information Technology/E-Commerce Department:

Mission: To harness appropriate technology, provide technical services and enlightened leadership through the most efficient and economical method; by leveraging technology resources to all constituents served by the Ministry of Tourism

Goals

- Develop a technological foundation that will address infrastructure requirements to ensure success for identified initiatives and provide all employees access to the technological tools.
- Enhance and modernize key application systems through a focused and directed process.

- Enhance the procurement processes to assure the Ministry receives the maximum return on the investment of public funds while supporting established goals of the Executive Team.
- Provide access to Tourism information for the citizens and industry partners through the wise and justified utilization of technology.
- Achieve value with economies of scale through centrally coordinated country-wide solutions.
- Develop partnering relationships among departments to improve employee efficiency and productivity through the use of innovative technical solutions.
- To harness the power of the internet by creating a comprehensive site that educate consumers about the multiplicity of experiences offered by the many islands of The Bahamas and facilitates planning through booking functionality.
- Continue to build equity in Bahamas.com through strategic positioning, brand awareness and by developing e-marketing solutions to support overall business strategy.

As a key support element for service delivery in the Ministry, IT is increasingly the vehicle of choice for direct delivery of the Ministry's objectives. The Information Technology Department provides information technology services, project management support, application development, web-based system solutions, and technical support to all of the Ministry Departments and markets.

1.18 Languages Unit: *This Unit provides an important service to visitors needing foreign language assistance – the most required languages being French and Spanish. Toll-free telephone hotlines have been installed in order to provide assistance to visitors anywhere in The Bahamas needing to speak to someone in their native language. It provides them with a real sense of safety and security.*

Additionally, this Unit has developed a Walking Tour of historic Nassau in French and Spanish, of value to visitors and local students studying the languages. The Unit is also responsible for the creation of a Foreign Languages Cadet Program which provides an opportunity for local students to participate in a one-month study abroad program.

1.19 Marine Sports Development & Certification: *The Guide Certification program is the product of a collaborative training initiative between the Ministry of Tourism, Bahamas Technical & Vocational Institute (BTVI) and The Bahamas Sportfishing & Conservation Association. The program was designed to establish a minimal standard for all fly-fishing guides in The Bahamas. Areas addressed by the program include the following: Customer Care, Communication Skills, First Aid/CPR, Outboard Engine Repair, Fly-Casting and Proper Equipment Rigging and Use. The program has been well received by both the national and international fly-fishing communities and is offered throughout the Islands of The Bahamas.*

1.20 Marketing: The Ministry's marketing strategy is a complex advertising, promotional and sales strategy based on research findings, all designed to maximize the growth of tourism expenditures in The Bahamas, subject to that growth being distributed throughout the islands and throughout the year.

1.21 Merchandising: The function of the Merchandising Dept at the Ministry of Tourism is to coordinate and monitor all activities that relate to public or private use of 'The Islands of the Bahamas' and 'Goombay' logos. The department will facilitate the use of the logos on retail merchandise for resale and promotional merchandise items that support the product branding concept as defined by the Ministry.

In collaborating with key sources to generate interest, the department will secure business opportunities that will garner global recognition of the logos, thus solidifying The Islands of the Bahamas brand.

1.22 People-to-People: *The People-to-People Program was developed many years ago in an effort to enrich the vacation experience of visitors by providing them with an understanding and appreciation of the customs and lifestyle of Bahamians. Visitors get an opportunity to socialize with Bahamians who have similar professions or interests through organized People-to-People encounters and monthly Tea Parties at Government House.*

1.23 Planning & Investment: The Tourism investment/planning portfolio, which resides outside of The Ministry of Tourism , functions much more as an agency that reacts to plans/projects that emerge and advises on concessions, support and approval processes. Normally, Tourism planning or planning that relates to the creation of tourism products would reside within the Ministry or Department responsible for Tourism. Notwithstanding the absence of formal structure that allocates this role exclusively to BMOT, a practice has emerged of including BMOT in this process. There is the appreciation that BMOT planners/negotiators bring to the table the following benefits that reside with us:

- The technical knowledge of how tourism works and by extension the ability to evaluate projects from the perspective of their fit with the broader tourism objectives as well as their viability for the investor and or the community.
- Tourism’s marketing support and capabilities is valued by small to midsize investors [not necessarily the mega projects], which we can leverage and lead in negotiations with investors to advance our goals, especially in the area of related small business development and the linkages driven by tourism.
- Our relationship with airlines, cruise lines and ability to influence transportation and distribution, infrastructural benefits to support resort developments, especially in the more remote Bahamas destinations.
- Our outstanding information data base and ability to support/advise tourism sector investors with solid planning advice that can flow from our abilities in this area that will only be enhanced as we focus much more intensely on the planning to support investment and less on the production of historical performance reports that can be accessed routinely from the our information bank.
- Our aggressive/proactive approach to influencing the type of investment when and where we need them and getting to know who the payers are that can make it happen will go a long way towards making our being able to “shape” our tourism product rather than have it shaped by ad hoc projects that come along and get approved in the traditional and current reactionary process.

1.24 Planning & Research: *The Planning & Research Department collects and processes data from surveys that are conducted at airports, on board cruise ships and in marinas. Secondary statistics from tourism partners are also collected.*

From these surveys, primary databases are updated and maintained on stopover visitors and cruise visitors, as well as specific information on special groups of stopover visitors, e.g. African American visitors. Annual Exit Survey and Cruise Survey Reports are generated from these efforts.

Ad hoc surveys that assist our partners in the Ministry of Tourism and in the tourism industry to look below the surface of their performance are carried out. Answers are found to all the “we need to know” questions that help our partners plan their tactics or strategies.

Answers are provided that measure and track changes in Bahamian attitudes for training and awareness programs such as Bahamahost and that, at least once or twice a decade, benchmark the activities of our visitors. Frequently, results are reported in the form of recommendations to managers and share our findings with the Industry where appropriate.

In the Tourism Library, you will find a range of reports resulting from these efforts, including Exit Survey Reports on our visitors and assessments of the Bahamian attitudes towards tourism.

1.25 Product Development: *Once visitors have been attracted to the Bahamas through the marketing efforts, it is necessary to ensure that the facilities, attractions and amenities meet the image projected overseas. Consumers have an expectation of quality product and service delivery, and those expectations must be met, if not exceeded. Therefore, the Product Development Department must liaise with all public and private sector agencies to ensure that the visitor facilities are improved and maintained.*

1.26 Religious Market: *In 1992, the Religious Market was removed from the ‘SMERF’ (Social, Medical, Educational, Religious and Fraternal) grouping and was formally recognized and elevated to a ‘stand alone’ market.*

From the beginning, The Islands of The Bahamas has welcomed all peoples of the world to visit and enjoy our multi Island Paradise. As a country that is governed by democratic principles with freedom of speech and freedom to worship as integral components, we attracted and continue to attract a consistently large number of individual visitors who comes from this 'Religious or Faith Based segment. After examining this market more closely, looking at Religious Groups and meetings through quantifiable lenses, we discovered the following:

Religious Groups/Meetings

1. Spending is in excess of \$7.5 Billion annually
2. Religious Planners held in excess of 16,000 meetings in 2004
3. Over 4.5 Million delegates attended these meetings in 2004
4. Over 12 Million room nights booked for meetings
5. Over 8.5% or (1,360) of these meetings were held outside the USA

Mission Statement: To make it increasingly easier for all people of various religious convictions to conduct successful meetings, conventions, conferences or retreats, to fellowship, experience a high degree of personal enjoyment and to become exposed to our rich Spiritual culture.

According to a recent USA Today article in February 2006, Religious/Faith Based market in the USA is growing at an amazing rate of approximately 10 % per year from 2003.

Expected Outcomes: We expect a 10 % annual increase of business to and throughout TIOTB particually during our hotels' critical need period.

Our Strengths

- **Our proximity**
- Safety
- Diversity
- Our adherence to Christian Principles & Religious Tolerance (As expressed in The Bahamian Constitution)
- Over 20 Denominations
Bahamian churches have official relationships with large HQ ministries located in USA

1.27 Sports Tourism:

Information not submitted

1.28 The Bahamas Film & Television Commission: The Bahamas Film & Television Commission was established in 1983, by the then Minister of Tourism, Hon. Perry G. Christie. The charge of the commission was to bring motion picture, television and commercial productions to The Bahamas to enhance the Ministry's advertising campaigns through the use of the visuals generated by the productions. According to AFICI, (Association of Film Commissions International) the first film commission was formed in the USA in the late 1940's in response to the need for film companies to have government liaison who could coordinate essential services such as local police, road and highway closures for filming. A Film Commission is an entity usually set up by a city, county, state, province, region, or national government. Some operate independently, while others are funded by government or state jurisdiction.

Mission Statement: The Bahamas Film & Television seeks to position The Islands of The Bahamas as the premier film location destination in The Caribbean Region for motion picture, television, fashion catalogue shoots, documentaries, still photography and commercial production. To create an environment, and facilitate the needs of the most challenging projects to generate training, employment and skill development for Bahamians and project our location in the most positive manner.

In addition to generating foreign film productions, the Film Commission is charged with the development of the indigenous film and television industry to tell the Bahamain story, both locally and internationally. With a strong local film industry with qualified trained Bahamians in various aspects of filmmaking, it will then be possible for foreign companies to bring their keys to film on projects here in The Bahamas and hire many of the Bahamians who are qualified on filmmaking. The Commission is also working in tandem with The Bahamas Film Studios at Gold Rock Creek to create a bridge between their ongoing developments with vocational education training with BTVI Freeport Branch. It is envisage as the studio grows, the curriculum in filmmaking at BTVI will develop also to support the industry.

1.29 Tourism Youth Awareness: Our outcome is for students to be courteous, energetic, skilful, creative and a progressive workforce. We endeavor to increase students' awareness of the tourism industry, its importance to them individually, as well as to the economy.

We have also developed a plan to expose, educate, attract and direct the best talent to the rewarding careers in the industry. The objective is to reach all grade levels from primary to secondary students. The Adopt a School Program will still focus primarily on the senior schools with education and skills acquisition as its focus, however, we are looking to have the junior schools adopted as well.

The strategy is four-fold:

1. **Awareness**
 - a. All students will be exposed to industry experts, local and international celebrities by way of in-class lectures, assemblies, (especially on the celebration of international days) Career Road shows (in-school careers fair) resource material (videos, websites, books, CD ROMs, etc.) and field trips.
 - b. Students will be able to participate in a number of competitions as a part of the 'My Bahamas Domestic Campaign'.
2. **Education**
 - a. The return of 'Its Academic' with an infused tourism component
 - b. Tourism Awareness Education Module for grade six students,
 - c. Expanded Social Studies curriculum, curriculum integration,
 - d. Introduction to the Tourism Industry and Hotel Operation (grade 11 business students),
 - e. Career Website with sweepstakes over the course of the year.
3. **Skills Training**
 - a. Industry shadowing,
 - b. Summer internships,
 - c. Work experience and
 - d. Career Management Course (grade 9)
4. **Performance Evaluation**
 - a. Junior Minister of Tourism Program
 - b. Scholarship Programs
 - c. Adventure in Attitudes
 - d. Enlistment in Tourism Clubs

1.30 Training & Education: The Department was established in April of last year (2005) and has set as its mission statement:

“To develop, implement, facilitate and continually evaluate training and development programmes that will enhance performance and productivity enabling The Bahamas to effectively compete globally”

With several units making up the Department, its major emphasis is on Training, recognizing the role Training plays in an organization, resulting in benefits to both the individual and the organization.

Training of Ministry of Tourism staff is a priority with emphasis being placed on tying-in the training function to the organization's objectives of The Business Plan.

The Department has assumed responsibility for all of the Ministry's Industry Training programmes with the goal being to bring synergy, quality and relevance to them. Of special note is the efforts relating to Bahamahost, S.M.A.R.T. and the Bonefishing Certification programme.

The Department is mandated to play a pivotal role in Tourism and hospitality training country wide, becoming the catalyst by which all education and training institutions within The Bahamas work together in developing, implementing and monitoring curricula which will prepare students for careers in the Tourism/hospitality industry.

1.31 Travel Management: The Ministry of Tourism's Travel Management Department is responsible for coordinating travel arrangements for Ministry of Tourism executives and persons representative the organization worldwide. The department's day-to-day operations include the following functions:-

- Liaising with charter companies, airlines, travel agencies, etc. to organize travel for tourism executives and persons representing the Ministry worldwide
- Securing airline tickets for travel
- Securing waiver of penalty fees
- Securing discounted rates on group travel
- Processing and distribution of U.S. and Bahamian cash advance cheques (to cover per diem, hotel, ground transportation and miscellaneous expenses) for travel
- Processing of registration fees for persons attending conferences

- Processing and disbursing payments to charter companies, airlines, travel agencies, etc.
- Reviewing U.S. and Bahamian expense reports
- Processing of reimbursements on U.S. and Bahamian expense reports
- Management of the Ministry's U.S. and Bahamian Cash Advance Ledgers

1.32 Visitor Relations: This *Unit* operates an effective system for actioning tourists' complaints. *Their principal objectives are to provide relief for visitors in distress and ensure that all visitors are treated fairly. The Unit also has a process by which it recognizes Bahamians who have been acknowledged by visitors as having provided exceptional service or carried out an exceptional act of kindness. As far as this unit is concerned, a satisfied visitor is the best form of publicity.*

1.33 Weddings & Honeymoons: The Weddings & Honeymoons Unit is committed to improving the products' diversity with a view to delivering the ultimate wedding and/or honeymoon experience throughout The Islands of The Bahamas.

1.34 Bahamas Tourist Offices

The Ministry of Tourism maintains tourist offices in the United States, Canada and Europe.

The objective or purpose of The Bahamas Tourist Offices is to carry out the sales/promotions functions that are necessary for implementing the marketing policies of the Ministry of Tourism.

