

HR Policy Manual

Last updated: 3 August 2019

DOCUMENT VERSION

Date	Comments
13 April 2014	Policy drafted
13 May 2014	Rewording of the staff salary advance
11 April 2015	Revised to reflect name change to Femili PNG
7 May 2016	Various changes: shortening document by reference to other policy statements; adding relocation allowances for employees hired out of town; clarifying the sort of offences that will lead to disciplinary action; simplifying the recruitment and performance management process; clarifying the status of our child protection policy; clarifying superannuation payment policy; clarifying probation period; clarify Workplace Code of Conduct; removing safety and travel policy section as this is covered by our security policies.
3 August	Approved by Femili PNG Board

POLICY AMENDMENTS

This is a working document and subject to amendment. This manual will be available in English only.

Any suggestions or grievances about a policy or procedures in this manual can be directed to the Femili PNG Administrator or SSW/CEO. The matter will then be raised at the next Executive Management Committee (EMC). Any amendments or changes to the manual will be submitted to the Management Committee (MC) for endorsement.

The Administrator is responsible for maintaining this document; including updating confirmed changes to the manual and disseminating the latest version across the organisation.

Any changes or amendments involve the following steps:

- Updating the document version table
- Updating the relevant provision in this manual
- Replacing the updated version of the manual eg. shared drives, Intranet
- Printing a hard copy of the updated manual for the office.
- Communicating the changes to all staff
- Archiving the old version of manual

FOREWORD

This policy manual contains policies aimed at supporting the wellbeing of Femili PNG personnel and their ability to work productively in the pursuit of Femili PNG's goals as an agency providing care to victims of family and sexual violence.

The manual has been prepared for the following reasons:

- a.** To provide all Femili PNG personnel with an explanation of their rights and responsibilities.
- b.** To formalise and document procedures and policies that will operate in relation to employment matters.
- c.** To ensure all Femili PNG managers and personnel are aware of and use the policies and procedures in the best interests of the organisation.

This manual will be revised regularly with the over-riding objective of fairness and clarity in all our dealings.

This manual will cover all Femili PNG personnel including full-time and part-time staff, casuals, volunteers and interns.

The policies are devised within the limits of Femili PNG's role as non-profit, non-government agency. Femili PNG has a commitment to policies that promote equal opportunity and non-discriminatory practices.

It is Femili PNG's policy to observe the provisions of the Labour Law of PNG as published by the PNG Government and relevant Departments.

In most cases, Femili PNG terms and conditions provide better protection and benefits for employees than the minimum requirements stated in PNG law. Every effort has been made to ensure there is compliance with the PNG Labour Law. Comments or suggestions from individuals in relation to the continuing development of the policies set out in this policy manual are always welcome and can be directed through the Administrator or the Senior Social Worker/Chief Executive Officer (SSW/CEO). Any feedback and comments will be then raised to the Executive Management Committee.

PURPOSE & APPLICATION OF THE MANUAL

This manual is provided as an informational tool for all national and international personnel and those managing personnel.

Policies and procedures are necessary in cases where legal compliance and organisational standards must be maintained. This manual recognises that change comes in increments. The information in the pages that follow reflects Femili PNG's current, agreed procedures, policies and practices.

The purpose of this manual is to document Femili PNG's professional working standards, practices, policies, procedures and behaviours in the workplace and when representing the Femili PNG. It is the role of the SSW/CEO and the Executive Management Committee (EMC) to ensure that these procedures and standards are relevant and meet organisational requirements and that Femili PNG personnel are aware of the importance of policies and standards as stipulated in this manual.

The policies, standards and procedures as set out in this manual are applicable to all Femili PNG personnel. The clauses and articles also apply to consultants and international personnel except in respect of those matters related to their contractual employment terms and conditions, entitlements, and remuneration package. These exceptions are separately provided for in their individual contracts.

It should be noted that any laws that the PNG Government decides to promulgate could automatically supersede or override the policies designated in this manual. In this situation, Femili PNG would abide by the PNG laws and regulations.

It is the duty of all Femili PNG personnel to read this policy manual carefully and contact the Administrator or SSW/CEO for any further explanation or decision of employment matters.

All Femili PNG personnel including all casuals and volunteers, are required to sign an acknowledgment that they have read and understood this policy manual. Only full time and part time staff will be provided with a copy of this policy manual, all other Femili PNG personnel will have access to this manual via the Administrator.

In relation to these policies and at all times Femili PNG and its employees will act in accordance with the requirements legislated in the PNG Employment Act, relevant Provincial Awards and Labour Law.

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1. Femili PNG

1.1 Femili PNG is a local NGO based in Lae that runs a Case Management Centre (CMC) to assist survivors of family and sexual violence to access the services they need. Our target population is women, men or children who are survivors of intimate partner violence, sexual violence and/or child abuse. For more information see our strategic and annual plans

2. Equal Employment Opportunity (EEO)

2.1 Femili PNG is committed to being an Equal Employment Opportunity employer and shall comply with laws governing non-discrimination in PNG. Our objective is to maintain a work environment free from discrimination and harassment.

2.2 Femili PNG actively supports the principles of Equal Opportunity in the workplace. Equal Opportunity means treating individuals fairly and without discrimination in all aspect of their employment.

2.3 No discrimination will be tolerated where it is based on:

- a.** Gender
- b.** Ethnicity (particularly in relation to minority groups)
- c.** Religious backgrounds
- d.** Physical or mental disability
- e.** Age
- f.** Pregnancy
- g.** Marital status
- h.** Family responsibilities
- i.** Race
- j.** Sexual orientation
- k.** Any other factor that is not relevant to the person's ability to undertake the job of work prescribed.

3 Discrimination and Harassment

3.1 Policy Statement

3.1.1 Femili PNG is committed to creating a safe and supportive work environment.

3.1.2 All Femili PNG personnel are entitled to work in an environment free from discrimination and/or harassment (including sexual harassment) and all forms of intimidation, threat and humiliation.

3.1.3 No form of discrimination and/or harassment will be tolerated.

3.1.4 Discrimination and/or harassment of personnel are prohibited. Any individual subjected to discrimination and/or harassment should challenge this behaviour and bring it immediately to the attention of the Administrator, in the absence of the Administrator, issues can be directed to the SSW/CEO.

3.1.5 All supervisors have an obligation to act in a supportive and respectful manner to all complaints and ensure their own conduct is above reproach.

