

IoT Lab deliverable submission

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Report contains the following deliverables:

- Vision / Mission statement
- Organization outline
- Roles, responsibilities, processes
- Job description
- Policies
- Templates

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1. Vision and Mission Statement

Vision

The IoT lab is a region-wide exemplary laboratory on the cutting edge of mass-market technology that is the premier outlet of ideas, products, and programs – both innovative and as substitute of foreign supply – to the educational and private sector (in particular innovative micro, small and medium enterprises, with some foray into large multinational companies) and co-joins to reach prototyping and demonstration development phases with respect to Internet-of-Things technology.

Mission

Continuous application of innovation, ownership, structure and rigor in research, development, prototyping and demonstrating in a wide range of partnerships with public and private actors, and thereby engraining Internet-of-Things applications in daily life, while simultaneously providing solutions for wicked problems.

2. Organization

The Internet-of-Things laboratory (or IoT lab for short) requires a tailored organization in order to run properly, i.e. establish contact with third parties (both domestic and foreign), ensure proper operations and maintenance of equipment, providing products and services, scanning the market, etc. Given the wide array of tasks on one hand, but the relative small nature of the lab on the other hand, the organizational staff needs to be lean and flexible. Being lean implies immediately that each person needs to be a multi-potentialite who is able to multi-task; in other words the demands that need to be met for each position need to be properly defined first, and secondly be rigidly guiding the process of hiring for each of the positions. A lean organization also implies that relative time-consuming, non-core business, and frequent tasks need to be outsourced. Figure 1 displays the proposed organization with thereafter the functions that need to be outsourced.

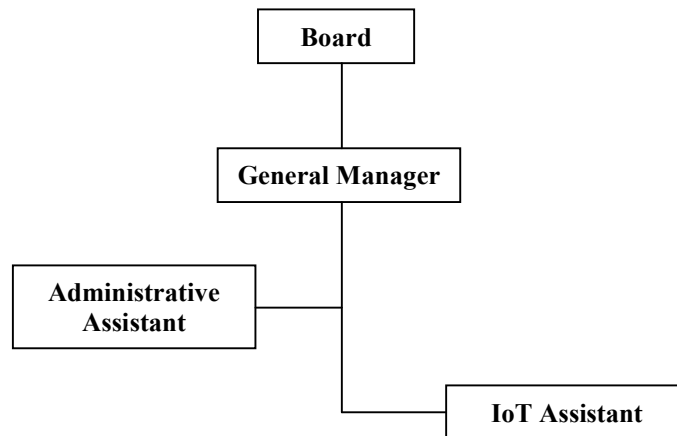


Figure 1: Proposed organization for the IoT lab

Tasks that need to be outsourced are, but are not exclusive to: (basic) facility cleaning (equipment and equipment-related processes not included), contract review, (major) facility repair and construction, quality control, conceiving annual accounting report, major transportation, etc.

Within the IoT lab, the General Manager is responsible for setting up and executing maintenance and operational plans, managing the cash flow, establishing service and product supply to and from third parties, and safeguarding organizational integrity through leadership, abiding by policies, processes and procedures, and mediation. The General Manager is aided in this endeavor by an Administrative Assistant with respect to contracts, document control, finance, and office

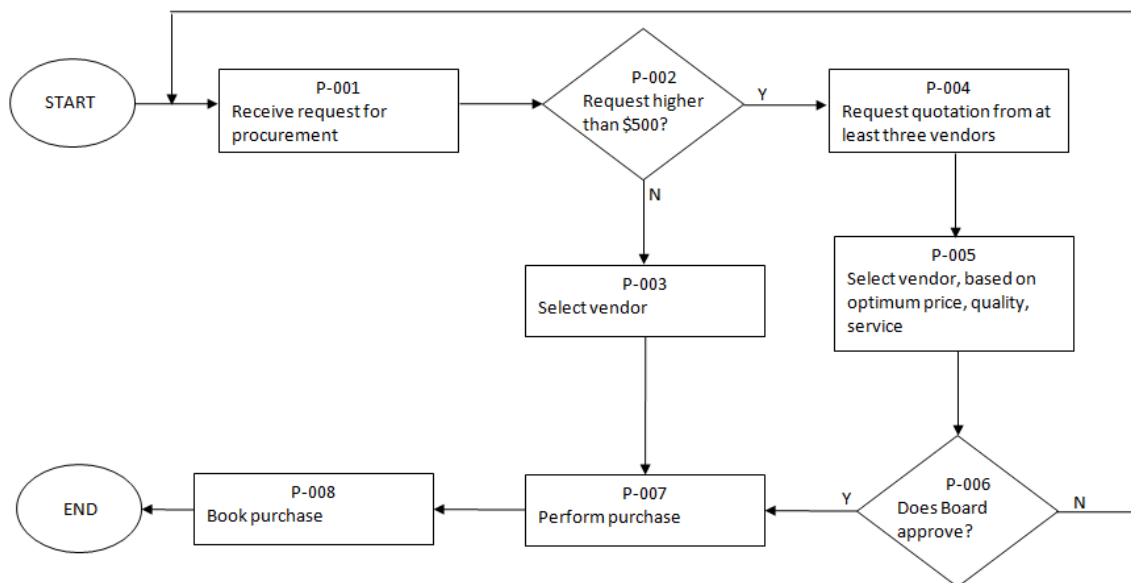
management, whereas an IoT Assistant aids in the field on operations and maintenance. The Board provides checks and balances on a management / leadership level and is involved in reviewing annual and strategic plans, high-impact decisions, and threshold-exceeding approval of expenditures.

To ensure roles and responsibilities are clear throughout the organization without confusion, main processes have been mapped, and the roles and responsibilities of each person in the organization is clearly highlighted in each step of each process. A lean organization, with a clear lay-out of processes, roles and responsibilities is crucial for the sustainability of the IoT lab.