The goals of The Bahamas Tourist Offices mirror that of The Bahamas Ministry of Tourism:

1. *To earn foreign exchange for The Bahamas*
2. *To provide for increasing employment of Bahamians*
3. *To ensure the broadest distribution of income from tourism*
4. *To Bahamianize the tourism industry as far as possible.*

To achieve these goals, our key objectives involve:

- a) Developing relationships with suppliers of business (wholesaler, retail, online, group and key consumer contacts) to influence the delivery of tourism traffic year-round.*
- b) Collaborating with and providing our industry private sector groups with business contacts and market intelligence so that they are aware and have access to new incremental business opportunities and even further ensuring and assisting in the capture of business to The Islands of The Bahamas.*
- c) Identifying and encouraging key group producing contacts (consumer and special interest) to generate quality group leads for the destination.*
- d) Providing market intelligence and guidance to our private sector partners and the Ministry of Tourism particularly in developing markets and special interest areas. In areas such as Aviation, Groups, Diving, Boating and Fishing, the special interest managers provide consultation on environmental, regulatory and legislative matters.*
- e) Working with our key tour operators/wholesalers to expand their products offerings to ensure that the distribution of business is realized broadly, and initiate effective co-op marketing campaigns – in conjunction with our promotion boards and resorts – to support such programs.*
- f) Identifying and developing consumer campaigns that influence direct traffic and builds business which bring public relations value to the destination.*

1.35 Detailed Information

More detailed information on the structure and functions of the Ministry of Tourism can be obtained from *the Human Resources Department*.

CHAPTER TWO EMPLOYMENT CONDITIONS AND PROCEDURES

Appointments

Authority

2.1 Temporary or permanent appointments, in the Ministry and Bahamas Tourist Offices, will be made by the Minister of Tourism.

Terms

2.2 Appointments may be on contract: permanent or temporary.

Contract appointments are by formal agreement for a specified period, the normal term being three years, and are subject to a six-month probationary period. The contract *may be terminated* by either party at three months' notice, unless the terms of the contract specify otherwise. The Ministry can also terminate the contract without notice by paying the salary in lieu of notice.

Permanent appointments not on contract are subject to a six-month probation. During this probationary period, or during the extension thereof pursuant to Section 2.8, the employment may be terminated without assigning cause and by giving one month's notice. Once an employee has been confirmed, one month's notice of termination is also required, or payment in lieu of notice will be given.

Every temporary appointment shall be on a weekly or monthly basis. When an employee has a temporary status, his/*her* appointment may be terminated at two weeks' notice without assigning cause.

Recruitment

2.3 When a post becomes vacant, it may be filled by the transfer or promotion of an employee with the requisite qualifications and potential within the Ministry or by outside recruitment. Normally, applications are considered from existing staff before recruitment from outside takes place.

Requirements

2.4 To be eligible for appointment, the candidate must:-

- (a) possess the minimum qualifications and/or experience and special abilities or attributes prescribed in the job specifications for the post for which he/*she* is seeking employment;
- (b) as part of the screening procedure for certain jobs, candidates may be required to undergo testing to determine their suitability for the positions offered.
- (c) provide the names of three *references*, one of whom, if the candidate has been previously employed, should be an employer the Ministry can write to in confidence;
- (d) *be in good health – the Ministry requires a candidate to undergo a medical examination and/or present a recent medical certificate.*

Probation

2.5 All appointments other than those on temporary terms, shall be subject to a six months' probationary period when the employee is on trial and is tested as to his/*her* suitability for the work. During this period, the employee should be given all the necessary orientation, instruction and facilities for acquiring competence. He/*she* should be under continuous observation and should not be posted where such supervision is not possible. It is the responsibility of the General Managers and the Heads of Department to ensure that there is an effective training program for staff on probation.

At the end of the probationary period, Heads of Department must submit an evaluation of the conduct and performance of the employee, along with an appropriate recommendation for the confirmation, dismissal or extension of the probationary period of the employee. If an employee exhibits tendencies which render it doubtful in any way that he/*she* is suitable for confirmation, the employee should be warned at once and be given such assistance or training as may be necessary to correct any shortcomings. The probationary period of the employee will be deemed extended until such time as the employee is either confirmed or dismissed.

The employer shall give the employee two (2) weeks notice, if the employment is to be terminated during or after the probationary period.

An employee on probation who tenders a resignation shall give the employer two (2) weeks notice.

An employee on probation is not eligible for any type of leave (except under extraordinary circumstances), salary advances or loans. However, on confirmation, the employee becomes a permanent member of staff with all the rights, privileges and constraints of other employees.

An officer who is appointed after a break in service may, but not necessarily, be required to undergo a period of probation.

Orientation/Training

2.6 All employees are encouraged to enroll in courses or otherwise acquire knowledge and skill which may make them proficient in their present jobs or prepare them for promotion.

From time to time, the Ministry will offer in-house training programs to strengthen performance in specific areas, in accordance with the needs of the Ministry. This training may take the form of:-

- a. orientation within various sections or job rotation;
- b. seminars for different categories of workers;
- c. familiarization tours of the tourism product in the various islands, and various offices abroad.

Transfers

2.7 The Ministry's policy is to transfer staff from one department to another and from head office to the B.T.O. offices overseas in order to utilize the talents of the staff and to provide employees with wider experience to enable them to make a greater contribution.

Generally speaking, Bahamian staff ought to be prepared to accept postings abroad. Personal circumstances will be fully considered so that no undue hardship may be caused to a transferee. The employee who refuses to transfer without a good reason may no longer be eligible for such postings. While certain emergency transfers may be necessary from time to time, the Ministry's policy is to give the employee at least six weeks' notice. Appointments to overseas offices will normally be for a period of three (3) years. The allowances associated with overseas offices will normally be for a period of three (3) years. The allowances associated with overseas postings are outlined in Chapter 5.

Any officer who is to be transferred must first provide a briefing to his/*her* successor along with handover notes when required. In the case of the transfer of a Section Head, detailed handover notes for the guidance of his/*her* successor must be prepared and duplicates forwarded to the Permanent Secretary and Director-General and any other relevant officer.

Promotion

2.8 A promotion committee comprising of the Minister, Director General, Permanent Secretary and Director Human Resources, will convene to review and discuss recommendations and other critical career development issues with each Department Head in an effort to ensure *that* a more fair and equitable system is maintained in rewarding outstanding achievements of staff.

The guideline for considering an officer for promotion should include, but not limited to, merit, ability as well as seniority, experience and qualifications. Promotions must be fully substantiated with:

- (1) wherever possible, documentary proof of sustained, outstanding behaviour
- (2) a list of training undertaken during the past year
- (3) a review of the performance evaluation for the past year
- (4) substantiation that the new post differs from the old in terms of job description responsibilities, etc.

It should be brought to the attention of staff that promotion of an officer is not based solely on excellence of performance of the duties of the present post but also in recognition of a potential to meet satisfactorily the requirements of the higher office.

With reference to the Departmental Review, the Committee's inquiry may include:

- (a) the Manager's own attendance and punctuality record
- (b) self-development efforts
- (c) evidence of the Manager's efforts to promote staff training and development
- (d) the Manager's consideration for developing a successor
- (e) the alignment of the department's effort with the Ministry's VISION, *and* MISSION.

Recommendations for promotions should be submitted to the Director of Human Resources by the end of November each year.

Salaries and Increments

2.9 Salaries for permanent and contract employees are paid monthly by deposit to the employee's bank account. Payments are generally made two days before the last working day of the month. In the month of December, salaries are normally paid before Christmas.

Increments in salary will be given annually based upon an employee's annual performance appraisal *provided the salary scale permits*. The amount of each increment will be set in accordance with *the* Ministry scales. An officer must earn the increment by satisfactory conduct and by discharging his/*her* duties with efficiency and diligence. When an increment is withheld, the employee should be informed of the reason in writing. If an assessment on an employee is not received within three (3) months after the incremental date of the officer, and in the absence of an adverse report on the employee, the Human Resources Department can recommend that the increment be processed.

Supervisors who fail to prepare and submit performance appraisals will be penalized by having their increments withheld for such time as they do not provide the performance appraisals for their subordinates.

Performance Evaluations

2.10 The progress of each individual will be monitored on an ongoing basis. A formal evaluation on the prescribed form should be prepared six (6) weeks before the employee's anniversary date. Evaluation reports should be submitted after the employee completes the probationary period and annually thereafter.

The reporting officer will be the employee's most immediate supervisor. An evaluation interview should take place when the progress of the employee, including his/*her* strong points as well as his deficiencies, is reviewed and a development program formulated. *This report should be discussed and signed by both the employee and the supervisor prior to submission to the Human Resources Department.*

Disciplinary Procedure

2.11 It is the duty of every supervisor, as soon as he/*she* observes a shortcoming in a subordinate to advise that person of the deficiency.

Isolated cases of minor offences such as absenteeism, tardiness, non-compliance with procedure, failure to meet deadlines, etc., are dealt with orally. If no improvement is observed, then the employee should be warned in writing by their supervisor. Copies of written reprimands must be sent to the Human Resources *Department* to be placed on the file of the staff member involved. The employee should be made aware of all adverse comments on his personal file.

Serious breaches of discipline include (a) theft (b) improper conduct in front of visitors (c) persistent poor performances (d) being under the influence of alcohol or drugs while on duty (e) malicious damage to the Ministry of Tourism's property (f) fighting/*sleeping* while on duty (g) insubordination while on duty or (h) unauthorized use of Ministry of Tourism's property or any other serious or persistent misconduct. Such incidents must be reported to the Section Head who should make recommendations through the Human Resources Department.

The severity of the disciplinary action taken will depend on the gravity of the offence and may involve:

- a. Extension of a probationary period of an unconfirmed employee or imposition of a specified probationary period of a confirmed employee.
- b. Deferment or withholding of an increment

- c. Reduction in status or transfer
- d. Suspension on five eighths pay
- e. Dismissal.

When an employee is suspended, interdicted, dismissed or warned in writing, a notice of same shall be given to the employee in writing and copied to the Union, setting out the reasons for the action taken, and the employee shall be given fifteen (15) days in which to respond.

If it is determined by the employer that the employee has committed a breach of discipline that warrants dismissal, the employee shall first be suspended with five-eighths (5/8) pay pending investigation. Breaches of discipline should be dealt with in the following manner:

- (a) On the first occurrence of a breach, considered not sufficient to warrant immediate dismissal, an oral warning shall be given to the employee.
- (b) On the second occurrence, a written warning shall be given the employee.
- (c) On the third occurrence, a final warning in writing shall be given to the employee.

For more detailed information on Grievance Procedures see Article XXIII in the Industrial Agreement.

Representations and Appeals

2.12 An employee may make representation about conditions of service, salary, penalties imposed on him/her *or* any other matters related to the conditions of service. *Supervisors* should ensure that the problems of the subordinates are discussed and actioned *without* delay. The representation must be sent to the immediate supervisor in the first instance. If rejected, the employee may appeal to the next higher authority and ultimately to the Minister u.f.s. *the* Permanent Secretary. No appeal will be entertained unless it is received within four weeks of the date the decision was addressed to the officer, but the Permanent Secretary may entertain an appeal out of time if, in the opinion of the Permanent Secretary, the circumstances warrant it.

(a) When a decision is addressed to an officer, he will be informed that an appeal may be lodged within one month thereafter, but the decision will not be invalidated if the right of appeal is not communicated to him.

Terminations

2.13 The Ministry reserves the right to terminate an employee for breach of contract, unsatisfactory performance or serious disciplinary offenses as described in paragraph 2.11.

While the Ministry makes every effort to avoid terminations for reasons other than those described in paragraph 2.11, circumstances may arise such as drastic economic conditions, technology or organizational needs, or a job ceasing to exist, when a reduction in the staff is necessary. If at all possible, the affected employees will be granted an alternative placement, along with necessary training. Where layoffs are necessary, the appropriate notice or pay in lieu of notice will be given.

When an employee resigns, he is expected to give the normal notice. Confirmed employees who fail to give at least one month's notice in writing of an intention to resign, may be requested to forfeit leave due or to pay one month's salary in lieu of notice.

A permanent employee who is not a participant in the Pension Plan or who has been a participant for less than ten years and who resigns voluntarily after completion of ten (10) years of service, may be granted a gratuity of 8% of base salary in respect of each year of satisfactory service (computed on the final salary).

Employees in the Pension Plan with over ten (10) years service will receive termination benefits from the Pension Plan *as* described in Chapter four of this Manual.

On leaving the service of the Ministry, whether by retirement, resignation or otherwise, all employees shall repay all amounts owing and hand over to their immediate supervisor all records, keys, passes, identification badges, charge cards, uniforms or any other property of the Ministry in his/her possession.

References for Terminated Employees

2.14 The Ministry, through the *Human Resources* Department, provides letters of reference and answers enquiries on former employees.

In no circumstances should references be provided for terminated staff members through other sections without first notifying *the Human Resources Department* and verifying the content.

Retirement

2.15 The mandatory age of retirement is 60 years for all employees. The Executive Leadership Planning Board will review all requests for extension of employment submitted by persons within the Ministry. The Board will be guided by the following criteria when considering whether an employee should be granted an extension of employment beyond retirement age of 60:

- i) Need of the organization - does the current position under review exert critical influence on organizational activities, operationally and strategically;
- ii) Skillset of the employee - does the employee offer skills that can be easily deployed elsewhere in the system where there may be a deficiency of same;
- iii) Past Performance Record - does the employee have a good standing performance track record in the organization;
- iv) Budgetary Considerations - based on the current financial exigencies of the Ministry;
- vi) Divisional Input - the Board will obtain the input of the Department Head of the employee;
- vi) Extension Ceiling - should extension be given, only a maximum of two extensions will be considered;
- vii) Compassionate Consideration - each request will be considered on its own merit after all of the above factors are taken into consideration.