- 3.1.6 Femili PNG will take all complaints of discrimination and/or harassment seriously and will ensure they are dealt with immediately and sensitively. Confidentiality will be maintained with respect to any information that is relevant to a complaint.
- 3.1.7 Disciplinary action will be taken against a person who engages in sexual or other harassment and such behaviour is considered a breach of the code of conduct.
- 3.1.8 Accordingly, discriminatory and/or harassing behaviour is a disciplinary matter under the provisions of this manual as they apply generally to breaches of the code of conduct.
- 3.1.9 In serious cases, Femili PNG may terminate employment without notice, provided that the PNG labour laws conform in executing this action. .

3.2 Definitions and Examples

- 3.2.1 Some common definitions related to harassment are:
 - a. **Discrimination** is when a person is treated less favourably because of their race, family background (including family, clan and wantok affiliation), colour, religion, sex, age, marital status, nationality, sexual orientation, because they have a disability or are HIV positive, or some other point of difference unrelated to work requirements. There should be no treatment of staff differently for any reason other than workplace requirements e.g. the SSW/CEO may well discriminate between staff for e.g. training subject to their capability.
 - b. **Harassment** is any verbal, physical or visual behaviour that is intimidating, humiliating or offensive to another person. This may include through the internet and social media.
 - c. **Sexual Harassment** is any physical, verbal or visual conduct (including the display of material) of a sexual nature, which is unsolicited and unwelcome, and causes discomfort, distress or irritation to one or more individuals.
- 3.2.2 There are many different types of harassment. They may be direct or indirect; physical or verbal or in a written form, e.g, email. Examples of harassment include:
 - a. Actual or threatened physical abuse e.g, inappropriate touching of colleagues.
 - b. Behaviour aimed at humiliating or intimidating someone in a less powerful position, e.g, a supervisor says he will only renew a female staff member's contract if she goes out to a bar with him.
 - c. Using gossip or rumour to discredit another colleague.
 - d. Jokes or comments directed at a person's body, sex, looks, sexual orientation, age, race, religion or disability.
 - e. Offensive and unwelcome remarks including teasing, name calling or insults.

- f. Offensive and unwelcome written remarks contained in letters, memos, emails, or social media .
- g. Uninvited touching, kissing, embracing, massaging.
- h. Sexual or rude jokes and comments.
- i. Making sexual suggestions.
- j. Displaying sexually explicit material (posters, cartoons, graffiti) that make people feel uncomfortable. Femili PNG recognises that explicit material may be displayed as part of an HIV/AIDS or reproductive/sexual health educational effort. In this event, every effort will be made to use culturally appropriate behaviour and language.

3.2.3 If everybody present enjoys a certain joke or behaviour then it is not necessarily harassment. Behaviour which everyone is genuinely happy with, such as friendly social relationships, is not harassment. Femili PNG personnel should be careful of situations where people act as though they accept or enjoy behaviour which in fact they do not like. This may occur when people have different standards or when those who are younger or in a subordinate position do not feel as though they can politely reject a proposition from an older or more powerful person.

3.2.4 All Femili PNG personnel also have a responsibility to think about how their behaviour affects the feelings of those who witness or hear it. It is not good enough just to consider the impact of comments or actions on the feelings of the person or people at whom the behaviour is directed.

3.2.5 Femili PNG can also take disciplinary action against anyone who treats a person badly or unfairly as a result of that person having complained of harassment.

3.3 Application and Responsibilities

3.3.1 This policy applies to all employees, contractors, volunteers, interns, visitors and others who are engaged in activity on behalf of Femili PNG or occupying Femili PNG office or project space.

3.3.2 To ensure that all individuals know about the harassment and discrimination policy, Femili PNG will:

- a. Include a copy of the policy relating to discrimination and harassment in the materials given to everyone when they start their employment with the organisation.
- b. Administrator to ensure that project volunteers and visitors are provided with the harassment and discrimination policy as part of the induction kit.
- c. Discuss the policy during staff, volunteer and visitor's orientation.
- d. Monitor and review this policy at least every two years.

3.3.3 Everyone who works at Femili PNG will:

- a. Comply with this policy.

formal resolution procedures should then be exercised.

3.6 Formal Resolution

- 3.6.1 If the problem cannot be solved by using informal resolution, the person affected by harassment may lodge a formal complaint. All formal complaints about discrimination and/or harassment should be lodged with the Administrator or SSW/CEO.
- 3.6.2 The Administrator or supervisor will then initiate a process under the Grievance or the Discipline Procedure of this manual and treat the matter as a potential breach of the code of conduct.
- 3.6.3 It may be necessary that interim measure/s are implemented during the Grievance Procedure and/or investigation. All interim measures must be approved by the SSW/CEO and will have an expiry date. The following are some examples, however not limited to:
 - a. Developing a roster of duties so that the interaction between complainant and the alleged offender is minimised.
 - b. Removing either the complainant or the alleged offender to a different office arrangement eg, temporarily reassign the complainant or the alleged offender.
 - c. Any other interim measure the SSW/CEO deems appropriate in the circumstances.
- 3.6.4 After completing the Grievance Procedure and/or the Disciplinary Procedure, the SSW/CEO should then determine what action/s is/are to take place in response to the findings and any recommendations received regarding the matter. All parties will be advised in writing of the final outcome.
- 3.6.5 Where the complainant or the offender is not satisfied with the final outcome, they should consult with the Administrator or the SSW/CEO.

4 General Organisation Policy

4.1 Workplace Code of Conduct

- 4.1.1 All personnel of Femili PNG, including managers, are expected to observe the highest standards of ethics and integrity.
- 4.1.2 The code of conduct and policies apply to all areas of operations and to all Femili PNG personnel.
- 4.1.3 Areas of operation includes work within the Femili PNG office, work in the field with other FSV sector agencies, while in the community, and any other work outside the Femili PNG where staff are representing the Femili PNG
- 4.1.4 All Femili PNG personnel are responsible for reading, understanding and

applying the codes of conduct and values upheld by Femili PNG. All personnel must sign and observe Femili PNG's Workplace Code of Conduct, along with other codes of conduct and policies, regardless of their employment type.