3. Processes, Roles and Responsibilities

This sections highlights per process, the various steps, the sequence of actions, roles and responsibilities, decision moments, etc. For some of the steps it is close to impossible to determine the duration of that particular step since the responsibility is not within the IoT organization; hence the process durations are not etched in stone.

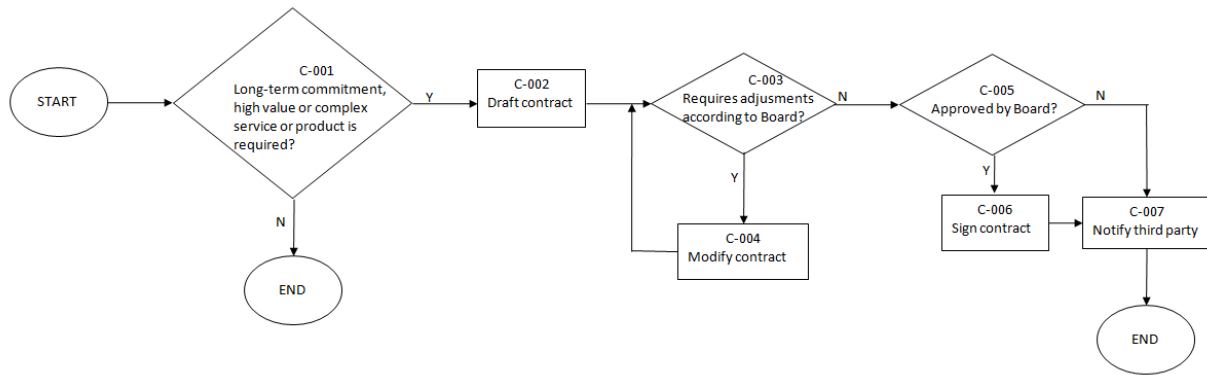
Procurement



		RASI				Month														
						Week														
						1			2			3			4			5		
Step #	Step	Board	General Manager	IoT Assistant	Administrative Assistant	Day	1	2	3	4	5	8	9	10	11	12	15			
P-001	Receive request for procurement	A	I	R																
P-002	Request higher than \$500?	A	R		R															
P-003	Select vendor	A	R	I	I															
P-004	Request quotation from at least three vendors	A	I	R																
P-005	Select vendor, based on optimum price, quality, service	A	R	I	I															
P-006	Does Board approve?	R																		
P-007	Perform purchase	A	I	R																
P-008	Book purchase	A			R															

R = Responsible "The Doer"
 A = Accountable "The Buck Stops Here"
 S = Support "Provides Support"
 I = Inform "Keep in the Loop"

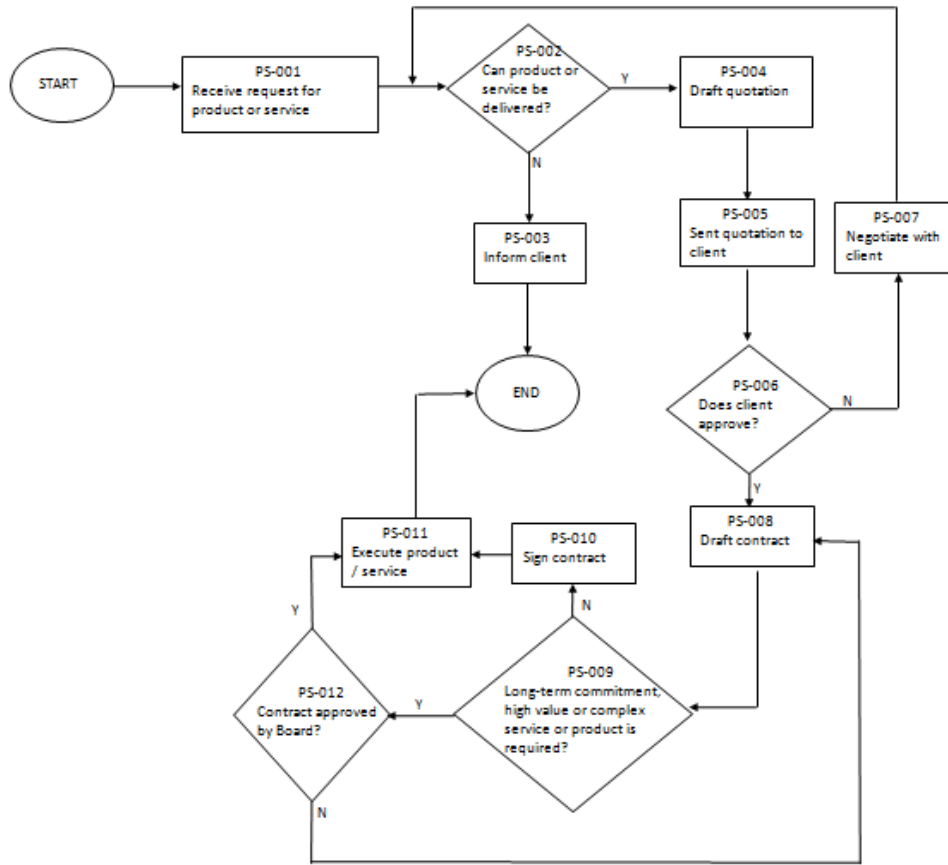
Establishing Contracts



		RASI				Month	1															
						Week	1					2										
						Day	1	2	3	4	5	8	9	10	11	12	15	16				
Step #	Step	Board	General Manager	IoT Assistant	Administrative Assistant																	
C-001	Long-term commitment, high value or complex service or product is required?		A		R																	
C-002	Draft contract	A	R	I	I																	
C-003	Requires adjustments according to Board?	R																				
C-004	Modify contract	A	R	I	I																	
C-005	Approved by Board?	R																				
C-006	Sign contract	A	R																			
C-007	Notify third party		A		R																	