The Board, in consultation with the Minister, will communicate its decision to the employee within two weeks of the application from the employee.

Staff Relations

2.16 Every effort will be made to maintain a good working relationship between the *Ministry* and its employees, both on an individual and group basis. Facilities are provided to deal with grievances and appeals. These are outlined in the agreement with the recognized trade union.

Everyone should have an opportunity to contribute towards the improvement of policies and the methods of carrying them out. All supervisors should ensure that consultation takes place to the fullest extent particularly when the individuals are directly affected by the proposals. There must, however, be recognition of the responsibility to treat certain material as confidential.

Suggestion Scheme

2.17 All Staff are encouraged to submit suggestions through their supervisors for improving the efficiency and effectiveness of their units and of the organization.

Union Activities

2.18 The right to associate or form unions is recognized. The Ministry seeks to have a harmonious relationship with recognized unions through the establishment of, and adherence to, working agreements. The current Industrial Agreement between the Ministry of Tourism and the Bahamas Public Service Union is available to all staff.

CHAPTER THREE ANNUAL AND SPECIAL LEAVE

General Requirements

3.1 The granting of leave at any time is subject to the work requirements of each section and to the necessity for maintaining sufficient staff to adequately carry out the work of the Ministry. Leave must, as far as possible, be arranged so that the employment of extra staff is not necessary.

An employee should normally apply to his/*her* supervisor for vacation leave one month in advance. Where dates overlap, preference should be given on the basis of seniority, but where a senior officer is unable to give firm dates, he must forfeit this privilege.

An employee who absents himself from his/*her* duties without approved leave or without an acceptable excuse in writing, or who fails to resume duty when he/*she* is due to do *so*, will be regarded as absent without permission and without pay.

A staff member cannot engage in any gainful employment while on leave, without prior approval of the Minister.

Leave is calculated in working days; a week's leave shall be a period of five working days. Public Holidays that fall during the vacation leave shall not be counted but can be added to the employee's leave allotment.

Leave applications should be submitted on the appropriate forms for approval by the respective *supervisor*, who should then forward the application to the Human Resources Department to certify the employee's eligibility for the leave.

Managers in the Family Islands, Bahamas Tourist Offices and staff located at sub-offices in Nassau, are responsible for submitting a listing of absences of their staff to the Human Resources Department via their immediate supervisors for recording on a monthly basis.

Vacation may be accumulated in respect of any period not exceeding three years. However, every employee must take vacation, equal at least to half his/*her* annual entitlement. For example, an employee eligible for 4 weeks leave per annum must take at least 2 weeks leave every year.

Employees may not monopolize any period in the year for the purpose of annual leave. In all applications for leave, the Supervisor will be responsible for approving leave based on the demand and staffing needs of the department.

If a confirmed employee leaves the Ministry before completing one year of continuous service, but having completed not less than 30 days of continuous service, he/*she* shall be eligible for vacation pay at a rate of 4% of the wages paid during his period of continuous service, provided that employee has not taken any leave during that period. Employees resigning after completion of a year's service are entitled to payment for accumulated leave.

Annual Vacation

Headquarters

3.2 The vacation leave entitlement for permanent/full time staff is as follows:-

- | | |
|---|---|
| a) Non Management staff
below Scale 5 - 3 weeks | b) Non Management staff
with 7 years service
or more - 4 weeks |
| c) Management Staff
Scale 5 and above
- 4 weeks | d) Management Staff -
Scale 5 and above
with 7 yrs. service or more - 5 weeks |

BTO's - U.S.A. & Canada

3.3 Vacation rules for Bahamas Tourist Offices in North America are based on the normal entitlements in the respective countries. Currently the entitlement is as follows:

- | | |
|---|--------------------|
| a) Employees with one-seven years' service
but less than <i>seven (7)</i> years' service | - 3 weeks per year |
| b) Employees with <i>seven (7)</i> years' service | - 4 weeks per year |
| c) Regional Managers and above | - 5 weeks per year |

BTO'S - Europe

3.4 Leave entitlements for staff in The Bahamas Tourist Office in France are governed by labour legislation in the respective countries.

- b) France - 28 working days
- c) Milan - 28 calendar days

In the United Kingdom, all staff are eligible for 4 weeks leave per annum which is the normal entitlement throughout the U.K.

Casual Leave

3.5 Casual Leave is a device to enable employees to be away from the office for one or two days for urgent personal reasons.

Ten days Casual Leave within a calendar year may be granted to all Bahamas based staff at management level as well as those in Scale 5, i.e. those employees who are not entitled to overtime pay. Non-management staff below Scale 5 may also be granted six days Casual Leave per year, subject to the work load of the section at the time.

Staff in The Bahamas Tourist Offices in U.S.A., Canada and England, may be awarded Casual Leave of up to five days. No Casual Leave has been stipulated for staff in France and Milan who enjoy more holidays and vacation leave than their counterparts in other countries.

Casual Leave is restricted to not more than two days *per month*. *New recruits become eligible for half of their annual leave after six months service.*

Casual Leave cannot be accumulated and any unused leave at the end of the year is forfeited.

Casual Leave cannot be combined with vacation leave, sick leave or days in lieu.

Sick Leave

3.6 To enable the Ministry to reassign work, an employee who, by illness, is prevented from reporting for duty and who is not on leave, should advise his/her supervisor as early in the day as possible. The supervisor records the information and informs Administration promptly. A medical certificate, if necessary, should be forwarded to Administration as soon as possible.

For headquarters staff, a medical certificate of incapacity signed by a registered medical practitioner, must be furnished for absences in excess of one day and further medical certificates must be submitted when the period covered by the preceding certificate ends. Each certificate should not cover a period in excess of four (4) weeks. In the U.S.A. and Canada, medical certificates must be furnished for absences in excess of two days. Labour laws in their respective countries govern the staff in Europe.

Sick Leave may be granted with full salary up to a maximum of four weeks (20 working days) per annum. Of the 20 days allotment, only ten single-day absences (requiring no medical certificate) will be allowed. If the other ten days are used and no medical certificate is produced, the days will be deducted from the employee's vacation or casual leave entitlement.

Sick Leave beyond 20 working days and up to six months can be granted on seven-eighths pay provided medical certificates are submitted for Headquarters staff and B.T.O. staff transferred from The Bahamas who are not entitled to social security benefits within the country to which they are posted; and half pay for all other staff, other than employees in Milan and France whose benefits are governed by law. Sick Leave beyond six months can be granted on half pay, provided medical certificates are submitted for Headquarters staff and B.T.O. staff as indicated above.

If any part of the vacation of a staff member is available, it may be added to the four weeks' Sick Leave with full pay.

If a person becomes ill while on vacation, the period of the illness will be considered as Sick Leave, provided a medical certificate is produced.

An employee returning to work after a period of sick leave who because of *his/her* illness is required to work in a limited capacity, must produce a statement from their physician stating the work limitations.

An employee returning to work after a period of illness, shall be reinstated in the position *he/she* occupied at the time of the illness or given alternative work of a comparable nature without loss of pay or seniority.

Maternity Leave

3.7 In order to qualify for a grant of maternity leave, a female employee must be employed for at least (12) twelve months, whether confirmed or not. Full time employees in The Bahamas and North America with at least a year's service will be granted *twelve (12)* weeks maternity leave on full pay.

Maternity leave on full pay will not be granted more than once in three (3) years. In the event that an employee requires maternity leave within a period of less than three (3) years, that employee may be granted accumulated vacation leave, plus half-pay leave up to three years' - vacation entitlement (total leave not exceeding 16 weeks).

Maternity Leave can be combined with vacation leave provided the combined period of absence does not exceed *seventeen (17)* weeks.

Leave associated with illness during the first twenty eight (28) weeks of pregnancy will be considered as gynecological leave and therefore sick leave rather than maternity leave. Medical certificates must support applications for such sick leave. An employee who, after confinement, suffers any illness arising out of such confinement, shall be granted - in addition to the maternity leave to which she is entitled, such additional leave not exceeding six (6) weeks as a medical practitioner recommends.

Application for maternity leave should be submitted two (2) months before the expected date of confinement and must be accompanied by a medical certificate stating that the officer is pregnant and requires leave and giving the expected date of confinement.

In cases where Sales Representatives require maternity leave, it is expected that these officers would perform their normal duties until their intended date of maternity leave. As knowledge of territories is very necessary, it would not be easy or productive to place other representatives to cover the field during maternity leave periods.

An employee returning from maternity leave shall be returned to the job classification held at the time maternity *leave* was granted, unless otherwise agreed between the employer, Supervisor/*head* of the department in consultation with the Union.

Maternity leave without pay shall be granted when an employee is not eligible for paid leave.

Paternity Leave

3.8 Paternity leave of up to two (2) weeks shall be granted to all legally married males, following the birth of a child by his spouse.

Paternity leave will be granted once every three (3) years, and will not be granted before an employee has served for one (1) continuous year of employment.

Paternity leave must be taken at a time which includes the day of birth, in respect of which the leave is being granted.

An employee requesting paternity leave shall provide the employer with a certified marriage license and a letter from the doctor verifying the expected date of delivery.

Industrial Injury

3.9 When an accident occurs while an employee is on duty it must be reported by the employee as soon as practicable to the employee's immediate supervisor, who shall notify the Human Resources *Department*.

Claims for medical expenses arising out of an industrial injury will be processed in accordance with the provisions of the National Insurance Act as it relates to Industrial Injuries.

An employee who has suffered an industrial injury, and whose injury or disablement has been properly certified by a registered medical practitioner, his/her salary will remain intact for a period not exceeding twelve (12) months, after which if he/she is still unfit for work, he/she will be placed before a medical board. Once the employer is in receipt of the decision of the medical board, that employee's job status will be determined.

When an employee returns to work after recovering from an industrial injury, he/she will be reinstated in the position they held at the time of the injury or be assigned alternative work of a comparable nature without occasioning loss of pay or seniority.

An employee who is absent from work *during the initial twelve (12) month period* as a result of industrial injury shall not have time deducted from his/her sick leave entitlement.

Leave For Hourly, Daily And Weekly Paid Staff

3.10 The leave eligibility for hourly, daily and weekly paid staff is as follows:

Will be entitled to twenty (20) working days sick leave upon the completion of one (1) year of service and thereafter. Sick leave beyond 20 working days may be granted up to a maximum of six (6) months on three quarters (3/4) pay.

Vacation Leave

- | | | | |
|----|----------------------------|---|---------|
| a) | Less than 7 years' service | - | 2 weeks |
| b) | 7 years' service and over | - | 3 weeks |

Study Leave

3.11 Paid leave is granted when a course of study of direct relevance to the employee's work has been approved. The arrangement may be on a day release basis or for a specified time up to one year. The conditions related to awards are enumerated in Chapter 5.

Bereavement or Compassionate Leave

3.12 Appropriate leave (not more than 3 days) may be granted to staff members *on* the death of a near relative, i.e. spouse, child or parent, brother, sister or close relative such as a grandparent or an adoptive parent. Leave may also be granted in exceptional cases of serious illness of immediate family, although the employee is usually expected to utilize his casual leave or vacation entitlement for this purpose. Such request should be submitted to Human Resources.

When staff must travel for the funeral of a close relative, up to five (5) days may be granted.

Leave may also be granted in the case of the death of a sister-in-law, brother-in-law, niece, nephew, aunt or uncle of one (1) working day. Where travel is involved, leave of up to three (3) working days may be granted.

Unpaid Leave of Absence

3.13 In other circumstances meriting special consideration, leave of absence without pay may be allowed. Each case submitted is considered on its merits.

Acting Appointment

3.14 In special circumstances, such as the length of absence and the nature of the duties performed, an acting appointment may be made when an officer goes on leave. In the case of short absences of less than two weeks, there will be, in general, no need for an acting appointment.

If an officer takes vacation leave of less than six days at any one time during a period when he/she is receiving an acting allowance, the officer may continue to receive the allowance. However, if the period of vacation leave is in excess of six days at any one time, and it is necessary to appoint another officer to perform the duties of the post, then the acting allowance will cease.

In making acting appointments, every consideration will be given to the suitability of the officer next in seniority in the section.

Persons below Scale 6 qualify to receive an honorarium as follows:

- a) period not less than a month \$100.00
- b) period of two months - \$200.00
- c) a period of three months or more - \$300.00

While it is agreed to award honoraria for the above periods, approval for the payment of same will be contingent on the following:

- a) the level of duties to be performed by the acting officer lower than Scale 6
- b) whether duties to be performed would require the assistance of other officers in that unit
- c) whether the acting officer can perform all the duties of the more senior position competently

Any acting appointment for a period less than one month for officers lower than Scale 6 will be considered as a developmental assignment.

All requests for acting allowances or honoraria must be submitted and approved prior to the leave of the individual concerned. No allowances or honoraria will be granted after the fact.

Public Holidays

3.15 On National Holidays, the offices will be closed except for Tourist Information Centers which are expected to be operational whenever the situation demands it.

***N.B:** 24 and 31 December are not automatic half days, as approval for same has to be conveyed by Cabinet.*

Bahamas

3.16 The Holidays, which are observed in The Bahamas, are as follows:

New Year's Day	-	January 1
Good Friday	-	Friday before Easter
Easter Monday	-	Monday after Easter
Whit Monday,	-	7 th Monday after Easter
Labour Day	-	1st Friday in June
Independence Day	-	July 10
Emancipation Day	-	1st Monday in August
Discovery Day (Columbus Day)	-	October 12
Christmas Day	-	December 25
Boxing Day	-	December 26

Bahamas Tourism Offices - USA

3.17 The following national holidays are observed by all Bahamas Tourist Offices in the United States:

New Year's Day	-	January 1
Martin Luther King Day	-	Third Monday in January
Washington's Birthday	-	February 20
Memorial Day	-	Last Monday in May
U.S. Independence Day	-	July 4
Bahamas Independence Day	-	July 10

Labour Day	-	1 st Monday in September
Discovery Day	-	October 12
Thanksgiving Day	-	4 th Thursday in November
Christmas Day	-	December 25

On the above dates only, The Bahamas Tourist Offices in the United States will be closed.