- 4.1.5 As it is not possible to document all forms of conduct, Femili PNG personnel should exercise proper care and discretion on their action and behaviour while carrying out the Femili PNG work, in order to reflect the goals and objectives of the Femili PNG.
- 4.1.6 Femili PNG is also guided by and committed to upholding the internal policies and guidelines. These should also be read by all to familiarise themselves with the expected standard of performance and/or behaviours.
- 4.1.7 Where an individual may have doubts about an action breaching the code or policies, they are expected to consult with their supervisor, the Administrator or the SSW/CEO for the correct course of action.
- 4.1.8 The Femili PNG Workplace Code of Conduct is attached as Appendix 3. By signing the HR Manual (Appendix 4), employees are signing up to the Workplace Code of Conduct

4.2 Gender Equality

- 4.2.1 Femili PNG is committed to promoting gender equality. Femili PNG believes that all people, by virtue of their shared humanity, carry inherently equal dignity and rights. Femili PNG seeks to affirm and promote equal rights, opportunities and status of men and women.
- 4.2.2 Femili PNG will promote gender equity and diversity within Femili PNG systems and programming processes through addressing the underlying causes of family and sexual violence, social injustice and marginalisation in a targeted and strategic approach.
- 4.2.3 Femili PNG recognises that working in diverse societies and organisational cultures, stereotypes and social norms impact on gender equality. In general, women of PNG are more negatively affected, often resulting in an abuse of their universal human rights. Women are exposed to systematic discrimination and opportunities are denied.
- 4.2.4 Femili PNG recognises that violence inhibits gender equality, especially violence towards women. Femili PNG is committed to fighting against violence, discrimination and harassment in all forms and therefore will not accept any personnel using violence in the workplace or unlawful violence outside of the workplace. Disciplinary actions may be taken for those who act contrary to Femili PNG's Gender Equality values.

4.3 Child Safe Organization

- 4.3.1 Femili PNG is committed to the welfare of children and their protection from abuse. Femili PNG is seeking to promote a child safe culture that is open and dynamic where all Femili PNG personnel in the field have procedures and

activities which ensure the best interest of the child is maintained. Femili PNG has a zero tolerance policy towards child abuse, child exploitation and/or violence against children.

- 4.3.2 All employees, casuals, volunteers, contractors and partner members must read and sign acknowledgment of Femili PNG's Code of Conduct for the Protection of the Child.
- 4.3.3 Femili PNG will also nominate a Child Protection Officer to act as a central point for queries and ensure that Femili PNG activities are consistent with internal and external compliance.
- 4.3.4 As part of the Child Protection Code of Conduct, there is a zero tolerance for any person to touch children in an inappropriate way, make sexually suggestive comments to a child (even as a joke), encourage children to meet with them outside of the program activities or employ children from project areas for private purposes.
- 4.3.5 Any misconduct relating to child abuse, exploitation and/or violence will lead to termination of engagement with Femili PNG.

4.4 Anti-Terrorism

- 4.4.1 Femili PNG will ensure that no monetary support or resources, directly or indirectly, are being provided to known or suspected organisations or individuals that advocate, plan, engage in, or have engaged in an act of terrorism.
- 4.4.2 A 'terrorist act' can be either an action or a threat of action with the intention of advancing a political, religious, or ideological cause. 'Terrorist organisations' are those engaged in preparing, planning, assisting in or fostering the doing of a terrorist act.
- 4.4.3 In the event that there is evidence of provision of support to such organizations or individuals, this must be reported to the SSW/CEO as soon as possible. SSW/CEO will inform the Executive Management Committee (EMC) instantly.
- 4.4.4 Any acts by staff that are considered 'acts of terrorism' may lead to termination of engagement with Femili PNG.

4.5 Outside Activities and Work Restrictions

- 4.5.1 Employment is based on the understanding that the person is employed with Femili PNG only.
- 4.5.2 It is expected that a person will dedicate full attention to work responsibilities during expected contractual hours or as required.
- 4.5.3 Having other employment or an interest in a business or other organisation is allowed as long as it does not impede or encroach on the required working hours or affect the staff member's ability to perform their work responsibility to the required standard. Outside employment and private owned businesses are to be declared to the SSW/CEO during the hiring process.

- 4.5.4 During the period of engagement with Femili PNG, all Femili PNG personnel will be expected to adhere to the following:
- a. Observe the aims and objectives of Femili PNG as a non- governmental, non-profit, non-political, non-sectarian, non-religious organisation. We work with all people, irrespective of race, family background, class, creed or political considerations and undertake not to engage in any political or religious proselytising or similar activity.
 - b. Devote their whole working time and skills to the duties which may be allocated and obey all reasonable instructions given by Femili PNG or its duly authorised managers.
- 4.5.5 In addition to the requirements of the Code of Conduct, Femili PNG personnel specifically shall not (without the written consent of the SSW/CEO):
- a. Deal in exchange of currency except for the purpose of ordinary normal project and personal expenditure.
 - b. Undertake any consultancies.
 - c. Accept any additional remuneration except that payable under the employment contract.
 - d. Write any matter for the media or for publication or be concerned in or assist in the publication of any such matter or make any broadcast except with the permission or at the request of Femili PNG SSW/CEO. Any fees received for television and radio broadcasts, written publications or speaking engagements on Femili PNG matters shall be paid to Femili PNG.

4.6 Disclosure of Outside Business or Employment

- 4.6.1 Any activity that competes with or is in conflict with Femili PNG or is likely to affect the employee's ability to do their work should be brought to the attention of the SSW/CEO for consideration and approval (or otherwise).
- 4.6.2 Any involvement that entails potential for gain or conflict of interest, which arises outside the operation with Femili PNG or normal working time, must be fully disclosed to the SSW/CO for prior approval.
- 4.6.3 Everyone has a responsibility to recognise where their personal circumstances may pose the potential for a conflict of interest to arise, and must disclose this potential to the SSW/CEO for consideration and a decision with regard to what action needs to be taken, if any. Refer to subheading 'Conflict of Interest'.

4.7 Corruption and Dishonesty

- 4.7.1 Corruption and dishonesty deepen poverty, reduce the beneficial impacts of projects, undermine society and greatly harm an organisation's reputation and ability to perform its mission.

- 4.7.2 Corruption can be defined as the abuse and/or misuse by an individual of their position in an organisation, usually by making or receiving some kind of payment or giving gifts to an official, or any circumstance where activities are engaged in for private gain to which the individual or organisation giving the gifts/payment would not otherwise be entitled to.
- 4.7.3 Dishonesty can be defined as the misuse of Femili PNG funds for purposes for which they were not intended or purposes intended to create a gain for oneself or others. It includes taking commissions for private gain.
- 4.7.4 Corruption and dishonesty can also encompass a misuse of power for personnel gain or other reasons through giving preferential service or alternatively lesser service to particular clients without the specific agreement of the SSW/CEO.
- 4.7.5 Accordingly, Femili PNG personnel shall not:
- a. Accept payment, commission, gifts or other benefits in kind from the purchase of supplies, equipment, plane tickets, etc.
 - b. Offer payment, commission, gifts or other benefits in kind to government officials, partners, contractors or employees of other organisations, etc.
 - c. Misuse their position in the Femili PNG to provide preferential or lesser service to clients for reasons of personal gain.
 - d. Use Femili PNG funds for any purpose other than that agreed in project plans and authorised by the appropriate fund manager.
- 4.7.6 Sometimes the line between 'corruption' and 'local custom' may not be clear. If in doubt, discuss the issue with your supervisor, the Administrator or the SSW/CEO.
- 4.7.7 All suspected cases of corruption or dishonesty must be reported to a supervisor, the Administrator or the SSW/CEO. All reports will be treated with confidentiality. Where a claim of corrupt or dishonest practice proves to be unfounded, the person making the claim will not be penalised in any way provided the claim is made in good faith and without malicious intent.
- 4.7.8 All suspected cases of corruption or dishonesty will be thoroughly investigated by the SSW/CEO or by an independent party as agreed by the SSW/CEO. All investigations will be fully documented and the resulting action determined by the SSW/CEO.
- 4.7.9 If, after proper investigation, Femili PNG personnel are shown to be involved in corruption or dishonesty, their employment will be terminated without notice.
- 4.7.10 The individual concerned has a right of appeal under existing Grievance Procedures.