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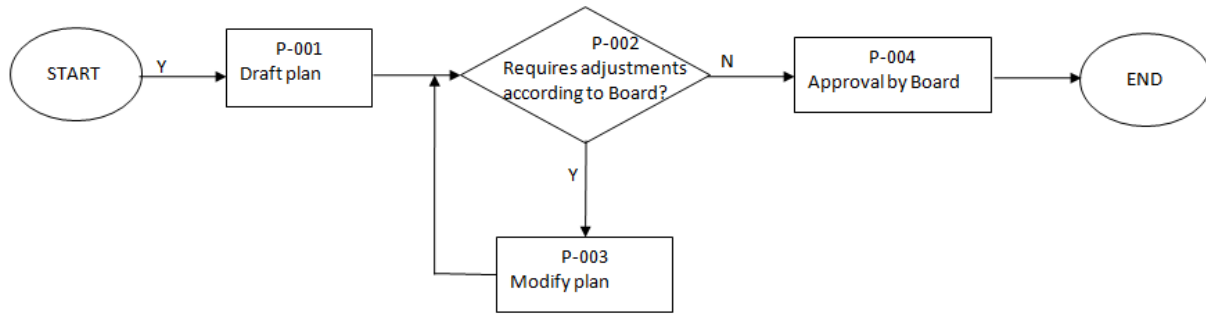
Providing Products / Services



Step #	Step	RASI				Month														
		Board	General Manager	IoT Assistant	Administrative Assistant	Week		1					2							
						Day	Day	1	2	3	4	5	8	9	10					
PS-001	Receive request for product or service		A	I	R															
PS-002	Can product or service be delivered?	A	R	I	I															
PS-003	Inform client		A		R															
PS-004	Draft quotation		A	I	R															
PS-005	Sent quotation to client		A		R															
PS-006	Does client approve?		A		R															
PS-007	Negotiate with client		A	I	R															
PS-008	Draft contract	A	R		I															
PS-009	Long-term commitment, high value or complex service or product is required?	A	R																	
PS-010	Sign contract	A	R																	
PS-011	Execute product / service		A	R	I															
PS-012	Contract approved by Board?	R																		

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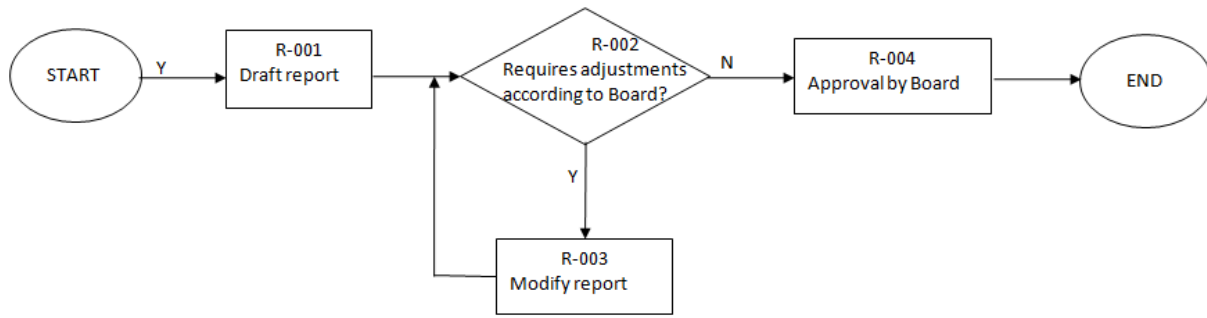
Annual Plan



Step #	Step	RASI				Month																		
		Board	General Manager	IoT Assistant	Administrative Assistant	Week	1					2												
						Day	1	2	3	4	5	8	9	10	11	12								
P-001	Draft plan	A	R	I	I																			
P-002	Requires adjustments according to Board?	R																						
P-003	Modify plan	A	R	I	I																			
P-004	Approval by Board	R																						

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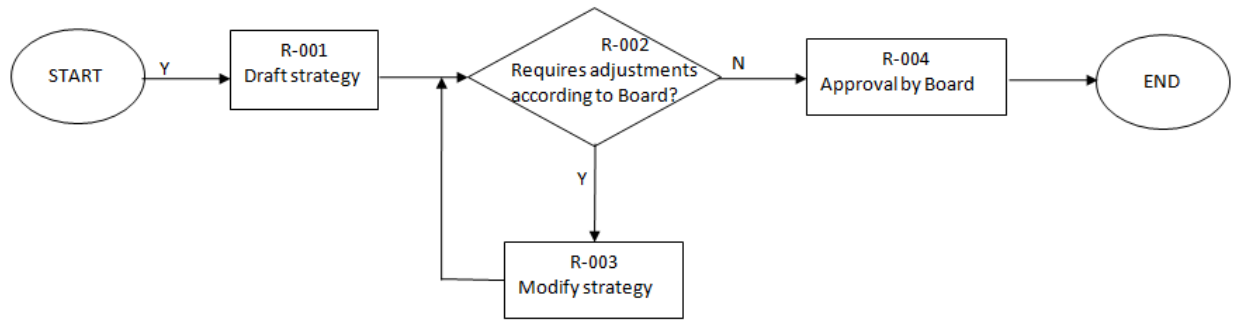
Annual Report



Step #	Step	RASI				Month																		
		Board	General Manager	IoT Assistant	Administrative Assistant	Week	1					2												
						Day	1	2	3	4	5	8	9	10	11	12								
R-001	Draft report	A	R	I	I																			
R-002	Requires adjustments according to Board?	R																						
R-003	Modify report	A	R	I	I																			
R-004	Approval by Board	R																						

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Strategy



Step #	Step	RASI				Month																	
		Board	General Manager	IoT Assistant	Administrative Assistant	Week	1					2											
						Day	1	2	3	4	5	8	9	10	11	12							
S-001	Draft strategy	A	R	I	I																		
S-002	Requires adjustments according to Board?	R																					
S-003	Modify strategy	A	R																				
S-004	Approval by Board	R																					

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5. Job Descriptions

The foundation of the IoT Lab is just starting and it must start on brand new basis particularly in the field of human resources. The first tool that should be implemented for starting this endeavour would be to have precise jobs and to define them; that is the role and aim of job descriptions. Based on the processes and associated roles and responsibilities, job descriptions and requirements can be devised for each position within the organization.