The Bahamas Tourist Offices in Canada observe the following holidays:-

New Year's Day	-	January 1
Victoria Day	-	May 24
Good Friday	-	Friday before Easter
Easter Monday	-	Monday after Easter
St. John Baptist Day	-	June 24 (Montreal)
Canada Day (Dominion Day)	-	July 1
Bahamas Independence Day	-	July 10
Labour Day	-	1 st Monday in Sept.
Thanksgiving Day	-	2 nd Monday in October
Remembrance Day	-	November 11 (Toronto and Vancouver)
Christmas Day	-	December 25

EUROPE

3.18 The following holidays are observed by The Bahamas Tourist Offices in Europe:

a)	Frankfurt	b)	Paris
	New Year's Day		New Year's Day
	Good Friday		Easter Monday
	Easter Monday		Labour Day (May 1)
	Labour Day (May 1)		Ascension Day
	Ascension Day		Armistice Day
	Whit Monday		Whit Monday
	German Unity Day		(W. War 1 - May 8)
	Bahamas Independence Day		Bahamas Independence Day
	(July 10)		(July 10)
	Corpus Christie		France's Independence Day
	All Saints Day		(July 14)
	Christmas Day		Assumption Day - (August 15)
	Boxing Day		Armistice Day (W.W. II
			November 11)
			Christmas Day

Boxing Day

- c) U.K.
 - New Year's Day
 - Good Friday
 - Easter Monday
 - First Monday in May
 - Last Monday in May
 - Bahamas Independence Day
 - Last Monday in August
 - Christmas Day
 - Boxing Day

HOME LEAVE

3.19 Bahamian employees in The Bahamas Tourist Offices who have been recruited in The Bahamas, who have been continuously employed for more than two years and have been overseas for over one year, are eligible for Home Leave every two years.

Under this program, the employee, his/*her* spouse and up to two dependent children under 18 years of age who are residing with him/*her*, are granted a round trip economy (Y) class direct airline ticket between the city in which the employee's office is domiciled and The Bahamas. The ticket will be charged to the Manager's Air Travel Card.

Cruise ship passage may be used for transportation, but total travel cost cannot exceed economy class round-trip airfare between the home city and The Bahamas. All additional expenses must be borne by the employee.

A request for Home Leave approved by the respective BTO Manager, must be made to Administration at least four weeks in advance of the intended trip.

UNRECORDED TIME OFF – CHRISTMAS

3.20 *With the consent of the Permanent Secretary and the Cabinet Office, a half-day unrecorded 'shopping' day will be allowed during the period between the last week of November to the week preceding Christmas. This half-day unrecorded time cannot be combined with any other type of leave.*

N.B: 24 and 31 December are not automatic half days, as approval for same has to be conveyed by Cabinet

CHAPTER 4 BENEFITS FOR STAFF

Medical

4.1 All employees of the Ministry of Tourism are covered by group life and medical plans, effective one month from date of employment.

The coverage in The Bahamas and U.S.A includes:

- a) Life Insurance - one year's salary
- b) Accidental Death and Dismemberment - one year's salary
- c) Insurance Payable, 80% of eligible expenses up to a prescribed limit; 100% thereafter
- d) Lifetime Maximum Benefit, \$1 million per person
- e) Deductibles could vary with the renewal of each contract
- f) Dependent Coverage - available for all employees at a monthly cost
- g) Dental Benefits - available only through U.S. plan

Canadian employees are covered under the provincial health plans available in the respective Canadian cities. The Bahamas Ministry of Tourism contributes towards the cost of this insurance. European Staff are covered by health plans available in their respective European cities.

Full details of each plan are included in the booklets issued to staff.

Pension Plan - Bahamas

4.2 The Ministry of Tourism's Pension Plan is an optional one. Approximately 15% of each participant's salary each year is paid to the insurance company to buy pension benefits for the employees - 12% is paid by the company and the employee, through salary deductions, contributes 3%. Please note that the 12% contribution by the employer represents a minimum contribution and can increase in any given year.

Further particulars are as follows:

- (i) Eligibility - one year of service (age 18)
- (ii) Benefits on resignation:
 - (a) before completion of 10 years of service: return of contributions, plus interest
 - (b) After 10 years services lump sum payment which includes your contribution, interest, plus a portion of the payments made on your behalf by the Ministry.
- (iii) On retirement at age 60 (age 55 - early retirement) provided the employee has completed at least 10 years service: pension would be 2.222% of final average earnings proportionately reduced for years of credited service, pension is payable for life to persons with 30 years service.
- (iv) Early Retirement Benefit - The pension to which one will be entitled, will be the normal retirement benefit accrued on one's behalf as at the date of retirement, reduced by .5% for each month that the early retirement precedes the normal retirement date.
- (v) Death benefits under the Pension Plan are as follows:
 - (a) Before employee's retirement - Beneficiary would receive an amount equal to the total of his/her contributions plus interest.
 - (b) After retirement - If a pensioner dies before receiving 60 monthly payments, the remainder of the 60 monthly payments will be paid to his/her beneficiary.
- (vi) *Voluntary Drop Out – If an employee voluntarily discontinues contributions, the contributions made would not be refunded until the end of his/her employment.*

Pension Plan - U.S.A. & Canada

4.3 Under the BTO Plan, employees also contribute 3% of their salaries.

Further particulars are as follows:

- (i) Eligibility - 6 months service by April 1: (age 18)
- (ii) Benefits on Resignation:
 - a) 5 years of participation - return of contributions, plus interest
 - b) 6 years of participation - return of contributions, plus 20% of vested interest
 - c) 7 years of participation - return of contributions, plus 40% of vested interest
 - d) 8 years of participation - return of contributions, plus 60% of vested interest.
 - e) 9 years of participation - return of contributions, plus 80% of vested interest
 - f) 10 years of participation - return of contributions, plus 100% of vested interest
- (iii) Benefits on termination: If the employee is discharged without cause, he is entitled to receive after completion of 5 years of participation, 100% of his interest in the Fund
- (iv) Benefits on retirement at age 60: The employee is eligible to receive 1.8% of average monthly compensation for the last five years of service. For example, assume \$600 monthly salary and 30 years of service: $0.018 \times 30 \times 600 = \324 per month.
- (v) Death-Benefit:
 - a) Before retirement - Beneficiary will receive contributions, plus interest and vested portion, if any, of the employer's contributions
 - b) After retirement, if pensioner dies before receiving payments for 60 monthly payments, the remainder of the 60 monthly payments will be made to his beneficiary.

The Ministry of Tourism also offers a private pension scheme to non-Bahamians based in England to supplement their current Government scheme.

National Insurance

4.4 The main purpose of National Insurance is to provide benefit payments and/or assistance by way of cash payments to contributors and/or their surviving dependents who suffer loss of income through sickness, disablement or death.

The collection of contributions is, therefore, the only means by which all employed persons and self-employed persons are legally required to fund these benefit payments. Once a contributor has made a certain minimum number of contributions, he/she is entitled to one or more of the Scheme's nine (9) cash benefits.

The program of the Scheme covers:

A. SHORT-TERM BENEFITS

- (1) Sickness
- (2) Maternity
- (3) Funeral Benefit

B. LONG-TERM BENEFITS

- (4) Retirement
- (5) Invalidity
- (6) Survivors

C. EMPLOYMENT INJURY BENEFIT

- (7) Injury
- (8) Disablement
- (9) Death

Contribution is at a rate of 8.8% of insurable wage, with employers contributing 5.4% and employee contributing 3.4% of weekly/monthly wage.

CHAPTER 5 FINANCIAL CONTROL

Expenditure Control

5.1 The Ministry of Tourism is funded entirely by The Bahamas Government. The budget to be allocated to the Ministry is determined annually by Parliament.

The Permanent Secretary, who is the Chief Administrative Officer in the Ministry, has the designated responsibility for financial administration and control under the Financial Administration and Audit Act (No. 21 of 1973). It is, therefore, necessary for close consultation to take place between the Permanent Secretary and the Director-General, who is the technical head with responsibility for the promotion of tourism.

Expenditures should be made in conjunction with an approved *business* plan. All General Managers, Directors and Department Heads are required to submit to the Director-General, a detailed plan showing all programs/projects proposed; these plans should include realistic budgets as well as supportive cost-benefit analyses showing the feasibility of all promotions and projects. The Director-General, in close consultation with the Permanent Secretary will review the plans in light of the overall objectives of the Ministry as well as budgetary constraints. If in agreement, he will submit the plans to the Permanent Secretary, who will secure Minister's approval. The approved plans are then copied to the Permanent Secretary, the Director-General, and the Financial Controller. The same procedure is applied for advertising expenditures; media plans and production estimates should be submitted to the Permanent Secretary for the approval of the Minister. Any major deviations from the plans require further approval of the Minister.

After the Minister has approved the plan and budget in principle, senior officers may commit funds in accordance with the following limits.

For All Expenditure Other Than Advertising

a)	Permanent Secretary and Director-General	\$5,000
b)	Deputy <i>Director-General</i> Directors, - UK/Europe Marketing, Sales	\$3,500
c)	General Managers	\$2,500
d)	Area Managers <i>Senior</i> Managers	\$1,000
e)	Managers	\$ 500

For Advertising Estimates

a)	Permanent Secretary) Director-General/ <i>DDG</i>	\$25,000 - \$50,000
b)	Director – <i>PR & Advertising</i>	\$10,000 - \$25,000

All commitments for expenditure in excess of the above should be submitted to the Permanent Secretary, who will secure approval of the Minister where necessary and the Finance Committee.

In order to verify that funds are available for payment of large expenditures and to ensure that payment is expedited on receipt of billings, executives who commit the Ministry should follow the procedure outlined at (Appendix 5-1) and should ensure that a commitment form (Appendix 5-2) is completed and copied to the *Financial Controller prior to the COE being submitted for approval or making any type of commitment.*

Failure to comply with the above regulations may render the approving or committing officer subject to the sanctions of the Financial Administration and Audit Act. Such officers will be held personally liable for any indiscretions and such payments may become a personal charge against them.

An annual audit is carried out at headquarters and within the BTO operation as soon as possible after the end of the financial year.

BTO Accounts and Controls

5.2 Control over expenditure is exercised by headquarters, with disbursements of day-to-day expenditures of the Bahamas Tourist Offices in the *United States and Canada being handled by the Financial Controller in Nassau*, and in Europe by the Accountant in the U.K., in accordance with guidelines issued from headquarters.

Some Bahamas Tourist Offices maintain an Impress/Petty Cash fund for office expenses of small amounts, payments to part-time staff and advances to sales staff. Procedures for disbursing of these funds are given at Appendix 5-3. Particular note should be made of the following:

- a) there should be no co-mingling of personal and BTO funds
- b) proceeds from the sale of promotional literature or giveaways should not be deposited into the Impress/petty cash accounts; all such funds should be forwarded to the Accounts Department for deposit *against the appropriate head and item*.

Promotional Expenses

Headquarters

5.3 Requests for rebated accommodations, meeting rooms or arrangements for special promotions should be coordinated through the *Travel Management/Accounts* Department. When reservations for functions are made with hotels or restaurants, a confirmation of Accommodation Form (Appendix 5.4) must be completed in triplicate, giving full particulars of the function, including number of guests and agreed charges to be billed to the Ministry. Notwithstanding paragraph 5.2 above, the only officers authorized to sign commitment forms in respect of hotel accommodations and entertainment are the Permanent Secretary, Director-General, and Directors. In the case of hotel accommodations, the cost of which is to be billed to the Ministry, the name(s) and affiliation of the guest(s) along with agreed rates must be specified and the original is sent to the establishment, one copy is submitted to the Accounts Department and the third retained for the file. Any variation in authorized charges previously submitted must be conveyed to the Financial Controller. The Financial Controller cannot pay bills for hotel/restaurant charges for which approved confirmations were not submitted.

Hospitality/Entertainment

5.4 Meal, beverage or other entertainment charges should normally only be extended where specific benefits are expected to accrue to the Ministry of Tourism.

Normally expenses arising through hospitality extended by one staff member to another or to Ministry of Tourism agents or consultants, may not be claimed. However, if such expenses are to arise in a business context, which can be clearly justified, prior approval should be sought from the Permanent Secretary, before the hospitality is extended. Claims incurred under these circumstances must be submitted with full details and receipts. Where either the information or reasons given are considered insufficient, payment will not be made and the employee concerned might be held responsible for payment of bills.

The choice of venue and scale of entertainment should be appropriate in terms of the benefits to be derived. Strict judgment should be exercised regarding the level of hotel or restaurant and the choice of menu and wines. Such expenditure will be closely scrutinized. Excessive charges will not be accepted; in such cases, the individuals incurring the expenses might be expected to pay the charges.

Travel

5.5 All requests for travel should be submitted to the Permanent Secretary for approval, and should explain not only the reason for the travel but should also show estimated costs of hotel accommodation, transportation and any extraordinary expenses known in advance.

The decision to travel and choice of transport should be decided upon factors of economy and convenience.

Subsistence Allowances - Bahamas Staff

5.6 The payment of a subsistence allowance is intended to ensure that an employee who is required to travel on duty should not be out of pocket as a result, but no employee should derive financial gain from travel. Subsistence allowances are therefore calculated to meet the additional expenses that the employee is required to meet over and above those which would normally be incurred at home.

All employees traveling on duty may apply to the Financial Controller for an advance to cover estimated expenses provided:-

- a) the necessary approval for travel has been obtained and is presented;
- b) at least *two* (2) days notice for all travel is given;
- c) the employee requesting the advance has accounted for all previous advances.

Advances must be accounted for within *fourteen* days of return from absence on duty.