4.8 Receiving of Commissions

- 4.8.1 Femili PNG personnel are expressly forbidden to accept commissions or any form of gifts 'kickbacks'.

- 4.8.2 All Femili PNG personnel are expected to conduct themselves with integrity when it comes to Femili PNG business. The acceptance of commissions or kickbacks gifts is illegal and can compromise this integrity.
- 4.8.3 A commission or 'kickback' can take the form of:
- a. Monetary payment.
 - b. A free gift or cash discounts on Femili PNG purchases which are given directly to the Femili PNG staff.
 - c. Personal gain (commission, gift, bribe) given due to their position in Femili PNG
 - d. Taking a part of a person's salary in payment for getting a job at Femili PNG.
- 4.8.4 Whatever form it may take, no one may accept, actively seek or knowingly receive commissions or kickbacks gifts from suppliers or any other entity with which Femili PNG deals.

4.9 Gifts

- 4.9.1 It is inappropriate for Femili PNG personnel to receive a gift or other benefit from any organisation with which Femili PNG has either a superior or a subordinate relationship. Any gift received is the property of Femili PNG, not the person who receives the gift.
- 4.9.2 Gifts or any special benefits received from any company or vendor with whom Femili PNG purchases services or goods should be either refused or promptly returned with the explanation that Femili PNG's policy does not permit acceptance of such gifts. However, for reasons of national culture, a gift may be accepted on behalf of Femili PNG.
- 4.9.3 A person who receives a gift or any special benefit from any company or vendor with whom Femili PNG has either a superior or subordinate relationship, or from whom Femili PNG purchases services or goods, should notify the SSW/CEO. All received gifts must be registered. The SSW/CEO in discussion with the Executive Management Committee will determine the appropriate course of action regarding gifts.

4.10 Financial Dealings Involving Femili PNG

- 4.10.1 The use of any Femili PNG assets, property, equipment and vehicles for any unauthorised, unlawful, personal or improper purpose is strictly prohibited.
- 4.10.2 No undisclosed, hidden or unrecorded asset is to be established or maintained for any purpose.
- 4.10.3 No false entries are to be made in the accounting records of Femili PNG for any reason, and no Femili PNG personnel shall engage in any arrangement that results in a prohibited act.
- 4.10.4 Payments for any goods, supplies or services are not to be approved or made

with the intention that any part is to be used for any purpose other than that described in the supporting documentation.

- 4.10.5 Arrangements are not to be made for undisclosed payments or benefits to Femili PNG or any Femili PNG personnel.
- 4.10.6 No Femili PNG personnel may accept any bribe or commission for his/her work associated with Femili PNG's activities in PNG.
- 4.10.7 Exchange rate gains on financial transactions are not allowed.
- 4.10.8 Anyone who is aware of any of the above listed prohibited act(s) must promptly report it to the SSW/CEO.

4.11 Confidentiality

- 4.11.1 Any Femili PNG personnel who possesses confidential information, including but not limited to, information concerning activities, personnel, programs, systems, finance or other information or documents, and particularly information relating to clients, must remain confidential and should not be disseminated to anyone external to Femili PNG while s/he is working with Femili PNG or after leaving Femili PNG unless s/he has the prior written consent of the SSW/CEO.
- 4.11.2 Information shall only be released to other Femili PNG personnel in accordance with internal policy and the requirements stated by the SSW/CEO.
- 4.11.3 Information concerning Femili PNG personnel such as their contracts, salaries and benefits, are considered to be strictly personal and confidential. Anyone in possession of such information must refrain from releasing or discussing such information with others, internal or external to Femili PNG, unless:
 - a. There is written permission from the person to whom the information relates as well as the SSW/CEO.
 - b. There is a legally enforceable direction made by either the police or a properly constituted court. The person whom the issue relates and the SSW/CEO will make the final decision as to how this information is provided.
 - c. Death or injury may occur to any individual as a result of not releasing the information.
- 4.11.4 Unfunded proposals or proposals already submitted for funding should not be discussed or shared (in part or whole) with any person or organisation outside of Femili PNG without prior approval from the SSW/CEO.
- 4.11.5 All regular reporting to donors should not be discussed or shared (in part or whole) and must be passed through the SSW/CEO, the SSW/CEO will submit the document to the Executive Management Committee (EMC). The EMC will circulate the document to the relevant sub-management committee or the management committee for feedback and comments. Once, finalized,

document will be submitted to OXFAM who will submit the report to the donor.

- 4.11.6 Budgets should never be disclosed, shared or discussed amongst Femili PNG personnel except for authorised work purposes.

4.12 Intellectual Property

- 4.12.1 Unless otherwise agreed in writing, the rights and ownership of intellectual property including any materials acquired, or developed by Femili PNG personnel in the course of their employment with Femili PNG, shall remain at all times with Femili PNG. All personnel are expected to act to ensure that copyright for material created by Femili PNG is protected.
- 4.12.2 No dissemination of copyrighted or other material owned by Femili PNG, including data, will be allowed to form the basis of or any part of any public or published work or academic research or research publication without the prior consent of the SSW/CEO.
- 4.12.3 Femili PNG personnel must seek permission from Femili PNG to use, publish, distribute or dispose of any Femili PNG intellectual property without the prior consent of the SSW/CEO.

4.13 Reports

- 4.13.1 All reports prepared by Femili PNG personnel are for use by Femili PNG exclusively and Femili PNG retains the copyright and all property rights of such material.
- 4.13.2 No material, including reports, prepared by Femili PNG personnel may be released or published unless, and until, the SSW/CEO and, where relevant, the Management Committee (or appropriate sub-committee or representatives) have reviewed and specifically approved the copy, the material itself, and/or the media or types of media in which the material will be placed.
- 4.13.3 A copy of all publications should be sent to the SSW/CEO and the Management Committee (or appropriate sub-committee or representatives).
- 4.13.4 Any breach of these provisions will be considered a breach of the code of conduct and the obligation of the individual to act consistently with the policies outlined in this manual, and will be investigated and determined as such.