5.1. Board Member

Main activities and tasks

The Board Member:

- Provides takes decision when approval levels for the General Manager are exceeded
- Expands the IoT Lab's network
- Helps, assists, supports the General Manager where required

Responsibility and autonomy

The Board Member is responsible with respect to the responsibilities assigned in the process descriptions, and has to guarantee the sustainability of the IoT Lab.

External links

The Board Member has links with clients, suppliers, benefactors, heads of industry, public servants, multilateral organizations, institutes, etc.

Competencies

A. Knowledge

The Board Member has some knowledge of IoT and ICT applications, systems and equipment. He/she has a deep understanding of national, regional and international developments with respect to IoT applications and technology.

B. Know-how / skills

The Board Member is a solid mediator, negotiator, networker and communicator.

C. Behaviour

The Board Member abides by the IoT Lab's policies, laws and good business conduct. He/she leads by example.

D. Transfer of Knowledge and Know-how

The Board Member should be able to communicate with the General Manager, and therefore transfer know-how and knowledge. It is part of the task to train people for implementing correctly their tasks.

Conditions of work

The Board Member must always be available to the General Manager.

Education and training

The General Manager has a university-level of understanding of strategy, policy and technology matters.

5.2. General Manager

Main activities and tasks

The General Manager:

- Supervises all work within the organization
- Is responsible for procurement
- Is responsible for reporting
- Maintains relations with outside parties
- Is responsible to draft contracts with suppliers and clients

- Assists personnel in their tasks
- Audits EHS
- Exerts leaderships

Responsibility and autonomy

The General Manager is responsible with respect to the sustainability of the IoT Lab and is accountable to the Board.

Hierarchical links

The General Manager reports to the Board and supervises the IoT Assistant and Administrative Assistant.

External links

The General Manager has links with clients, suppliers, benefactors, heads of industry, public servants, multilateral organizations, institutes, etc.

Competencies

A. Knowledge

The General Manager has extensive knowledge of IoT and ICT applications, systems and equipment. He/she has a deep understanding of programming, and has sound knowledge of financial and management accounting.

B. Know-how / skills

The General Manager is able to build IoT systems, networks, and applications. He/she is well-versed in designing, prototyping and testing these. Apart from technical competencies, the General Manager has leadership and training skills, know how to perform basic financial and management accounting tasks. He/she is a good communicator and networker.

C. Behaviour

The General Manager abides by the IoT Lab's policies, laws and good business conduct. He/she leads by example.

D. Transfer of Knowledge and Know-how

The General Manager should be able to communicate with all staff, and therefore transfer know-how and knowledge. It is part of the task to train people for implementing correctly their tasks.

Conditions of work

The General Manager has flexible working hours and days.

Education and training

The General Manager has a university-level of understanding of IoT related matters.

5.3. IoT Assistant

Main activities and tasks

The IoT Assistant:

- Assists the General Manager in all technical matters
- Advises the General Manager in all technical matters
- Performs maintenance
- Performs housekeeping
- Provides basic instructions to visitors

Responsibility and autonomy

The IoT Assistant is responsible with respect to safety, maintainability, operability and reliability of the IoT Lab.

Hierarchical links

The IoT Assistant reports to the General Manager.

External links

The IoT Assistant has some links with clients, suppliers, benefactors, heads of industry, public servants, multilateral organizations, institutes, etc., but the General Manager is always involved in the communication.

Competencies

A. Knowledge

The IoT Assistant has extensive knowledge of IoT and ICT applications, systems and equipment. He/she has a deep understanding of programming.

B. Know-how / skills

The IoT Assistant is able to build IoT systems, networks, and applications. He/she is well-versed in designing, prototyping and testing these. He/she is a good communicator and networker.

C. Behaviour

The IoT Assistant abides by the IoT Lab's policies, laws and good business conduct. He/she leads by example.

D. Transfer of Knowledge and Know-how

The IoT Assistant should be able to communicate with visitors, and therefore transfer know-how and knowledge.

Conditions of work

The IoT Assistant has flexible working hours and days.

Education and training

The IoT Assistant has a bachelor-level of understanding of IoT related matters.

5.4. Administrative Assistant

Main activities and tasks

The Administrative Assistant:

- Assists the General Manager in all administrative matters
- Advises the General Manager in all administrative matters
- Assists with procurement
- Assists with reporting
- Maintains relations with outside parties
- Assists to draft contracts with suppliers and clients
- Maintains records, history and a sound administration

Responsibility and autonomy

The Administrative Assistant is responsible with respect to the sustainability of the IoT Lab – in particular its administration – and is accountable to the General Manager.

Hierarchical links

The Administrative Assistant reports to the General Manager.

External links

The Administrative Assistant has links with clients, suppliers, benefactors, heads of industry, public servants, multilateral organizations, institutes, etc. with the General Manager involved in all communication.

Competencies

A. Knowledge

The Administrative Assistant has extensive knowledge of financial and management accounting.

B. Know-how / skills

The Administrative Assistant has know how to perform basic financial and management accounting tasks. He/she is a good communicator and networker.

C. Behaviour

The Administrative Assistant abides by the IoT Lab's policies, laws and good business conduct. He/she leads by example.

Conditions of work

The Administrative Assistant has flexible working hours and days.

Education and training

The Administrative Assistant has a bachelor-level of understanding of financial and management accounting.