Any advance granted for travel, which is subsequently cancelled, must be returned immediately to the Financial Controller.

Further details on eligible expenses can be found at Appendix 5.5.

Advances For Travel - North American Staff

5.7 In case of North American employees, advances may be secured for duty travel from *Headquarters or Regional/District Manager's petty cash*. Such advances should be accounted for within 10 days of completion of assignment or absence from the office. Advances are to be repaid to the local BTO office Impress Accounts as soon as reimbursement of expenses is received from the main accounting office - Nassau for U.S. Staff and Toronto for Canadian based staff.

BTO Managers are responsible for ensuring that advances are repaid and are not allowed to remain outstanding for long periods of time.

Tickets for Travel

5.8 Where air travel is necessary, employees are expected to travel by the most economical route and by tourist class except where prior approval has been obtained or where an airline, as a special courtesy, upgrades an air ticket to first class at no cost to the Ministry.

For economy, however, all travel arrangements should be confirmed and round-trip tickets purchased to take advantage of Apex fares (*Advance Purchase Excursion*) where possible. *For travel in excess of seven (7) hours on any one flight, employees will qualify to travel Business Class.*

Use of Charters

5.9 Charters should be used only in exceptional circumstances where air travel cannot be obtained on scheduled carriers. All such requests must be submitted to the Permanent Secretary for approval and an ATW obtained from the *Travel Management/Accounts Department*.

Procedure - Bahamas

5.10 All tickets are purchased by the *Travel Management/Accounts Department* on the submission of approval for travel and details of reservations already made. At least three days *or more* advance notice must be given *in order to secure Apex fares*.

For rebated travel on the National Carrier, Bahamasair, the airline requires that air travel requests should reach them at least ten days in advance of travel date. This requirement is necessary because of the large volume of tickets which the Rebate Section must process on a daily basis.

The unused portion of all tickets including those secured by air travel card should be returned to the *Travel Management/Accounts Department*.

All requests for tickets should be handled through the *Travel Management/Accounts Department*.

Business Travel Expenses

5.11 The Ministry of Tourism will reimburse employees for reasonable business expenses incurred while on assignments away from the normal work location. His/her immediate supervisor and the Permanent Secretary must approve all business travel, for staff at Headquarters, in advance.

When approved, the Ministry of Tourism will reimburse the actual cost of travel, meals, lodging and other expenses directly related to accomplishing business travel objectives. Employees are expected to limit expenses to reasonable amounts but not to exceed the dollar limit for per diem.

Expenses that generally will be reimbursed include the following:

- a) Fares for shuttle or airport bus service, where available, cost of public transportation for other ground travel.
- b) Taxi fares, only when there is no less expensive alternative.
- c) Mileage costs for use of personal cars, only when less expensive transportation is not available.
- e) Charges for telephone calls, fax, and similar services required for business purposes;
- f) Charges for laundry and valet services, only on trips of five or more days. (Personal entertainment and personal care items are not reimbursed).

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased or rented by Ministry of Tourism may not be used for personal use without prior approval. In addition, persons requiring the use of rental vehicles while in The Bahamas should first obtain permission from their Department Head/Human Resources *Department*.

When travel is completed, employees should submit completed travel expenses reports within *14* days. Receipts for all individual expenses should accompany reports. No further cash advances will be given for future travel if the accounting for two or more cash advances is outstanding. Disciplinary and control measures will be imposed for persons found guilty of not submitting timely expense reports.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

Employees traveling on Ministry business can be reimbursed for hotel, accommodations, three meals, transportation and incidental expenses. Rates are given at Appendix 5.5.

Hotels: It is recognized that hotel rates vary from country to country and also within the various states and cities. Employees should be accommodated at moderately priced hotels and, to reduce ground transportation costs, within close proximity to the center where the official business is to be carried out. Suites should not be provided as a matter of course but can be reserved for hospitality or

private meetings by the Minister, Permanent Secretary or Director-General. A general guideline on hotel rates is given in Appendix 5.5. The request for travel from the employee should include a confirmation of the expected rate of hotel accommodation; express approval should be obtained from the Permanent Secretary if the accommodation exceeds the rates quoted.

The rates quoted in Appendix 5.5 must be used as a guideline for meal expenses, but all employees must support their claims for actual expenses *in excess of the stated amounts* with receipts. Charges in excess of the guidelines should be fully explained *and can only be paid on the approval of the Permanent Secretary*.

The employee should be compensated for the return cost of travel from the airport to the hotel as well as official transportation costs within the country visited *and should not exceed twenty-five dollars per day. If amount exceeds twenty-five dollars, adequate support must be provided*. A ground transportation allowance may be granted in advance when the request is supported. (see Appendix 5.5) Personal expenses incurred during travel will not be reimbursed such as alcoholic beverages (except for official entertaining), cigarettes, beautician or barber costs, etc.

Accounting for Expenses

5.12 A daily itemization of expenses must be provided on the *Expense Report* form at Appendix 5.6.

Expense Report forms should be submitted through the head of department for approval within two weeks after return from travel and must be accompanied by a copy of the approval for travel.

A conscious effort must be made to obtain receipts for purchases and services appearing on the claim or expense form. If hotel charges are incurred, a hotel bill, whether paid or charged to the BTO, must be attached to the expense account. In addition, the used ticket stub must accompany the report.

Fees for Travel Document

5.13 For staff traveling abroad on business, fees for visas including photographs as well as vaccinations or other medical costs to safeguard health, or in compliance with travel regulations may be reclaimed. The Ministry will not make payment for passports.

Procedure - BTOs North America

5.14 Tickets for North American staff are to be secured through the Area Manager holding an air travel card. BTO Managers can approve routine travel while making sales calls or attendance to a promotion or business meeting. Other travel which requires the purchase of a ticket or tickets for home leave and vacation orientation should be approved in advance of purchasing ticket by the Human Resources *Department* in Nassau.

Tickets, which are purchased but not used due to cancellation of a trip or promotion, should be returned to the airline or travel agency for a refund within a week after obtaining it. Copy of the credit slip should be sent to the Accounts Department with a brief explanation.

The remaining portion of all used tickets should be attached to expense reports covering the travel period and should be submitted to the accounts office.

The BTO Managers is required to sign the charge slip for each ticket secured and will be held responsible for all purchases on these cards.

Billings to BTOs On Behalf of Bahamas Based Staff

5.15 Where an arrangement exists with the hotel for bills to be sent to the BTO office in that city for forwarding to the head office for payment, the employee can utilize this service provided:

- a) the BTO Manager has ascertained that prior approval of the Financial Controller was obtained;
- b) the employee has not been issued an advance to cover expenses which are charged to the BTO:
- c) personal expenses are not charged.

Credit Cards

5.16 Managers of Bahamas Tourist Offices in North America and senior management at headquarters are supplied with air travel cards to facilitate the purchase of tickets *of emergency travel requests* for business travel of staff in their offices.

When charges are made on the air travel cards, the receipt should immediately be mailed to the Financial *Controller in Nassau*, with explanation or approval, to enable central billings to be verified.

Staff may use their personal credit cards in settlement of accounts, but no contribution to any additional expenses incurred as a result is payable. Expenses submitted as a result of credit card use must be fully documented. No payment will be made direct to credit card companies.

Marketing Staff and Managers of BTO's as well as Senior Managers at Headquarters (who must travel extensively) are also issued a Hertz Card to facilitate car rentals when traveling on behalf of the Ministry of Tourism.

Staff being relocated from one BTO to another requiring the use of a rental car for any period beyond the initial 14 days, must obtain prior approval from the Human Resources *Department*.

Cell Phones

5.17 As a general rule, the Ministry shall not own or otherwise provide wireless phones or services to its employees. The exceptions to this rule are cell phones owned for short-term events, emergency or disaster recovery purposes, or for senior management whose work duties require frequent road and overseas travel. Each application for a cell phone or reimbursement of cell phone charges must receive the endorsement of the Department Head and then submitted to the Director, Human Resources Department for consideration, who then obtains formal approval from the Permanent Secretary.

The monthly wireless phone allowance shall not exceed \$250.00 for the Permanent Secretary, Undersecretary, Director-General and Deputy Director Generals; \$200.00 for Directors; and \$150.00 for General Managers and below, and the processing of same should be directed to the Human Resources Department for final processing by the Accounts Department.

Department Heads and/or employees are responsible for notifying the Human Resources Department if the employee is no longer required to use a wireless phone for the job or should the employee ceases employment with the organization.

There shall be no personal use of the Ministry's cell phone except in response to family emergencies or unforeseen work schedule changes, and even under these circumstances, only when it is impossible or unreasonable to use a Ministry of Tourism landline telephone, public pay phone or personal phone.

REIMBURSEMENT PLAN: BUSINESS USE OF PERSONAL CELL PHONES

The Ministry will provide for reimbursement charges up to \$150.00 per month, for toll use only, for employees who are required to use his/her personal wireless phone for work purposes, subject to the following conditions:

- a) The Department Head must first authorize the employee to use his/her personal wireless phone for business purposes;*
- b) The employee is responsible for turning in the billing Invoice for the period in question along with a receipt Showing where payment has already been made;*
- c) The wireless phone should be in the name of the employee seeking reimbursement, otherwise the Ministry reserves the right to decline reimbursement payments; and*
- d) Requests for payment should be made within 15 days following the end of the period for which the charges were incurred.*

Mileage Allowance

5.18 Officers who are required to use their private cars in the performance of their duties on a regular basis will be eligible for a commuted travel allowance at the rates shown at Appendix 5.7.

Casual mileage at the rate shown at Appendix 5.7 may be paid to any employee who does a small mileage not qualifying for a commuted allowance. In the case of Nassau, mileage incurred during the month should be accumulated and one claim submitted at the end of the month.

Employees who travel on official business and who do not receive a flat commuted allowance, should keep a daily record of their journeys on duty.

Mileage claims submitted to Heads of departments should show the dates, places visited, reasons for visit and actual mileage, (see sample log - Appendix 5.8). Standard distances between Ministry's head office in Nassau to buildings and hotels frequented by Tourism officials are shown at Appendix 5.8a.

Those employees whose travel justifies payment of a fixed allowance to cover the cost of their traveling whilst exercising their duties will be eligible to receive a mileage allowance *as set out in appendix 5.7*. No allowance shall be paid for journeys between an officer's home and his/her office during working hours. Exceptions will be made for messengers and Reception Services Assistants *who are entitled to receive an allowance of One Hundred and Fifty Five dollars (\$155.00) per month*.

Officers not in receipt of regular transport allowances, who need to hire motor transport for a journey on official business, may claim refund of the charge for hire, *once prior approval is given by the Permanent Secretary*. In addition to the policies stipulated, please note modification to include the following:

If staff are required to work projects offsite during office hours, no mileage will be paid as projects will be regarded as a regular work day. Also no mileage will be paid outside of working hours when an officer is paid at a rate of \$50 per day (e.g. Junkanoo in June)

As an alternative to the above arrangement an officer may, with the approval of *Human Resources*, be granted the use of a Ministry vehicle for official transit.

Car Hire

5.19 Car hire should be considered when it offers the most effective and economical way of carrying out an assignment. The need for economy in terms of rental costs and gasoline usage must be borne in mind. The reasons, which necessitate such hiring, are restricted; they can be hired only with the prior approval of the Permanent Secretary.

Ministry of Tourism Vehicles

5.20 The Ministry of Tourism's vehicles may be available for staff use for official duties when they are not required for other purposes. All drivers must have a current Driver's License and they must obtain permission to use the cars from the *Human Resources Department*. *These vehicles carry third party coverage only; hence officers are liable for damages to the Ministry's vehicles per public service regulations*.

Parking Fees

5.21 Normal parking fees are allowed for airport, car parks and city parking when use is necessitated for Ministry of Tourism or BTO business.

If parking is not provided free of charge at the specific office where the employee is stationed, parking fees will be paid only on behalf of the employees at management level and sales personnel, on presentation of receipt. *The Ministry will not be responsible for illegal parking fines and/or towing fees.*

Uniforms

5.22 Official uniforms are purchased by the Ministry on behalf of:

- a) Reception Services staff who meet visitors on a daily basis.
- b) Sales staff of Bahamas Tourist Offices.
- c) Staff who act as hosts/hostesses for public relations or promotional functions on a regular basis.
- d) Executive staff who represent the Ministry from time to time at official functions.

Secretaries in the BTOs and at Headquarters who are often required to assist with promotional functions can be issued only the uniform blouse/skirt.

Uniforms in the form of a coverall can also be purchased for printing, stock, janitorial or custodial staff or other categories of workers whose jobs require protective clothing.

In most cases, uniforms can be ordered through the Human Resources *Department*. Under special circumstances, an employee may be granted permission to purchase a part of the uniform (such as shoes or skirt) from his/her own funds and to claim. If this is done, reimbursement will be limited to the amounts shown in Appendix 5.9.

All employees may claim reimbursement for cleaning charges in respect of the promotional uniform jacket.

Ordering of Flowers

5.23 Ministry of Tourism funds cannot be used for purchase of bouquets or wreaths for staff or for business associates. *The Social Development Committee will recognize staff for special occasions through the purchase of such arrangements.*

Flowers may be charged to the Ministry for special tourism promotions, which should be clearly explained when the bill is presented for payment.

Salary Advances

5.24 An employee may, subject to the approval of the Permanent Secretary, receive an advance equal to one month's salary repayable by deduction from salary over a six-month period. Such advances will be given for urgent personal reasons, such as medical expenses for the employee or a close relative, or burial cost for immediate family or such other emergency where the employee could not reasonably have been expected to make prior provision for the expenditure. Each request for an advance should be supported by specified documentation from a registered physician, or from some other institution providing the service.

Advances of salary cannot be considered while previous advances are not repaid. Normally, advances will be granted only once during every 12 month period *and will not be given for standard recurring expenses like tuition or insurances.*

Loans

5.25 A loan may be granted to a Bahamian employee to purchase an automobile. Priority will be given to persons who are required to use their automobile for the performance of their duties, e.g. sales staff. A loan may also be granted for urgent medical expenses.