4.14 Personal Legal Liability

- 4.14.1 Femili PNG does not provide personal liability coverage for any Femili PNG employees, volunteers, contractors or any associated personnel.
- 4.14.2 However, if civil action is taken against a Femili PNG employee personally as a result of their work with Femili PNG and the employee has properly carried out their duties within Femili PNG's established policies and procedures, without negligence or fault on the part of the employee, then Femili PNG should support the employee in order that the employee does not suffer financially as a result of the actions taken against them.

4.15 Political and Religious Activities

- 4.15.1 Femili PNG personnel are encouraged to participate in local and community affairs. However, in order to preserve Femili PNG's independence, individuals are to refrain from any activity that could reflect negatively on Femili PNG.
- 4.15.2 Any Femili PNG personnel seeking political office is required to resign from their position with Femili PNG six months prior to the expected election date.
- 4.15.3 Any Femili PNG personnel seeking political office must not use Femili PNG's name in the process of campaigning for that office or seeking assistance from others with their campaign.
- 4.15.4 Femili PNG personnel are free to practice their religious beliefs privately. Engaging into religious events, discussion or forum are encouraged as long it serves the goal and objective of the organization e.g. Femili PNG promotion of its program and services.
- 4.15.5 Promotion of religion within the office environment or during field visits is not permitted.

4.16 Use of Femili PNG Property and Facilities

- 4.16.1 Femili PNG personnel may not under any circumstances remove Femili PNG property from a Femili PNG office and take such property to their homes for personal use without the express approval of the SSW/CEO.
- 4.16.2 The use of any Femili PNG vehicles for personal use is subject to approval by the SSW/CEO.
- 4.16.3 Private use of all Femili PNG facilities including computers, phones and fax, along with other property belonging to Femili PNG, will be by agreement with the SSW/CEO.
- 4.16.4 In relation to vehicle use, the driver or the passenger may be asked to cover the cost of using a facility; where there is an element of personal use approved by SSW/CEO, and may be liable for expenses related to loss or damage to Femili PNG property that they are found to have caused.

4.17 Conflict of Interest Policy

- 4.17.1 Femili PNG personnel have a responsibility in their day to day duties to be good stewards of what donors have entrusted to Femili PNG.
- 4.17.2 A conflict of interest situation occurs when Femili PNG personnel are in a position to gain personally from a transaction in which Femili PNG is entering. This can occur, for example, if Femili PNG is considering entering into a contract with a supplier and a relative of Femili PNG personnel works for that supplier, or if Femili PNG is considering renting a property from a person who is a relative of Femili PNG personnel.
- 4.17.3 A conflict of interest may also occur in the context of dealing with a particular

client. The employee's first responsibility is the wellbeing of the client through case management and the reputation of Femili PNG, and any potential conflict of interest must be discussed with the SSW/CEO.

- 4.17.4 A conflict of interest may also occur if staff members find themselves in a position of influence in a matter directly related to the management of a partnership between Femili PNG and another party, eg, by becoming a Board member of a partner organisation. Staff should declare this conflict of interest to the SSW/CEO so that an appropriate approach can be arrived at for managing the conflict.
- 4.17.5 At all times Femili PNG personnel must declare any real or potential conflict of interest and they will be automatically excluded from any decision making in regard to the relevant transaction. This disqualification will not reflect negatively on the individual. It is a means of ensuring the probity of Femili PNG activities.
- 4.17.6 Femili PNG personnel should not seek to receive any personal or "indirect" benefit from the case management activities or business dealings Femili PNG is involved in as representatives of Femili PNG.
- 4.17.7 Potential conflicts of interest eg, between the interests of Femili PNG and the personal interests of the personnel, must also be avoided and there is a duty of care on all personnel to recognise situations that might result in a potential conflict of interest and to bring it to the attention of the SSW/CEO.
- 4.17.8 It is expected that Femili PNG personnel will, in carrying out their duties:
 - a. Employees are expected to prioritize the financial interest of Femili PNG which, is to deliver an effective and efficient services to the survivors of the family and sexual violence.
 - b. Put the needs of Femili PNG clients ahead of their own when engaged in their daily work.
 - c. Put the overall interests of Femili PNG ahead of their own personal interests when making any decisions, exercising judgment, or taking action in their daily work.
 - d. Be honest, faithful and exhibit integrity when dealing with amounts of money on behalf of Femili PNG.
 - e. Shall not intentionally take any action that would harm the reputation, functioning, or success of any Femili PNG program. Each member is a representative of Femili PNG and as such must display and continue to develop appropriate, professional behaviour during official working hours and also after working hours.
 - f. Shall not benefit directly or indirectly from the business dealings they are involved in as representatives of Femili PNG.
- 4.17.9 Further, an employee's relatives by blood or tradition, or organisations where an employee's relatives work or have an ownership interest, and/or an

employee's friend, must not benefit from that employee's business dealings on behalf of Femili PNG.

- 4.17.10 "Relatives" means a person who is a spouse, parent, grandparent, child, brother and sister, cousin, niece, nephew, aunt, uncle, domestic partner, or corresponding in-law, as defined by local law and tradition.
- 4.17.11 Disclosure of any conflict of interest that might lead to personal or indirect benefit or threat to a client or clients, must be made prior to or at the time of the relevant transaction. The individual concerned must withdraw from participating in that transaction.
- 4.17.12 The individual should always alert the supervisor or Administrator when there is a potential conflict of interest.
- 4.17.13 There is no assumed guilt with the disclosure of information regarding actual or potential conflicts of interest. The disclosure is meant as a means of protecting the individual from being accused in the future regarding their conduct and/or any breach of the Code of Conduct.
- 4.17.14 The Administrator or the SSW/CEO will follow up any area where a conflict of interest has, or could, occur to avoid recurrence of any problems in the future.
- 4.17.15 Supervisors, the Administrator or the SSW/CEO will need to bring cases of non-disclosure to the notice of the personnel concerned and investigate the situation. If a conflict has occurred and the individual recognised, or unreasonably failed to recognise it, and did not disclose the situation, it should be dealt with as a disciplinary issue.
- 4.17.16 The course of action taken should also include action to remove the conflict of interest for the future.