6. Policies

Based on the processes and associated roles and responsibilities, job descriptions and requirements can be devised for each position within the organization.

6.1. Ethics Policy

The IoT Lab is committed to the highest ethical standards in furtherance of its mission of teaching, research, service and providing products. Its policies, procedures, and standards provide guidance for application of the ethical values stated below in daily practice.

The IoT Lab is committed to:

- Integrity
- Excellence
- Accountability
- Respect

It is the policy of the IoT Lab that its employees and board members uphold the highest standards of ethical, professional behavior. To that end, these employees and board members shall dedicate themselves to carrying out the mission of this organization and shall:

- 1) Hold paramount the safety, health and welfare of the public in the performance of professional duties.
- 2) Act in such a manner as to uphold and enhance personal and professional honor, integrity and the dignity of the profession.
- 3) Treat with respect and consideration all persons, regardless of race, religion, gender, sexual orientation, maternity, marital or family status, disability, age or national origin.
- 4) Engage in carrying out the IoT Lab's mission in a professional manner.
- 5) Collaborate with and support other professionals in carrying out IoT Lab's mission.
- 6) Build professional reputations on the merit of services and refrain from competing unfairly with others.
- 7) Conduct organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.

- 8) Serve with respect, concern, courtesy, and responsiveness in carrying out the organization's mission.
- 9) Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all activities in order to inspire confidence and trust in such activities.
- 10) Avoid any interest or activity that is in conflict with the conduct of official duties.
- 11) Respect and protect privileged information to which access is granted in the course of official duties.
- 12) Strive for personal and professional excellence and encourage the professional developments of others.

6.2. Compliance with Applicable Laws and Regulations

IoT Lab's activities are to be conducted in conformance with legal requirements, including contractual commitments undertaken by individuals authorized to bind the IoT Lab to such commitments.

1. The IoT Lab its board members and staff shall comply with all laws and regulations that are applicable to the Lab's activities.
2. No receipt or payment of funds, property, services or anything else of value shall be made by the IoT Lab with the intent or understanding that any part thereof is to be used for any unlawful purpose or for any purpose other than as described in the documentation that evidences or supports the transaction.
3. Compliance with accepted accounting rules and controls is required at all times; all reports and documents, as well as all other public disclosures, shall contain full, fair, accurate and timely disclosures.
5. No false, artificial or misleading entries in the books and records of the IoT Lab shall be made for any reason whatsoever. No fund or asset that is not fully and properly recorded, and no accounting entries or books of account that do not truly reflect the transactions to which they relate, shall be created or maintained.
6. Employees are encouraged to participate in political activities as they see fit, on their own time and at their own expense. The use of IoT Lab's funds, property, services or things of value for or in aid of political parties or candidates for public office is prohibited.

7. The entire staff is responsible for protecting the IoT Lab's assets, including its proprietary information and the proprietary information of any third party with respect to which the IoT Lab has incurred confidentiality and limited use obligations. Staff is not allowed to take for him/herself personally any opportunity that is discovered through the use of IoT Lab's property, information or position, or use IoT Lab's property or information for personal gain.

8. Staff who discovers an event of a questionable, fraudulent or illegal nature is encouraged immediately to report such event internally to the General Manager and / or the Board. Retaliation of any kind will not be tolerated against staff for: i) acting in accordance with applicable laws or IoT Lab's policy; ii) reporting in good faith an issue or concern or filing a complaint alleging a suspected violation of law or IoT Lab's policy; or iii) assisting in an internal or governmental investigation or proceeding relating to conduct reasonably believed to be a violation of law or IoT Lab's policy. Retaliation is any form of adverse treatment or retribution against a person because he or she acted in accordance with law or IoT Lab's policy, reported an allegation of suspected wrongdoing or participated in an internal or governmental investigation or proceeding dealing with any such matter.

9. Violation of the foregoing policies by any officer or employee will result in appropriate discipline that may include demotion or discharge. The IoT Lab shall not delegate substantial discretionary authority to any individual who, in the good faith judgment of the IoT Lab, has shown a propensity to engage in illegal activities.

6.3. Conflicts of Interest or Commitment

Staff members who have certain professional or financial interests are expected to disclose them in compliance with applicable conflict of interest/conflict of commitment policies. In all matters, staff members are expected to take appropriate steps, including consultation if issues are unclear, to avoid both conflicts of interest and the appearance of such conflicts.

All staff members have a duty to be free from the influence of any conflict of interest when they represent the IoT Lab in negotiations or make recommendations with respect to dealings with third parties, or otherwise carry out their duties with respect to the IoT Lab. They are expected to deal with suppliers, customers, contractors, and all others doing business with the IoT Lab on the sole basis of what is in the best interest of the IoT Lab, without favor or preference to third parties based on personal considerations. In particular:

- a. Staff members who deal with parties doing or seeking to do business with the IoT Lab - or who make recommendations with respect to such dealings or pass judgment upon them - shall not own any interest in or have any personal agreement or understanding with such third parties that might tend to influence decisions with respect to the business of the IoT Lab, unless expressly authorized in writing after the interest, agreement or understanding has been disclosed.
- b. No staff member shall seek or accept, directly or indirectly, any personal loan or services from any individual or business concern doing or seeking to do business with the IoT Lab except from financial institutions or service providers offering like loans or services to third parties under similar terms in the ordinary course of their respective businesses.
- c. No staff member shall do business with a close relative on behalf of the IoT Lab unless expressly authorized in writing after the relationship has been disclosed.
- d. The requirement of freedom from conflicting interests that applies to all staff members of the IoT Lab extends also to situations involving their close relatives. This typically includes the individual's spouse, parents, children, brothers and sisters, mothers and fathers-in-law, sons and daughters-in-law and anyone (other than employees of the individual) who share the individual's home.
- e. The Board has the ultimate authority and responsibility to determine what remedial steps should be taken in situations involving an actual or potential conflict of interest.