Conditions related to granting of loans are as follows:

- a) The amount of the loan should not exceed \$8,800 in accordance with the schedule given at Appendix 5.10. Loans for other purposes, such as urgent medical expenses, should not exceed two (2) months salary. Each request must be supported by specific documentation. The Permanent Secretary will exercise the prerogative in determining the amounts of such loans which might be granted to an individual applicant. The loan cheque will be made payable directly to the attending physician or hospital.
- b) The rate of interest will be 8% per annum;
- c) The loan must be repaid over a period of three years, or less by way of monthly deductions from salary;
- d) An officer who has been granted a car loan must insure the vehicle in no less than 3rd Party Fire & Theft or in an amount at least equal to the amount of the loan balance, as from the date of purchase and until the loan is repaid. The insurance policy must be endorsed to the Ministry of Tourism. In the case of loans to BTO personnel, the Ministry of Tourism must be named as lien holder.
- e) The employee must enter into a loan agreement with the Permanent Secretary for repayment of the loan.
- f) A loan will not be approved if there is an outstanding balance on a previous loan.

All requests for loans must be made in writing to the Permanent Secretary through the Human Resources Department.

Overtime

5.26 All departments should endeavor to minimize the need for overtime by adequately planning. Overtime requests must *have prior approval by the Director of Human Resources*.

Except in cases where prior approval for overtime payment has been obtained from *Human Resources/Permanent Secretary*, employees should be granted time off in lieu of overtime pay. Such leave may not be added to vacation nor may it be accumulated. Time off in lieu of overtime should be taken as early as possible.

Overtime payments may be made only to employees below the level of Manager (below scale 5). Exceptions are given only to those departments where an officer's regular duties require them to work regular overtime hours (i.e. Industry Training and Public Relations).

Overtime compensation will be made only in respect of hours worked in excess of 40 hours in any week. The standard workday shall be *Eight (8)* hours. Overtime payment or compensatory time off will be at the following rates:

- a) Double time for hours worked on Sundays, Public Holidays and on any night between 10:00 p.m. and 6:00 a.m.
- b) Time and a half for hours worked on Saturdays and ordinary work days outside the normal working hours, from 5:30 p.m., (except between 10:00 p.m. and 6:00 a.m.)

For staff involved with projects outside of normal working hours, e.g. Bahamast lectures and promotional functions, the section heads should roster or stagger the hours of the staff. Where this is not possible, due to pressure of work, the employees should be given time off at a later date.

Honoraria Payments:

5.27 Based on the nature of the work in the Ministry of Tourism that require employees being called upon from time to time to work specific projects, please be guided by the following policies as it relates to payment of honoraria:

- a) a flat rate of \$50 per day to be paid in lieu of time off (with a ceiling of \$250 per person)
- b) only individuals below the level of General Manager will be eligible
- c) consideration will be given to MOT staff working calendar events (e.g. conferences, festivals like Junkanoo in June)
- d) while consideration will be given, the PS in conjunction with the Finance Committee, will determine the final decision
- e) the amount proposed is to be budgeted for in the event planning stage and full approval is obtained by the PS, et al
- f) the need to stay within the budget, as going over the budget could result in the elimination of payment for honoraria

- g) honoraria will be paid to staff only where the event results in the accumulation of overtime hours as part of the execution of the event (in particular, events held on the weekends) and not in cases where the event takes place during office hours or where the only overtime event is a dinner or reception
- h) a proper log and monitoring of hours worked by staff must be kept by the chairperson of the event and submitted for review before honorarium payments are made.

Meritorious Award:

5.28 Employees qualifying for this award should:

- Consistently achieve results that go beyond those assigned
- Make optimal use of available resources.
- Use own initiative in the development and implementation of challenging work goals.
- Work with practically no direction.
- Work with extra projects and tasks without defaulting other responsibilities.
- Assist other departments in achieving their goals.

Duty/Responsibility Allowance

Payment of duty allowance is given in respect of the Managers scope of travel required (particularly in the BTOs and Family Islands) to effectively manage their staff in various locations and to ensure that they are able to regularly make calls on all territories/settlements that fall within their responsibility. Consideration can be given by the Permanent Secretary to consider the grant of a duty allowance to headquarter’s senior management whose job responsibility is similar in nature.

5.29B Payment to Managers and staff (Family Islands) as compensation for the numerous hours which they are required to work, outside of the normal office hours is:

Managers	\$1,000.00 p.a.
Staff	\$ 750.00 p.a.

This payment is given in lieu of receiving time off in lieu.

Allowances for Study Courses

5.30 All employees are encouraged to improve their educational and professional standards. The Ministry is prepared to initiate or facilitate training if the program is of value to the organization. **All training must have prior approval before commencement and should be submitted to the Human Resources Department, u.f.s. immediate Supervisor.**

Programs of study for which payments or reimbursement may be made on behalf of employees fall into four categories:

- a) In-Service Awards (salary only)
- b) Seminars and other short courses
- c) Day Release Courses
- d) Evening Classes

Before an officer is released for courses offered during working hours, e.g. day release, seminars or full-time awards, the following conditions must be met:

- a) there must be a foreseeable need for an officer with the type of training proposed
- b) it must be convenient to spare the officer
- c) the employee selected must possess the potential for successfully completing the course.

When an employee undertakes a course of study that may be in his/her own interest and for which the Ministry is not prepared to give financial support, he/she may be granted leave without pay. When such leave of absence is approved, there would be no break in service. Leave of absence is given for a period of one year, but may be extended in special circumstances.

Specific requirements and allowances for the different types of awards are given below:

In-Service Awards

5.31 When an officer is required to undertake a course of training in the interest of the Ministry, he/she will be granted study leave on full salary and this will not be counted against his/her vacation.

To qualify for an In-Service Award:

- a) The employee must be Bahamian and normally have served at least three years with the Ministry; The Minister of Tourism reserves the right to waive this requirement in special circumstances;
- b) The length of the award will be for the duration of the program of study (Bachelors Degree or an approved course as stipulated by the Ministry)
- c) The employee must maintain at least a “C” grade point average or the award will be cancelled. A transcript must be submitted to *Human Resources* at the end of each Semester.
- d) The Ministry must be satisfied that the course of study is **not** available through part-time attendance at a local institution.
- e) If a course must be withdrawn or repeated, the cost must be borne by the officer.

An In-Service award to study locally at Bachelors Degree level will only be granted in the following instances:

- i) if there is serious course scheduling conflicts
- ii) in order to facilitate Family Island employees to pursue higher education

Requests must be submitted to *the Human Resources Department* for review prior to commencing studies.

After approval has been given for the in-service award, the employee must enter into a bond agreement, with sureties in such sum as may be specified, to return to The Bahamas on completion of the course and to serve the Ministry for a period of not less than one year.

The Ministry will make the following payments on behalf of an employee selected for an in-service award:

- a) Salary only with tuition reimbursement for courses successfully completed.
- b) Cost of airline transportation to the destination where the course is offered and on return. For courses lasting 9 months to a year an additional return ticket will be provided to enable the employee to visit his/her family.

- c) Application must be made by the officer to the Ministry for permission to extend a program of study beyond the period initially approved.

Day Release

5.32 Employees may be released from duty for up to four hours per week to attend classes for a course which is directly relevant to their duties.

Seminars or Educational Visits

5.33 An employee may be nominated to participate in a special seminar or educational visit considered of value by the Ministry. All the costs are absorbed by the Ministry and, in the case of overseas travel, appropriate living expenses can also be claimed.

Employees released for such purposes are required to submit either written or verbal report on the value of the seminar or visit.

In the case of seminars/workshops, where the employee initiates the training, *he/she* would be considered for 50% reimbursement.

Part-Time Study

5.34 Employees are encouraged to take advantage of the opportunities for higher learning by enrollment in local colleges/universities. Provided the program of study is relevant to the work of the Ministry of Tourism, Bahamian employees may receive partial reimbursement.

The procedure to be followed is as follows:

- a) At least one month before an employee undertakes part-time studies, for which reimbursement will be requested, *he/she* should submit the particulars of the program including:
 - i) tuition costs
 - ii) type of program (Diploma, Associates, Bachelors, etc.)
 - iii) the expected commencement and completion dates
 - iv) a listing of courses to be taken (required courses and electives).

Human Resources will review the particulars and, if recommended, will request approval of the Permanent Secretary. Once this blanket approval has been obtained, the employee may be reimbursed without delay on completion of each of the previously approved courses, provided he/she submits to Human Resources an official transcript, showing grades received for the courses as well as an official receipt for payment of fees.

Approval for tuition reimbursement is contingent on the employee agreeing to remain in the employ of the Ministry of Tourism and to be bonded for a sum equal to the amount expended on him/her. The form at Appendix 5.11 should be used for all requests for tuition reimbursement.

For employees at Head Office, the following is a list of Colleges/Schools that have received accreditation and are recognized by the Government:

Bahamas Hotel Training College
College of The Bahamas
University of the West Indies
Bahamas Technical & Vocational Institute
Bahamas Baptist Community College
Nova Southeastern University
Sojourner Douglas College
Success Training College
University of Miami

or one of the Ministry of Education Schools (for BJC's or BGCSE), should be used wherever possible. Human Resources will consider requests for reimbursement for courses taken at other private institutions, but must be satisfied that the institution is reputable in their specified field of course offering.

The tuition reimbursement rates are as follows:

- a) Courses taken at COB, BTVI, UWI, at Associate Degree level (credit courses only)

<u>Grade Received for Course</u>	<u>Reimbursement Rate</u>
A	100%
B	75%
C	50%

- b) Courses at Bachelors Level all institutions
Associate Degree Level private institutions

<u>Grade Received for Course</u>	<u>Reimbursement Rate</u>
A	75%
B	50%
C	33 1/3%

- c) Courses Masters Programme or above

<u>Grade Received for Course</u>	<u>Reimbursement Rate</u>
A	75%
B	50%
C	0%

Since non-Bahamians are recruited on the basis of possession of the education qualifications, experience and industry training required for the posts to which they are assigned, they will not be provided with financial assistance for self-improvement courses.

However, for industry related training directly relevant to the Ministry's work and which would enhance the employee's ability to sell The Bahamas effectively, 50% reimbursement can be offered. Each request for such training should be submitted to Human Resources.

CPA Review

5.35 In the case of employees who wish to pursue CPA examinations, each employee will be granted one opportunity to review and sit the examinations. The employee may sit all four parts at once, or may sit two at a time. The employee will be granted:

- a) up to two months paid leave
- b) a fixed amount of per diem
- c) a fixed amount for housing allowance

The employee must sign a bond agreement, agreeing to remain in the Ministry's employ for a period not less than six months, after his/her return from sitting the examination.

The length of bonding will correlate with the amount of time off required by the employee and the amount expended by the Ministry of Tourism on behalf of the employee.

Should an employee pass his/her CPA examinations, that employee must remain in the Ministry's employ for not less than one year, in order for the Ministry of Tourism to benefit from his expertise.

Postings and Transfers

5.36 From time to time, employees may be transferred from head office to *offices within The Bahamas or Bahamas Tourist Offices* and from one BTO office to another, *with reasonable notice given by both parties and with subsequent discussions relating to the new posting.*

The decision on relocation will be based on the skills necessary in the particular location as well as the experience and exposure, which will be afforded the employee enabling him/her to advance within the organization.

Employees who are relocated are given assistance in the re-establishment and adjustment to the new environment. *Staff posted within The Bahamas would be entitled to 3 unrecorded days for resettlement and 5 days for staff postings overseas.*

Initial Posting From The Bahamas

5.37 Employees posted from The Bahamas to an overseas office are entitled to allowances outlined in Appendix 5.13, which are explained below:

- a) One-way transportation for the employee, his/her spouse and children.
- b) Payment of excess baggage costs for personal belongings up to \$300 for the employee transferred to the USA or Canada; an additional \$150 as allowance for an employee whose family accompanies him/her up to three (including spouse). In view of the higher baggage costs for Europe, the employee transferred to one of the Bahamas Tourist offices in Europe can claim excess baggage charges up to 60 pounds.

- c) Per Diem allowances for the employee (not spouse or dependents) to cover accommodations in a hotel along with meals, transportation and incidental expenses for up to fourteen days. The period of stay in a hotel can be extended with the approval of the Permanent Secretary up to a maximum of one week), after the employee has provided a full explanation of the reason for the extension.
- d) A resettlement grant of 10% of salary to cover initial costs of relocation, such as brokers fees, furniture and fittings for apartments *and* penalty charges for breaking long-term agreements, etc. This is a one-time lump-sum payment that is awarded at the time of the initial posting and 5% of salary on subsequent transfers for which no accounting is required.
- e) Housing allowance to assist with rent obligations and to enable the employee to secure suitable accommodations. The allowances vary depending on housing costs in the various cities as well as the *position and scale* of the employee. *Where the rate of housing allowance exceed the actual rent amount paid by the employee, the Ministry will pay up to 100% of the rent payment as no employee should derive financial gain from the housing subsistence.*

Persons eligible to receive housing allowances are as follows:

1. Bahamians posted from Headquarters to an overseas position
2. Bahamians posted from one geographical location to another
3. Bahamians who are hired overseas in a full time capacity while studying abroad.

Persons that are not considered eligible to receive housing allowance are as follows:

1. Persons who are hired locally (i.e. in the country where they are considered resident) with the exception of (3) above.
2. Persons who approach the Ministry for posting overseas for personal reasons e.g. spousal, medical, etc.
3. A spouse of someone who is already receiving housing allowance from The Government where officers are living in the same city.