5 Employment Types

5.1 Full Time and Part Time

- 5.1.1 Those engaged on full time and part time contracts are classified as employees. They are engaged on a contract agreement where there is a defined contractual date and a requirement to carry out a service for Femili PNG as described via their job description or terms of reference. They are expected to abide by all terms and conditions as outlined in their contract, this policy manual and various codes of conducts.
- 5.1.2 Full time employees and part time employees are expected to work a standard 37.5 hours per week or as prescribed in their employment contract. Part time employees work a reduced schedule compared to full time employees. Those on shift work and work on a rotational roster are expected to work a standard number of hours per fortnight as prescribed in their employment contract.
- 5.1.3 Full time and Part time employees are entitled to a range of employee benefits as outlined in their employment contract...Part time employees are entitled to

benefits on a pro-rata basis based on their working hours. However they must satisfy the eligibility of each benefit as outlined in this policy manual.

5.2 Casual

- 5.2.1 Casual workers are engaged from time to time to fill a position where a short term vacancy arises or to undertake duties as required by Femili PNG.
- 5.2.2 Due to the nature of casual employment, the casual worker will not be entitled to the full range of employee benefits. To compensate this, the casual rate of pay is set above the Femili PNG salary scale for the relevant position to include loading of leave and other benefits.
- 5.2.3 Casual employment contracts should indicate the engagement date and end date for the contract however there is no guarantee of work during this period. Hours of work will vary according to the needs of the organisation.
- 5.2.4 Any extensions should be based on the necessity to complete the specified task and should specifically state the additional work required and the additional term required in the contract extension. Casual contracts should be limited to three months, any renewal or extension must be reviewed by the Administrator and the SSW/CEO to ensure compliance with PNG Labour Law.
- 5.2.5 Where the position is expected to continue and funding is secured, the position may become available for full time or part time employment. The position may be advertised and the casual worker is welcome to apply. Alternatively, the SSW/CEO may appoint the current incumbent.

5.3 Volunteer

- 5.3.1 A volunteer is an individual who is directly supervised by a Femil PNG full-time or part-time staff member and who provides a service to Femili PNG on a voluntary basis. A volunteer is not classified as an employee.
- 5.3.2 The volunteer may devote their time on a full time or part time basis, or as otherwise agreed with Femili PNG. The volunteer will be required to report to and be under the supervision of the SSW/CEO in Lae.
- 5.3.3 A volunteer is engaged via the Femili PNG volunteer agreement which can be obtained from the Administrator and outlines terms and conditions of the volunteer placement including the period of placement. A description of the volunteer placement must outline the objectives, task and duties of the placement.
- 5.3.4 Before a volunteer is engaged, the following principles must be applied:
 - i. The volunteer must not replace a salaried position.
 - ii. How will it benefit Femili PNG?
 - iii. How will the volunteer be supported?
- 5.3.5 The volunteer placement must be mutually beneficial between both parties. Below are some examples of how a volunteer placement can be mutually

beneficial to both the volunteer and the organisation:

- A student completing graduate studies in finance completes a volunteer placement with Femili PNG's finance department during their school holidays to assist with various finance duties.
- A mother who wants to gain skills and experience in administration so that she can enter into the workforce, completes a volunteer placement within the administration of Femili PNG to provide extra administrative support to the operation of the office.
- A student completing their bachelor degree in Social Work, Nurse, Psychology or related behavioural sciences to learn and provide support on Psychosocial intervention.
- A volunteer providing support or advice to the Management Committee or Executive Management Committees in Australia.

- 5.3.6 The volunteer will not receive any salary or contract payments for any voluntary work completed for Femili PNG. However, Femili PNG may provide a daily transportation or other allowances to cover costs incurred by volunteers subject to financial resource constraints and depending on the agreement with the volunteer.
- 5.3.7 There is no limit to the number of volunteer placements a volunteer can complete.
- 5.3.8 The SSW/CEO together with the Executive Management Committee will review and approve all the applications for volunteer placement at the Femili PNG in Lae. Femili PNG reserves the right to check references both formally and informally and to refuse any applications.

5.4 Consultant

- 5.4.1 A consultant is an independent contractor providing specialist services for a specified duration. The skill or services of the consultant are not normally found within the organisation at the level of specialisation provided by the consultant.
- 5.4.2 Consultants are not Femili PNG employees. All the terms and conditions of a consultant's engagement will be governed by specific agreements and contracts.
- 5.4.3 Consultants are not covered by the standard conditions of employment or Femili PNG's employee benefits outlined in this manual however the consultant must observe Femili PNG's codes of conduct and work practices.
- 5.4.4 A consultant is responsible for covering all his/her own overheads as set in the terms of reference.
- 5.4.5 All consultants working for Femili PNG are encouraged to have up-to-date medical and accident insurance. If requested, the consultant must be able to produce evidence of that insurance prior to the commencement of their service.

5.5 International Volunteers

- 5.5.1 Femili PNG may engage international volunteers through a representative agency such as, but not limited to, Australian Volunteers International, Australian Youth Ambassadors for Development (AYAD), Voluntary Service Overseas (VSO) and Japan International Cooperation Agency (JICA) and other appropriate means. A contractual agreement will be signed between Femili PNG and the responsible agency.
- 5.5.2 Femili PNG will endeavour to align the international volunteer with the relevant Femili PNG personnel to build their capacity and transfer skills between both parties.

5.6 International Interns

- 5.6.1 International interns are students completing an accredited course or program which provides them with an opportunity to complete part of their studies in an international organisation.
- 5.6.2 To engage an international intern, an agreement between the affiliated university or program will be made.
- 5.6.3 The international intern must outline their learning objectives and desired outcomes.
- 5.6.4 Under this scheme, the international intern will be completing a period of time, not exceeding 1 year, at Femili PNG on a part-time or full-time basis.
- 5.6.5 Each international intern must have an appropriate visa before entering PNG and obtain a police check from their place of origin.
- 5.6.6 International interns are required to have full medical and accident insurance before they come to PNG. Femili PNG will not provide insurance for international interns.
- 5.6.7 Each international intern will be allocated a supervisor whose role is to agree to individual learning objectives and goals and to provide guidance to the intern in their tasks.
- 5.6.8 The SSW/CEO in coordination with the Executive Management Committee will review and approve all applications for international internships at Femili PNG on a case-by-case basis. Femili PNG reserves the right to undertake both formal and informal reference checks.

6 Position Management

6.1 Job Descriptions

- 6.1.1 Every employee position within Femili PNG will have a job description. A job description should be updated on a regular basis to ensure that it reflects the current duties and requirements of the position. A job description can be reviewed at any time and, where necessary, updated during the Annual

Performance Appraisal (APA).