6.4. Use of IoT Lab's Resources

IoT Lab's resources may only be used for activities on behalf of the IoT Lab. They may not be used for private gain or personal purposes except in limited circumstances permitted by existing policy where incidental personal use does not conflict with and is reasonable in relation to the IoT Lab's duties. Staff members are expected to treat property with care and to adhere to laws, policies and procedures for the acquisition, use, maintenance, record keeping and disposal of property. For purposes of applying this policy, resources is defined to include but not be limited to the following, whether owned by or under the management of the IoT Lab:

- Cash, and other assets whether tangible or intangible; real or personal property;
- Receivables and other rights or claims against third parties;
- Intellectual property rights;

- Facilities;
- The IoT Lab's name;
- The IoT Lab's records;
- The IoT Lab's technology infrastructure.

6.5. Records: Confidentiality/Privacy and Access

The IoT Lab is the custodian of many types of information, including that which is confidential, proprietary and private. Individuals who have access to such information are expected to be familiar and to comply with applicable laws, IoT Lab's policies, directives and agreements pertaining to access, use, protection and disclosure of such information.

6.6. Respect for Others

The IoT Lab is committed to the principle of treating each community member with respect and dignity. The IoT Lab prohibits discrimination and harassment and provides equal opportunities for all community members and applicants regardless of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. Further, romantic or sexual relationships between staff members are prohibited. The IoT Lab is committed to creating a safe and drug free workplace

6.7. Procurement & Commitments Policy

Only individuals with purchasing authority are able to sign agreements and enter into contractual relationships with suppliers. Individuals with purchasing authority are responsible for ensuring:

- Appropriate terms and conditions are stated in the related contracts.
- Products and services purchased from suppliers are effectively leveraged for the best total cost including, but not limited to, technical competitiveness, quality, safety, delivery, and supplier capability.

6.8. Hospitality and Gifts Policy

In connection with IoT Lab's business, no gift of cash or cash equivalents (including shares of stock, gift cards or gift certificates) is ever permitted and none may be solicited, offered, made or accepted by staff members in connection with IoT Lab's business. The following rules apply to all Gifts and Hospitality given to others or received by the IoT Lab:

- No Gift or Hospitality may be requested, offered, given or accepted if the intent is to induce the recipient to misuse his/her position or to obtain an improper or unfair business advantage.
- No Gift or Hospitality may be requested, given or received if it will obligate or create a real or perceived conflict of interest for the recipient.
- No Gift of cash or cash equivalents, including gift cards, gift certificates or stocks, may be given to a third party or received by the IoT Lab.
- Any Gift or Hospitality given or received must be reasonable in value, not lavish or excessive, and appropriate to the recipient's position and circumstances.
- The giving or receipt of any Gift or Hospitality must be in accordance with customary courtesies and related to a legitimate business purpose.
- Any Gift or Hospitality given or received must be permitted by applicable law and ethical standards, this Procedure, and any applicable Supplemental Guidelines.
- Giving or receiving a Gift or Hospitality is not appropriate in any case in which public disclosure of the facts would embarrass the Company or any director, officer or employee.
- The frequency with which Gifts or Hospitality are provided to or received by an individual should not be such as to create an appearance of impropriety.

6.9. Security Policy

The IoT Lab is committed to safeguarding its human, intellectual, financial, and physical assets ("Assets") by providing a safe and secure work and travel environment, and minimizing security risks and threats to Personnel, Assets and reputation. All Personnel must safeguard Assets from loss, damage or misuse and contribute to a safe and secure work and travel environment for Personnel by complying with the IoT Lab's security procedures and programs. Personnel will promote, contribute and execute sound security practices and encourage other Personnel to comply with applicable security instructions, rules, procedures and programs. As set forth below, these

procedures and programs focus on physical security and the maintenance of a violence-free workplace.

Physical Security: personnel are strictly prohibited from circumventing or breaching established site access controls by leaving restricted areas unsecured, loaning access cards to others, loaning keys to individuals who are not authorized to use such keys, or otherwise allowing unauthorized personnel access to Assets.

Violence-Free Workplace: the IoT Lab promotes and actively supports a workplace that is free from violence, threats and intimidation, and is committed to the prompt investigation of any such allegations. Acts or threats of violence, implied or direct, including intimidation, are strictly prohibited. In connection with promoting a violence-free workplace and to the extent allowed by law, the IoT Lab prohibits the possession, use, and transportation of dangerous or potentially dangerous weapons (these include, but are not limited to, firearms (guns), swords, explosives, and any other item whose purpose or use is to cause harm) when on IoT Lab's property and/or when conducting IoT Lab's business. This prohibition applies to Personnel conducting IoT Lab's business on or off Company-owned or controlled premises, in all IoT Lab's vehicles and in privately owned vehicles being used in the course of IoT Lab's business.

Personnel must report suspicious activity, security concerns or incidents, and any actual or suspected violation of this Policy promptly to the General Manager and / or the Board. Violations of this Policy may result in disciplinary action, up to and including termination.

6.10. Rules in Use

The implied rules that govern the IoT Lab's are:

- Rule 1: Activity

The work of each person should be highly specified:

- Content
- Sequence of Steps
- Time Required

- Location
- Outcome

The activity should be designed with built-in tests to automatically signal if it was not performed as specified or if the expected outcome was not achieved

- Rule 2: Connection

The connection between every “customer” and “supplier” must be:

- Direct
- Binary (simple, unambiguous, yes/no)
- Paced (element of time)

		Response (Supplier)	
		I sent one	I sent none
Request (Customer)	I need one	OK	Not OK
	I need none	Not OK	OK

Binary means **YES** or **NO**,
not **MAYBE**

Connections should be designed with built-in tests to automatically signal if a request does not trigger the expected response or if a response occurs without a request.