All recipients of housing allowances are considered “mobile” i.e. available for transfer to other geographical areas at the discretion of the Ministry. Persons receiving housing allowances, who upon being approached by the Ministry declare themselves unavailable for transfer for any reason, will be regarded as “immobile” hence the allowance will be withdrawn and the officer given the option to return home. The allowance will not be paid in respect of a period that an employee is housed in temporary accommodations at the Ministry’s expense.

f) *Clothing: An initial allowance is given at the time of appointment and every three (3) years, as long as the employee is posted overseas for the purchase of warm clothing, as well as appropriate business attire for sales personnel, to reflect the image projected by The Bahamas abroad. It will be noted from Appendix 5.13 that the grant is higher for employees posted to Canada, Europe and cities in the U.S. that have severe winter climate. Based on the nature of a senior management position in The Bahamas which necessitate the need for extensive travel, the Permanent Secretary may authorize the payment of a clothing grant.*

g) However, the above (a-f) does not apply to persons below Scale 4A.

Also, persons requesting relocation, for personal reasons, can be posted abroad at their own expense. The Ministry reserves the right to review its housing policy with a view to withdrawing such an allowance from an officer, or adjusting same, should the officer’s mobility, his/her family configuration changes, or family status dictate that they are unable to be considered for any future transfers that may be necessary to the Ministry.

In respect of employees taking up sales positions requiring the use of a car for business purposes, approval may be given for shipment of the employee’s personal vehicle to the new location.

A condition associated with allowances is that recipients are considered “mobile” staff that should be prepared to accept transfers from one office to another. These allowances should not be considered a part of the employee’s salary and discontinued upon return to The Bahamas.

Inter-Office Transfers

5.38 All administrative arrangements relating to relocation of employees are coordinated through Human Resources at headquarters.

When the Ministry transfers an employee from one Bahamas Tourist Office to another, the following charges will be authorized:

- a) Basic transportation costs for personal and household effects based on weight limits;
- b) Supplementary transportation costs for insurance services such as packing and storage, and special tariffs levied by the moving company;
- c) One way transportation for the employee, the spouse and children;
- d) A resettlement grant as explained in paragraph 5.37 (d). Expenses for an advance trip to the new location for the employee/spouse to initiate search for an apartment may also be granted;
- e) Hotel expenses and normal per *diem* for a 14-day stay in a hotel or other temporary lodging while the employee is searching for an apartment. If suitable accommodation has not been secured within that period, a request should be made to the Permanent Secretary for an extension. Please note that extensions are only approved up to a maximum of one week.

The normal housing allowance would not be paid in respect of any period that the employee is housed in temporary accommodations at the Ministry's expense.

The transportation charges are explained at Appendix 5.12a.

Allowable Weight on Household/Personal Goods

5.39 Since the major shipping costs of household/personal effects are determined by the weight of the shipment and the distance from the picking up point to the final destination, the following limits have been set on the weight of goods which an employee is authorized to ship at Ministry's expense:

- a) Transfers from Headquarters to BTO:
 - Single or married officer with or without children - 1,000 lbs
- b) Transfers from BTO to Headquarters,
 - i. Single employee or married officer without children - 5,000 lbs

- ii. Married officer with children - 8,000 lbs
- c) Transfers within The Bahamas - up to \$1000.00

Transportation of a Car

5.40 Employees are encouraged to drive their cars to the new location and to claim mileage and subsistence for food and lodging *along* the way. In the case of a sales person, who provides a valid reason for inability to drive his/her car to the new location, approval may be given for the shipment of the car by the most direct route.

Goods Authorized For Shipment

5.41 The Ministry should pay transportation costs only for the normal household and personal effects, such as furniture for living, dining, bedrooms, kitchen equipment and supplies, linen, television set and other basic appliances and furniture. Luxury and recreational items, such as gyms, swing set, boats, piano, etc. cannot be shipped at Ministry's expense.

Overtime/Additional Stops

5.42 The rates quoted by movers are based on one pick up at origin and one delivery at destination. Charges for extra stops for delivery for partial loads should not be paid nor should overtime charges for loading or unloading *be* reimbursable.

Insurance

5.43 Basic charges will be paid for insuring of goods while in transit. The valuation rate on which premiums are based will be determined by using guidelines given in Appendix 5.12. Employees wishing to place a higher valuation on their goods would be required to pay the additional insurance charges.

Services

5.44 The Ministry will pay the charges for packing of the employee's goods in special containers designed to protect the items. Unpacking charges will be limited to minimal costs for uncrating.

Storage

5.45 Storage charges levied by the movers can be paid during the period the employee is housed in temporary accommodations authorized by the Ministry *and not to exceed 30 days*.

Special Tariffs

5.46 Special tariffs are normally levied by the movers, such as fuel surcharges, seasonal rate adjustments, depending on whether the shipment is made during the high or low season and supplementary labour charges in cities with high cost of labour. Other charges for warehouse handling and transporting heavy goods up/down stairs are authorized.

Repatriation

5.47 An officer who is posted overseas is expected to serve within the BTO network for at least three years. However, the Ministry reserves the right to recall an officer to headquarters at any time if there is a need for his/her services. Once approval has been given for an employee to return home after a posting abroad, he/she would receive the allowances outlined in appendix 5.12. *Should an officer request repatriation to headquarters prior to the three years period, all related costs associated with the repatriation will be borne by the employee.*

An officer, who at the time of retirement is still residing overseas and who was transferred overseas by the Ministry, will have his/her repatriation costs borne by the Ministry only up to six months after the last day of engagement with the Ministry. The allowances outlined in appendix 5.12 will apply.

CHAPTER 6 CONDUCT AND WORK ETHICS

Planning

6.1 Planning is a fundamental function which should be carried out at all levels of management to ensure that the organization focuses on its objectives and makes the most effective use of its resources.

Each section head is expected to prepare short and long term plans and goals which are consistent with the overall goals of the organization.

Managers of Bahamas Tourist Offices and General Managers are expected to submit preliminary plans with budgets by March of each year to enable the Permanent Secretary to prepare a budget for presentation to the Ministry of Finance by *April*. After the approved budgets have been conveyed to Ministry of Tourism in July, the action plan of each office or department is then prepared for approval.

These plans must be constantly reviewed in the light of changing environmental conditions.

Meetings

6.2 Communication networks and information systems must be designed so that relevant information, objectives, decisions, problems and conditions systematically flow throughout the organization resulting in coordination of effort and increased efficiency. Regular meetings represent an important communication vehicle.

Communication within each department must be continuous with regular meetings scheduled on a weekly, fortnightly or monthly basis, depending on specific requirements. Meetings of middle and senior managers should take place at monthly or quarterly intervals.

Leadership /Supervision

6.3 All managers are expected to exercise leadership skills by guiding and controlling their staff and by creating a climate that facilitates positive attitudes and job satisfaction.

This can be accomplished if:

- a) subordinates are provided with explicit job descriptions and they are aware of what is expected of them;
- b) the staff is given the necessary guidance and support;
- c) the performance of subordinates is monitored consistently and not only for the formal evaluation reports;
- d) the recommendations on training needs, proposed promotions, salary increases or disciplinary actions are promptly communicated and actioned
- e) effective communication within departments is maintained.

Hours of Work and Attendance

6.4 The normal hours of arrival and departure *in The Bahamas as well as the Bahamas Tourist Offices abroad* are 9:00 a.m. to 5:00 p.m. These may be varied to meet departmental requirements.

Regular and punctual attendance is required of every officer. Absence and tardiness place extra burdens on fellow workers in the department.

The normal lunch period is one hour, normally to be taken between noon and 3:00 p.m. The head of each department should ensure that lunch hours are staggered so that each department is manned at all times.

Supervisors and section heads are required to monitor the punctuality and attendance of their staff and to make prompt reports to Administration. Persistent incidents of late arrivals, early departures, irregular attendance and extended luncheon breaks, will render the offending officers liable to disciplinary action.

Behaviour/Appearance

6.5 All employees are expected to conduct themselves in a professional manner. Idle chatter and private conversations should be avoided in order to maximize productivity. Each employee should have a *neat* appearance - appropriate to his/*her* particular job. The employee is also responsible for tidiness in his/*her* work area.

Dress Code

Employees are expected to conform to a professional dress code and proper attire should be worn at all times.

Uniform shirts (yellow Cubavera) have been provided for front line staff and other employees. Shirts are to be worn with black only. Navy blue attire should not, at any time, be used as a substitute. Khaki pants can be worn with the golf shirt. There will be a charge to cover cost for the replacement of a shirt.

Employees are to be guided by the following dress code policy:

ACCEPTABLE

Females

hair must be neatly groomed at all times

neatly polished nails (optional)

conservative earrings for ears only

moderate neck jewelry

average length skirt/dress (no more than 3" above knee)

dress pants (with jacket to cover hips)

hosiery with dress/skirt

moderate-heeled pumps or shoes with either toe or heel open

sleeveless clothing with jacket

UNACCEPTABLE

- hair beads/hats (religious persuasions taken under consideration)

- peeling nail polish/excessively long nails

- oversized earrings that hang more than 1" below ear/other exposed body piercing (eg. nose, lip, tongue)

- oversized chains, medallions

- micro-mini/revealing/midriff baring/low cut/tightfitting clothing

- gaucho/capri/jeans/denim of any kind/leather

- no hosiery with skirt/dress

- sandals with both toe and heel open/slippers

- sleeveless clothing without jacket

Males

neatly groomed hair at all times	- plaits, designs in hair, hats
moderate jewelry	- earrings/no part of the body
dress trousers, khaki	- denim of any kind, jeans
polished shoes with socks	- no socks, sandals, tennis

Casual Friday

6.6 *Fridays are considered 'Casual Day' for casual dress. Denim, sleeveless clothing (without a jacket) and open-toe sandals are inappropriate dress for the workplace. Please be guided by the following:*

Casual Friday

ACCEPTABLE

short/long sleeve shirt/blouse

casual pants/trousers, khaki

uniform shirt (androsia, cubavera, polo)

loafers/mules/sandals with toe or heel open

UNACCEPTABLE

- sleeveless/low-cut showing cleavage

- denim/capri/gaucha/jeans

- midriff-baring

- tennis/slippers/sandals with toe & heel open

These guidelines apply for professional and official business occasions and should only be waived depending on the type of event that may dictate otherwise.

Failure by an employee to comply with the above dress code will result in him/her being sent home to change and return in a reasonable time. Should the employee fail to return to work, his/her salary will be adjusted for that day.

Drugs

6.7 Employees who show signs of being affected by drugs will be urged to seek medical attention. If he/she refuses to seek medical attention or to comply with medical advice given, he may be liable to disciplinary action.

Solicitation/Vendors

6.8 For security reasons, vendors should not be permitted on the premises. If peddlers are seen on the premises, staff should refrain from purchasing their wares and request them to leave. Employees may not sell merchandise or solicit during work time or in work areas as this practice interferes with normal execution of official duties.

Private Work

6.9 An employee's salary is fixed on the assumption that full time will be devoted to the organization and that a conflict of loyalties or interest will not arise. Hence, the employee is prohibited from engaging in outside employment except when written permission has been obtained.

Disclosure

6.10 Every employee is prohibited from disclosure to any person, except when it is in the interests of Government to do so, any article, note, document or information entrusted to him or which comes to his/her knowledge.

Gifts

6.11 Employees must never be open to charges of abusing their positions with the Ministry. Valuable gifts, whether in the form of money, goods or services, should not be accepted from any travel trade enterprise with which the employee may have direct or indirect dealings. This rule applies not only to the employee, but also the immediate family.

Gifts of ordinary value, say less than \$50 and of a non-commercial nature, may be accepted, particularly on special occasions such as Christmas, a wedding, retirement or a promotional function, (e.g. an inaugural flight or opening of a hotel, etc.)

It is expected that officials will use good judgment when gifts are offered to them on occasions such as those mentioned above. In cases of doubt, the matter should be reported to the Permanent Secretary for guidance on whether the acceptance of the gift would raise questions or leave the officer open to misinterpretation.

If a present which is not essentially the ordinary gift of a personal friend is offered or given to an officer or his/her family, it should be returned immediately to the donor with an explanation that the acceptance of such a present is not allowed.

Publications and Speeches

6.12 Staff involvement in outside activities must not conflict with the interests of The Bahamas Government.

Except in carrying out his/*her* official duties and with the permission of the Permanent Secretary or Director-General, an employee cannot:

- a) act as the editor of a newspaper, magazine or periodical or take part in its management;
- b) contribute to or publish anything which is connected with his/*her* official duties or may reasonably be regarded as of a political or administrative nature;
- c) speak or broadcast on any matter which may reasonably be regarded as of a political or administrative nature.

An officer may publish subjects of general interest in his/*her* capacity as a private individual.

If an employee is in doubt as to the implication of his/*her* actions on the Ministry of Tourism, he should seek the approval of the Permanent Secretary, the Director General or the head of his/*her* department.

Political Activities

6.13 The impartiality of each employee's performance of his/*her* duty must be beyond suspicion. He/*she* should not normally take any active part in political activities which include:

- a) adoption as a candidate for election to the House of Assembly;
- b) holding office in a political organization;
- c) speaking in public on matters of national political controversy or expressing views on such matters in letters, articles, etc.;
- d) canvassing or distributing pamphlets, etc., on behalf of a candidate or political party.

Certain employees who are not in senior or influential positions may be granted permission to engage in political activities subject to conditions which may be imposed. Those who may be given such permission, may not, of course, engage in such activities during office hours, or on government premises or in official uniform.

No officer is deprived of his/*her* right to membership in a political party.

The Public

6.14 All of the staff have a duty to serve the public, either directly or indirectly, and should endeavor at all times to be courteous and helpful. If the employee receiving an enquiry is unable to help, he/*she* should try to find someone who can, rather than give a negative reply. Staff is discouraged from congregating in public areas such as the reception desk since this detracts from the impression conveyed to visitors.

Correspondence

6.15 Correspondence should, as a rule, be channeled through the immediate supervisor. Copies can be sent to the next higher ranking superior should no response be received within a reasonable time.