- 6.1.2 For new positions, a job description should be developed by the supervisor in discussion with SSW/CEO, submit the final draft to the EMC prior to recruitment of that position.
- 6.1.3 A job description should contain the scope of the position, a description of the tasks and duties the position is responsible for, selection criteria, and other information relating to the position.
- 6.1.4 Where there is an engagement of a volunteer or contractor, job descriptions are not available to reflect their placement and/or outcomes. Instead, a description of assignment should outline their duties and/or outcomes in their Terms of Reference (TOR).
- 6.1.5 All employees will receive a job description for their position. The employee and their supervisor should meet within the first week of employment to discuss the defined tasks and expected results, as well as to identify guidelines and resources to achieve these results, and how performance will be evaluated against the job description.

6.2 Job Classification

- 6.2.1 Each position is allocated a grade in accordance with Femili PNG's Job Classification System. This is shown in PNG's Salary Policy. There are currently seven grades
- 6.2.2 A position will be allocated a position grade according to the job competency requirements such as job know how, job characteristics, and problem solving and accountability.
- 6.2.3 The job grade for a position will only change if the nature of the position responsibilities and requirements change, in which case a re- grading of that position may occur. In such cases, a new job description for that position will be required.

6.3 Organisation Chart

- 6.3.1 A copy of Femili PNG's organisation chart can be viewed on the noticeboard, internal shared drives or via the Administrator.
- 6.3.2 The organisation chart illustrates the reporting lines of responsibility and duties that underpin day-to-day operations. Our organisation structure provides the framework to enable us to conduct our organisation most effectively to support the work in providing highest quality programs on the family and sexual violence survivors.

7 Recruitment

7.1 Policy

- 7.1.1 Femili PNG seeks to attract and retain very motivated and committed people.

- 7.1.2 Selection is to be based on merit, skills, qualifications, motivation and commitment. Femili PNG also recognises that it is necessary to take affirmative action and develop employment opportunities for disadvantaged people in all types of jobs and at all levels of the organisation.
- 7.1.3 These principles are used in the selection of employees for employment in Femili PNG and in determining the most suitable employee for promotion within Femili PNG.
- 7.1.4 This section outlines the procedures for the recruitment of employees for Femili PNG.
- 7.1.5 The standard procedure is intended to ensure:
 - a. Competent employees are selected for all jobs.
 - b. Recruitment complies with legal requirements.
 - c. Recruitment and selection practices are applied consistently.
 - d. Timeliness.
 - e. Free from conflict of interests.
- 7.1.6 Recruitment activities are fair, transparent and equitable with the principles of Equal Employment Opportunity ref page 13 of this policy manual.
- 7.1.7 The need for recruitment of personnel may arise from, but not limited to, the following circumstances:
 - a. New Position
 - b. Resignation or termination
 - c. Maternity absences
 - d. Leave of absence

7.2 Employment of Relatives

- 7.2.1 If any person applies for a job with Femili PNG who is a relative of an existing Femili PNG employee then both the applicant and the existing Femili PNG employee must advise the Administrator who will note the relationship in writing in the recruitment procedure.
- 7.2.2 Femili PNG selects all potential personnel on an equal basis so it is important to know if there is a family relationship so that no bias can be assumed in retrospect.
- 7.2.3 It is Femili PNG policy to consider the employment of family and relatives depending on the job roles involved. Femili PNG does not allow close relatives to work in a direct line management or supervisory relationship as this can cause conflicts and problems with job responsibilities and other working relationships.
- 7.2.4 For a definition of Employee's Relative see Appendix: Human Resources

Terms.

7.3 Planning

- 7.3.1 Prior to the commencement of recruitment, approval of the EMC must be sought, based on the following:
- a. Strategic and operational plans for Femili PNG.
 - b. Budget and funding.
 - c. Current organisation structure.
 - d. Current skill levels in the organisation.
 - e. An articulation of the objectives of and rationale for the new role
- 7.3.2 The roles and duties of the position including the reporting lines and desired skills, experience, qualifications, and behavioural competencies must be defined via the job description which is prepared by the line manager
- 7.3.3 If the vacant position is a new position, a job description must be created. If it is not a new position, then a review of the current job description must take place.
- 7.3.4 The interview panel should comprise of at least one senior management member. Interviews must be conducted by at least two existing employees from Femili PNG but may include additional panel members from donors or other relevant stakeholders if desired.
- 7.3.5 Where required, the SSW/CEO may appoint a temporary employee to fulfil the duties of the vacant position or may appoint an employee to that position under a secondment arrangement until a suitable person is found.

7.4 Advertising

- 7.4.1 Employment opportunities may or may not be advertised externally or internally in whatever format and forum as endorsed by the EMC. In general, competition is to be valued, but there may be reasons for direct appointment.
- 7.4.2 The format of the job advertisement must reflect the values stated in the policy manual in respect of Equal Employment Opportunity principles and other relevant policies.
- 7.4.3 In some circumstances and for specialised roles, Femili PNG may engage an external recruitment agency to fill the position.
- 7.4.4 Applicants must be given at least one week to lodge their application with Femili PNG.
- 7.4.5 A vacancy may be advertised with an open-ended date. This strategy may be used if it is a specialised role and a suitable candidate may not be easily found. This should be clearly stated on the job advertisement.

7.5 Interview and Selection

- 7.5.1 Applications are to be treated with the highest confidentiality.
- 7.5.2 Short listing of applicants must be conducted in accordance with Femili PNG's Equal Employment Opportunity principles and Recruitment policy. Interview panel members may request the full list of applicants.
- 7.5.3 For internal applications, they will receive receipt acknowledgement upon the submission of application. Internal applicants must advise their line manager that they have made an application within Femili PNG. They will be advised of their application status should their application not proceed for interview or is unsuccessful during the recruitment process.
- 7.5.4 In general, internal applicants are not entitled to apply for internal vacancies within their first 6 months with Femili PNG, unless approved by SSW/CEO.
- 7.5.5 Once the shortlisted applicants have been selected and agreed upon, an interview must take place with each applicant. It is preferable that the format of the interview is a face-to-face interview alternatively where a meeting between the interview panel and the candidate is not possible, conduct a phone interview.
- 7.5.6 Femili PNG generally does not provide financial incidental allowances for applicants to attend the interview. However, when a strong out-of-town candidate is being considered, and has a keen interest in the job, payment may be made to cover the candidate's travel costs.
- 7.5.7 Where an interview is arranged, the applicant should be advised of the interview date, time, location, expected length of the interview and who will be present at the interview, preferably one week before the interview.
- 7.5.8 In preparation for the interview, interview questions and the interview guide must be prepared by the panel (supervisor, 1 senior staff and the administrator).
- 7.5.9 Other assessment methods may be appropriate in the process of identifying the most suitable candidate. This may include aptitude tests, written examination, role play exercises, presentations, etc.
- 7.5.10 Once a suitable candidate is identified, at least two reference checks are to be carried out for the candidate. Where required, other checks, such as medical or police checks, may also take place. Reference checks for internal applicants may not be necessary in some instances however a thorough discussion with their manager/s is required.
- 7.5.11 The interview panel must make a selection in accordance with Femili PNG's stated selection principles and must be able to explain the reasoning behind their decision to each unsuccessful applicant in terms of that applicant's performance at interview or in terms of the evaluation of their written claims.
- 7.5.12 Once a preferred candidate is identified and they have accepted the job offer,

all unsuccessful applicants who attended an interview must be advised of the result of their application in writing or verbally, with feedback. It is not necessary for Femili PNG to provide feedback to unsuccessful candidates who were not interviewed, although such feedback may be provided if requested by the unsuccessful candidate.