- Rule 3: Flow

Products, services and information must follow a pathway that is:

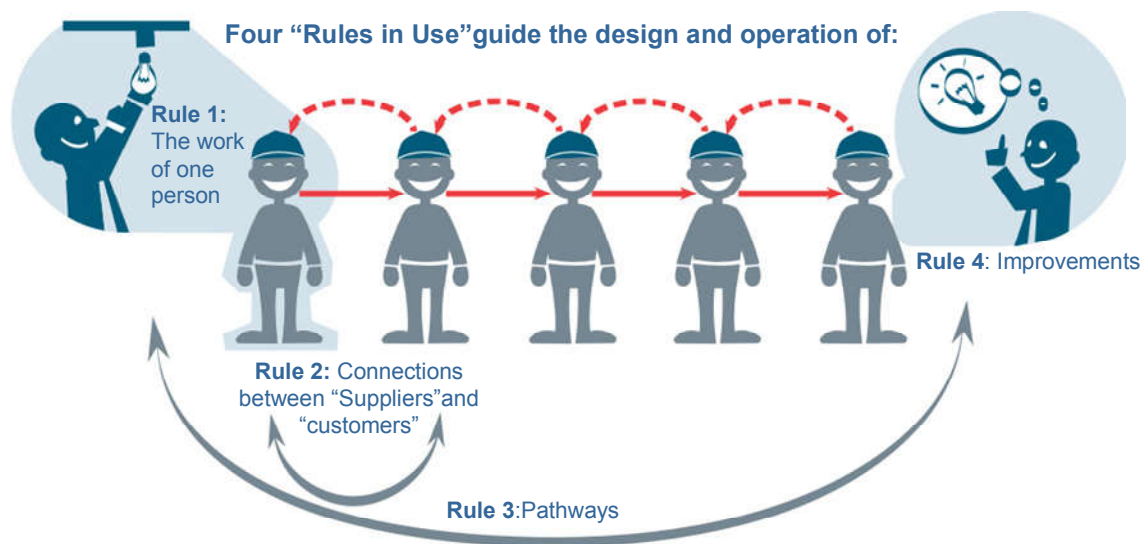
- Simple
- Pre-Specified
- No Forks and Looping.

- Rule 4: Improvement

All improvements, for individual work, connections or pathways, must:

- Use the scientific method
- Be guided by a supervisor

- **Rules in Use – Summary**



6.11. Environment, Health and Safety

6.11.1. Housekeeping

Maintain a work office/ work place that is clearly organized, free of clutter, arranged so you can find things, sparkling clean and simultaneously eliminate waste – a place where anyone would be proud to work.

Minimum standards for an office

- Organized desk
- Organized book shelves/ book cabinet
- Organized book cabinet with drawers

- Organized content of drawers
- White boards/ bulletin boards
- Important wall posters
- Organized & coiled electrical, computer & data cables
- Organized keys / key boxes
- Clean & safe environment

Minimum standards for a conference room

- Clean & organized desk and chairs
- Standard tools available in conference room
- Clean & safe environment

6.11.2. De-energizing

Make sure that all means to energize an equipment have been physically disabled when performing maintenance on an equipment. Thereto, make sure that these intervention points can be clearly identified.

6.11.3. Machine Safe Guarding

It shall be the policy of the IoT Lab that staff members, clients, visitors, etc. are protected from machine hazards such as point of operation, in going nip points, rotating parts, flying chips and rocks. Machine hazards to guard include:

A. Mechanical hazards:

- *Power transmission apparatus:* All components of the mechanical system which transmit energy to the part of the machine performing the work. These components include flywheels, pulleys, belts, connecting rods, couplings, cams, spindles, chains, cranks, and gears.
- *The point of operation:* The point where work is performed on the material such as cutting, shaping, boring, or forming of stock.

- *Other moving parts*: All parts of the machines which move while the machine is working. These can include reciprocating, rotating, and transverse moving parts, as well as feed mechanisms, and auxiliary parts of the machine.

B. Non-Mechanical Hazards:

- All Non-mechanical hazards such as electrical hazards, hot surfaces, pneumatic sources, hydraulic sources, noise, chemicals, dust, light, etc.

It shall be the policy of the IoT Lab that machinery be designed, purchased, installed and maintained such that machine hazards are controlled or eliminated. Guarding of power transmission equipment shall generally be done by fixed guards. Other methods of guarding may be used for point of operation or other moving parts.

6.11.4. Electrical Safety

Personnel shall wear the appropriate clothing and personal protective equipment when working around electrical systems. PPE soiled with grease or flammable liquids must be cleaned/washed before use. Damaged PPE must to be removed from service.

Personnel shall use approved low voltage insulating hand tools if the tools might accidentally contact low voltage energized parts. When using and caring for hand tools, personnel shall:

1. Visually inspect insulated hand tools for defects and contamination before each use.
2. Not place the tools where they can be damaged or contaminated.
3. Wipe and dry hand tools that get wet as soon as possible.
4. Remove damaged insulated hand tools from service immediately.
5. Store insulated hand tools properly to prevent damage.

Extension Cord Sets

Requirements for extension cord sets:

1. Purchased extension cord sets shall be listed by an appropriate product safety testing and certification organization.
2. Shall be suitable for the environment and voltage.

3. If custom-made, shall be suitable for the environment and voltage and made from listed and approved parts. Only a qualified electrician is allowed to assemble and test a custom-made extension cord set.
4. Shall not be used as permanent wiring.
5. Shall be protected from mechanical damage, oil, solvents, abrasion, pinch points, sharp objects, vehicles and pedestrians.
6. Shall be placed so they do not cause slip, trip or fall hazards.
7. Shall be secured or suspended using non-conductive means.
8. Shall be visually inspected prior to each use. Any worn, frayed, damaged, crushed, pinched, spliced or defective extension cord set shall be immediately removed from service.
9. Shall have a valid color-coded tie-wrap.
10. Shall not be unplugged while the equipment is operating.
11. Shall not be unplugged from a switched outlet with the disconnect switch closed.