Members of staff, other than the Permanent Secretary, Director-General or Deputy Director General are prohibited from addressing letters to the Minister or copying letters to him, except in cases where the Minister himself has requested this direct contact on a specific subject. This practice of direct communication is not only improper, but serves no useful purpose, as the matter will be referred to the head of the department or the appropriate official to be actioned.

Matters classified as Confidential should pass between officers in sealed envelopes properly marked.

Official stationery, must, on no account, be used for private correspondence or for any purpose not directly connected with the work of the Ministry.

Telephone and Fax Usage

6.16 All staff is expected to exercise economy and discretion in telephone use.

Personal telephone calls should be kept at a minimum so that the interference of personal business does not reduce the efficiency of the organization. Personal overseas calls should not be made, except in emergencies, when prior approval should be obtained from the head of the department who will arrange for particulars of the call to be recorded so that the employee can reimburse the Ministry on receipt of the billing. Collect calls should only be accepted when it has been ascertained that the subject is business related.

Staff with private lines is held responsible for all calls made on those telephones.

The fax machine can play an important role in all communications where a short, urgent message is to be conveyed and where a written record is needed. The fax should be utilized in preference to long distance calls wherever possible.

Economy

6.17 Staff is expected to exercise economy in the use of stationery and office supplies. To reduce utility costs and prevent damage to equipment, typewriters, air-conditioners, lights, Xerox machines, *computers* and other equipment should be secured and switched off and, where possible, disconnected from the electrical socket at the end of the day or when the equipment is not in use for extended periods.

Personal Information

6.18 Each employee should ensure that his/*her* Supervisor and the Human Resources Department are advised of any changes in his/*her* personal status. Correct information is necessary not only for insurance schemes, but also for emergency purposes. The following items should always be kept current:

- a) name
- b) address and telephone number
- c) marital status
- d) beneficiary of insurance plans
- e) person to notify in an emergency

Office Security

6.19 On leaving the desk or office, an employee must ensure that important or confidential documents as well as valuable equipment are not left lying around so that unauthorized individuals can have access to them.

Jury Duty

6:20 When employees are required by law to serve as Jurors, those who actually serve shall be excused from work for those days on which they actually serve and shall be paid their regular salary for those days at their regular rate of pay.

In cases where an employee reports for Jury Duty and is not selected or empanelled, or selected or empanelled but later excused for the remainder of the day, such an employee is required to return to work.

Should an employee appear to be taking advantage of this privilege at the employer's expense, that employee shall not be paid for any day(s) not worked.

Appointments Government Boards/Committees

6.21 Employees who are appointed members of Government Boards and/or Committees, may request time off from work with pay to attend meetings. Such request will be subject to prior approval of management on each occasion.

LISTING OF APPENDICES

Chapter Three

Appendix 3.1 - Leave Form

Chapter Five

Appendix 5.1 - Commitment Procedure

Appendix 5.2 - Commitment Form

Appendix 5.3 - Imprest/Petty Cash Accounts in BTO Offices
Disbursement Procedure

Appendix 5.4 - Confirmation of Accommodation/Function Form

Appendix 5.5 - Guidelines on Subsistence Allowances

Appendix 5.6 - Expense Report Form

Appendix 5.7 - Mileage Allowances

Appendix 5.8 - Mileage Claim Form

Appendix 5.8a - Standard Distances from Ministry of Tourism

Appendix 5.9 - Limits on Reimbursement for Uniforms

Appendix 5.10 - Limits on Car Loans

VACATION LEAVE			
SICK (SINGLE DAY)			
SICK (DR'S CERTIFICATE)			
COMPASSIONATE LEAVE			
MATERNITY LEAVE			
DAYS-IN-LIEU			

SIGNED: _____ DATE: _____

APPROVED: _____ DATE: _____

Appendix 5.1

COMMITMENT PROCEDURE

It is of the utmost importance that this Ministry keeps within its budgetary confines, which should not be exceeded without the proper approval of Cabinet or the Ministry of Finance. To assist in achieving this end, a 'commitment' system was introduced in January 1977.

Commitments should not be made without the proper prior approval, as per 5.4. The procedure for the preparation of commitment *forms* is as follows:

1. When a commitment is made, the officer concerned must ensure that a commitment form is completed in Quadruplicate.
2. The form must be signed by the Department Head then sent to the Director-General for approval. When approved by the Director-General the form is then sent to the Permanent Secretary for approval.
3. When approved by the Permanent Secretary the form is distributed *to* the Permanent Secretary's office as follows:
 - a. original and a copy to originating Department
 - b. copy to Accounts, to be entered into the account as a commitment
 - c. copy retained by Permanent Secretary's office
4. When invoices are received, the appropriate duplicate commitment form should be attached and forwarded to the Financial Controller for payment. Any deviations from the original commitment should be

- retained by the Department concerned, on which particulars of the payment invoice should be noted for future reference.
5. If for some reason a commitment is cancelled, one of the two copies held by the Department should be returned to the Financial Controller with a request that it be cancelled. A brief explanation should be given.
 6. When payments are made in installments, a separate commitment form must be prepared for each installment.

Appendix 5.3

IMPREST/PETTY CASH ACCOUNTS IN BTO OFFICES **DISBURSEMENT PROCEDURE**

Each Manager who has been given a fund is directly responsible for it.

This responsibility includes the following:

- 1) Approval of all disbursements from the fund.
- 2) Segregation of the funds from personal funds.
- 3) Providing a secure location for the fund.
- 4) Maintaining a cash book

Employee requesting reimbursement of expenditure/advanced

- 1) Prepare a petty cash voucher in ink or typewritten.
 - a) Attach supporting receipts and provide itemization, as required, for expenditures made.
 - b) Give explanation on voucher for cash advance.

Manager

1. Review petty cash voucher for reasonableness.
2. Approve all authorized disbursements by signing the voucher(s)
3. After preparation review the petty cash vouchers for appropriateness.
Check that the total of the vouchers agree with the amount requested for

- reimbursement. Review expense distribution. Sign petty cash report requesting reimbursement for transmittal to the Accounts Department.
4. Follow up any advance(s) not cleared by the next expense report date.
 5. At least twice a year, count the petty cash and verify the approved amount

The Manager may, at his/her discretion, assign the custody of the fund to his/her secretary or another member of the staff but this assignment of duty does not relieve the Manager of accountability for the fund.

Duties of a petty cash custodian are as follows:

1. Receives approved petty cash vouchers and disburses the approved amount:
 - a) Obtain employee signature for amounts received from custodian.
 - b) Enter expense coding on the voucher.
2. Keeps all petty cash vouchers together with the remaining petty cash.
3. Summarizes, at least once a month, the petty cash expense vouchers and
 - a. prepare a petty cash report requesting reimbursement and explaining unusual expenditures.
 - b. submit the report together with the petty cash expenses to the Manager for approval
 - c. after approval, prepare copies of the report and supporting receipts and send to the Accounts Department.
4. When reimbursement is received:
 - a. verify amount and indicate on office copy of the report the check number dated and amount and mark it paid.
 - b. cash and deposit the check as required and return cash to the fund.
 - c. file petty cash report.
5. Upon receipt of repayments of advances, the petty cash voucher should be returned to the employee and the cash to the fund.

SUBSISTENCE ALLOWANCES
ON DUTY TRAVEL

MEALS

Rates for meals and gratuities on meals are as follows:

Daily rate - Within The Bahamas \$60
Outside The Bahamas \$65

TRANSPORTATION

When required, a ground transportation allowance may be awarded depending on cost of travel from the airport to the hotel within the country visited, and the probable need for hiring transportation to attend shows or meetings (see attachment).

GRATUITIES

- a) tips not exceeding 15% of the total cost of a meal, or 15% of a taxi fare.
- b) Laundry, valet services on trips of five days or more only.

MILEAGE ALLOWANCES

Casual Mileage

Casual mileage rate for mileage less than 100 miles is 75 cents in The Bahamas.

Commuted Mileage – Bahamas Staff

<u>Mileage</u>	<u>Monthly Rates</u>
100 - 149	\$ 54.00
150 - 199	60.00
200 - 249	66.00
250 - 299	72.00
300 - 349	78.00
350 - 399	84.00
400 - 449	90.00
450 - 499	96.00
500 - 549	102.00

Signed: _____ Date: _____

Approved: _____ Date: _____

N.B. All mileage claims must be submitted within a six (6) months period.

Appendix 5.8a

STANDARD DISTANCE
From the Ministry of Tourism

Ministry of Tourism, Bay Street to:

- Paradise Island - 2½ miles, 1 way
- Counselors Limited - 1½ miles, 1 way
- Airport - 9¼ miles, 1 way
- Z.N.S. - 1½ miles, 1 way
- South Ocean (via Bay Street) - 16 miles, 1 way
- South Ocean (via Kennedy) - 15 miles, 1 way
- Cable Beach - 4 miles, 1 way
- Montague Area - 3 miles, 1 way
- Agriculture/Fisheries - 2 miles, 1 way
- Hospital - 1 mile, 1 way
- Love Beach - 10 miles, 1 way
- Oakes Field - 2 miles, 1 way
- Palmdale - 2 miles, 1 way

Ministry of Works & Utilities - 4 miles, 1 way
Clarence Bain Building - 2 miles, 1 way

Appendix 5.9

UNIFORMS

There is a limit on reimbursement of claims for purchase of uniforms.

Maximum Reimbursed

1. Skirt	\$30
2. Blouse/Shirt	30
3. Shoes	50
4. Overalls	40
5. Trousers	40
6. Jackets/Blazers	75

Expenses in excess of the above cannot be reimbursed.

Appendix 5.10

LIMIT ON LOANS TO OFFICERS TO BUY CARS

<u>Salary</u>	<u>Loan</u>
\$12,900 - \$16,100	\$5,500
\$16,150 - \$19,700	\$6,500
\$19,750 - \$27,600	\$7,500
\$27,650 and above	\$8,800

**BAHAMAS MINISTRY OF TOURISM
TUITION REIMBURSEMENT FORM**

NOTE: After grades have been received, complete form and forward together with official grades and payment receipts to the Human Resources Department , Ministry of Tourism, Nassau.

NAME: _____ NAME OF SCHOOL: _____

POSITION: _____ ADDRESS: _____

OFFICE LOCATION: _____

SEMESTER: SPRING SUMMER FALL 2_ _ _

PART A				PART B FOR OFFICAL USE ONLY		
PART COURSE	COST PER CREDIT	NO. OF CREDITS	TOTAL COST	FINAL GRADE	REIMBURSEMENT RATE	REIMBURSEMENT AMOUNT

PROGRAMME: (check below)

Associates

Masters

MAJOR: _____

Bachelors

Other (Specify)

Applicant's Signature

Date

FOR OFFICAL USE

Recommended for Payment

Not Recommended

Reason: _____

Signature: _____

Date: _____

Approved for Payment

Signature: _____

Date: _____

Appendix 5.12

ALLOWANCE SCHEDULE

RESETTLEMENT

First Posting

An officer is compensated for financial loss a maximum of 10% of salary.

Transfers/Repatriation

An officer is compensated a maximum of 5% of salary.

BAGGAGE

a) North America

\$300 for officer

\$150 *each* for spouse and *up to* two dependent children

b) Europe

Overweight on unaccompanied baggage – 60 lbs

c) Personal/household effects shipped up to a maximum of 1,000 lbs

CLOTHING

Category 1: Europe, Canada, U.S.A. cities of Boston, Chicago, Detroit, New York, Ohio, Philadelphia, Washington

<u>Position</u>	<u>Allowance Officer</u>	<u>Allowance Family</u>
Admin. Assistant	\$500.00	Nil
Sales Staff/Managers	\$800.00	\$500 spouse \$200 each child (maximum 2)
Sr. Director, Europe	\$1,000	\$500 spouse \$200 each child (maximum 2)

Category 2: Atlanta, Dallas, Houston, Los Angeles, San Francisco

Admin. Assistant	\$300	Nil
Sales Staff/Managers	\$600	\$300 spouse \$100 each child (maximum 2)

Category 3: Miami

Admin. Assistant	\$150	Nil
Sales Staff/Managers	\$300	\$150 spouse \$100 each child (maximum 2)

ALLOWANCES ON REPATRIATION

- a) Resettlement – 5% of salary.
- b) Transportation costs of personal effects.
- c) Transportation costs on car that is for an officer who requires the use of a vehicle for official duties on a regular basis.
- d) Customs duty will be paid as follows:
 - 1) half customs duty on personal effects
 - 2) half customs duty on one car required for duty travel.

Appendix 5.13

HOUSING ALLOWANCE

High Rent Category: New York, Los Angeles, Frankfurt, San Francisco, Boston, Chicago, Paris, Indiana, England, Toronto, Miami.

<u>Position</u>	<u>Without Children</u>	<u>With Children</u>
Admin. Asst./Sr. Exec. (Clerical Nature)	7,355.00	7,355.00
Marketing Reps.	7,880.00	8,755.00
Reg./Dist. Mgrs.	8,755.00	9,631.00
Area Managers	10,507.00	11,381.00
Director, U.S.A, Europe	11,547.00	12,257.00

Medium Rent Category: Philadelphia, Washington, Detroit, Ohio, Montreal, St. Louis

Admin. Asst./Sr. Exec. (Clerical Nature)	7,101.00	7,101.00
Marketing Reps	7,605.00	8,453.00
Reg./Dist. Mgrs.	8,453.00	9,298.00
Area Manager	10,143.00	10,989.00
Director for U.S.A.	11,158.00	11,834.00

Low Rent Category: Atlanta, Dallas, Houston

Admin. Asst./Sr. Exec. (Clerical Nature)	6,086.00	6,086.00
Marketing Reps.	6,762.00	7,608.00
Reg./Dist. Mgrs.	7,608.00	8,453.00
Area Manager	9,298.00	10,143.00