Cord and Plug-connected Portable Electric Tools

1. Shall be listed by an appropriate product safety testing and certification organization.
2. Shall be suitable for the intended task, environment and voltage.
3. When purchased, shall be double insulated, if available.
4. Shall be visually inspected prior to each use. The casing and cords shall be free of apparent electrical shock hazards.
5. If damaged, shall be immediately removed from service.
6. Shall have a valid color-coded tie-wrap.

Portable Electric Power Strips

- a. Shall be listed by an appropriate product safety testing and certification organization.
- b. Shall be suitable for the intended task, environment and voltage, and shall contain an overload protection device.
- c. Shall be protected from mechanical damage, oil, solvents, abrasion, pinch points, and sharp objects.
- d. Shall be placed so they do not create slip, trip or fall hazards.
- e. Shall only be put in use after a visual inspection.

- f. Any damaged portable electric power strip shall be immediately removed from service.
- g. Shall not be connected to each other.

Appliances (e.g., space heaters, microwaves, radios, refrigerators, and coffeemakers)

- a. Shall be listed by an appropriate product safety testing and certification organization.
- b. Shall meet local regulations requirements regarding the use of residential or commercial personal appliances.
- c. Shall have no exposed electrical hazards.
- d. Shall have a manufacturer's nameplate.
- e. Shall have a power cord in good condition – not worn, frayed, damaged, spliced, or defective. If the appliance has exposed metal parts it must have a power cord with an equipment grounding conductor and the appropriate grounding plug.
- f. Shall be able to be disconnected from the power source.
- g. Shall have the area immediately around them free of fire hazards and combustibles.

7.4. Meeting Agenda

Agenda

Topic:			
Date:		Time:	
Location:			
Chairman:		Minute taker:	
Attendance			

- 1. Opening**
- 2. Announcements**
- 3. Minutes last meeting (including action items)**

- 4. Topic 1**
- 5. Topic 2**
- 6. Topic 3**
- 7. Topic**
- 8.**
- 9. Any other business**

- 10. Summary decisions**
- 11. Summary action items**
- 12. Questions**
- 13. Next Meeting**
- 14. Closing**

7.5. Proposed Solution

PROPOSED SOLUTION

Project Identification

Project Name: _____

Date: _____

Project Sponsor: _____

Summary of Business Need for the Project:

Proposed Solutions/Project Approach:

Alternatives considered	Why chosen/not chosen

Project Objectives:

Budget/Resources:

Estimated Costs:			
Type of Outlay	Initial (Development)	Recurring	Remarks
Hardware			
Software			
Supplies			

User Training			
Other:			
TOTAL			
Estimated Resources / Personnel:			

Risks:

Additional Comments:

7.6. Employee Evaluation

Name	Department	Position
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Evaluator

Name	Department	Position
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A. Areas of Accountability/Competencies

To be Completed by the Supervisor at the performance planning phase

Areas of Accountability

Required competencies

Specify the competencies and skills that are most important for the employee to focus on during this year.

B. Objectives

Objectives determined by the Manager and Employee. Results are filled in by the employee and discussed with the manager.

Annual objectives agreed upon between the employee and the manager.

Minimum requirement is 1 (one) objective per category.

Financials

Objective 1::

Mid Review:

Final Results:

Objective 2::

Mid Review:

Final Results:

Customers

Objective 1::

Mid Review:

Final Results:

Objective 2::

Mid Review:

Final Results:

C. Assessment

To be completed by the Manager at the Final Results review.

Objectives Results		E. Not Achieved	D. Partially Achieved	C. Achieved	B. Partially	A. Substantially
Financials	Objective 1					
	Objective 2					
Customers	Objective 1					
	Objective 2					
Overall Objectives Rating						

Competency Results	E. Unsatisfactory	D. Below Expectations	C. Positive	B. High Positive	A. Exceptional
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Integrity

Open, honest and accountable , and safeguard scientific and professional integrity	Transparency					
	Professionalism					
	Openness					
	Ethics					

Excellence

Relentlessly pursue outstanding, innovative and sustainable results, evidenced by on time delivery and continuous learning	Initiative					
	Sound planning					
	Learning					
	Results-driven					

Customer focus

Paying internal and external customer attention and serving their needs and wants on time as per specification	Communication					
	Networking					
	Reflection					
	Continuous Improvement					

Respect

All people are treated with dignity and add to an inclusive environment that is open to diversity	Mediation					
	Fairness					
	Equality					

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Involved

Having a heartfelt and authentic excitement about the University of Suriname, its vision and mission, and the betterment of the environment	Values					
	Vision & Mission					
	Passion					
	Problem solving focus					

Overall Competency Rating					
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<p>Overall Performance Rating</p> <p>Manager should take into consideration any special factors that impacted objectives achievement or competency development.</p>	E. Not Achieved	D. Partially Achieved	C. Achieved	B. Partially Over Achieved	A. Substantially Over Achieved

Date of Planning Session: __/__/__

Employee Signature: _____

Manager Signature: _____

Date of Mid Cycle Review: __/__/__

Employee Comments (If any):

Employee Signature: _____

Manager Signature: _____

Date of End of Cycle Review: __/__/__

Employee Comments (If any):

Employee Signature: _____

Manager Signature: _____

D. Individual Development Plan

Development & Career Goals

To be completed by the employee with the manager at the performance planning phase

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Development Objective	Development Action (What will be accomplished, by when - 1 – 5 years - and who is the help chain)

7.7. Training Matrix

EMPLOYEES			MONTHS							
PR/ ID	NAMES	DATE/ TR	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
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