- 7.5.13 Unsuccessful applicants may request Femili PNG to retain their resume and contact details to be kept on the applicant database.

7.6 Appointment

- 7.6.1 Verbal job offers must be made to the preferred candidate prior to the employment contract being sent. Relevant remuneration, benefits, terms and conditions including probation period and a suitable start date must be made clear.
- 7.6.2 Any prospective employee who was employed by the Government of PNG or another agency on a contract that required completion or had an element of indenture must provide evidence of release from that employment before a contract can be issued.
- 7.6.3 A written or verbal offer will then be issued indicating the terms of employment. The offer must specify when it will lapse (usually within 5 working days).
- 7.6.4 Acceptance of offer must be received by Femili PNG verbally or in a written form by the last day of offer.
- 7.6.5 Where the offer is accepted, two copies of the employment contract will then be sent to the preferred candidate to review the terms and conditions. Where the employment contract refers to other documents such as the job description, code of conduct and other policies, it will form part of their contract of employment.
- 7.6.6 The preferred candidate may raise queries regarding the requirements and details of the employment contract with the Administrator prior to signing the contract.
- 7.6.7 Where the offer is not accepted and the preferred candidate withdraws their application, the interview panel will need to determine the next appropriate course of action, eg, identify another preferred candidate or advertise the position again.
- 7.6.8 All relevant documentation related to the recruitment process will be filed.
- 7.6.9 If the employee is from out-of-town, Femili PNG may at its discretion provide a relocation allowance. This would cover the travel costs for the employee and their family. Femili PNG may also cover reasonable costs for baggage.

8 New Employees

8.1 Signing requirements

- 8.1.1 The new employee at Femili PNG is required to sign their employment contract prior to their commencement.

8.2 Orientation

- 8.2.1 New employees must undergo an orientation program with Femili PNG. As part of the orientation program, organisational policies (including this policy manual) and procedures are communicated, all employment paperwork is finalised and the new employee is provided with an overview of Femili PNG's operation.
- 8.2.2 The purpose of an orientation is to ensure that the new employee is provided with all the information he/she requires when starting to work for Femili PNG and has a smooth transition into their new workplace.
- 8.2.3 It may be necessary for current employees to do another orientation, such as instances of internal promotions, or transfers.
- 8.2.4 The line manager in conjunction with the Administrator should ensure that appropriate arrangements are made prior to the orientation and that the orientation program for the new employee is relevant to their particular position. If equipment is required for the new employee, such as IT and communication needs, the line manager should initiate the approval process as soon as possible.
- 8.2.5 The orientation program should be completed within 1 week of the new employee's commencement date.

8.3 Probation

- 8.3.1 A probationary period is provided so that an employee's performance can be assessed and a decision made as to whether they should continue employment with Femili PNG.
- 8.3.2 The purpose of the probationary period is for Femili PNG to assess whether the person is suitable for the role and for the Femili PNG employee to decide if they enjoy working in the role for Femili PNG. Some factors which will be considered in assessing the person's performance include:
 - a. Interpersonal relations.
 - b. Communication skills.
 - c. General attitude.
 - d. Technical skills and personal qualities related to the job.
 - e. Timeliness and punctuality.
 - f. Honesty, integrity, common sense, and loyalty.

Procedure

- 8.3.3 All employees commencing employment with Femili PNG will be required to work a probation period. The length of time of the probation period will be detailed in the employment contract given to the employee before he/she commences work. Confirmation of employment including the terms and conditions is based on the employee successfully completing the probation.
- 8.3.4 The period of probation for new employees with a one year, or longer, contract length will be three months. Employees on short-term contracts may be allocated a shorter probation period as determined by the line manager.
- 8.3.5 The employee's supervisor should assess the employee's performance during the probation period and provide regular feedback to the employee.
- 8.3.6 Midway through the probation period, the employee should be counselled regarding any gaps in their performance and supported to address these gaps prior to the end of their probation period.
- 8.3.7 Prior to the employee's probation end date, the supervisor will be required to complete the Probation Performance Review Form to assess the suitability of the employee for ongoing employment. Options available to the supervisor are:
- a. Confirm the employee's ongoing employment contract.
 - b. Extend the probationary period for further assessment.
 - c. Terminate the employment giving one week's payment in lieu of notice.
 - d. Terminate the employment immediately (without payment in lieu of notice) should there be misconduct.
- 8.3.8 It is expected that once an employee has completed the probationary period and has been confirmed in his/her position, that the employee will continue to be monitored in relation to their performance and any issues that arise will be brought to their attention and resolved promptly.

Extension of Probation

- 8.3.9 Where the employee has underperformed during his/her probation period, did not demonstrate desired technical skills/personal qualities related to job and/or were unable to complete the task as defined in the job description due to external circumstances beyond their control, the supervisor may extend the probationary period for a further (and final) period of up to 3 months. This allows the employee another opportunity to demonstrate his/her suitability with Femili PNG.
- 8.3.10 Should the probationary period be extended, a letter to that effect will be issued to the employee indicating the period of the extension and the expected improvements. The employee must initial the letter and both return and retain a copy.

Benefits during Probation

- 8.3.11 The probationary period shall be included in calculating length of service for all purposes and for determining eligibility for some benefits.
- 8.3.12 Apart from sick leave, the employee will not have access to any leave entitlements such as annual leave, maternity leave, family leave, etc during the employee's probation period. Although new employees are unable to utilise these benefits during the probationary period, the benefits will begin to accrue as of the date of employment.
- 8.3.13 Medical health insurance and employer contribution will commence upon the successful completion of the probation period.
- 8.3.14 Employees on probation will not be eligible for any salary increases or continuous improvement payment. Employees should refer to each benefit in this policy manual to see the eligibility requirements.
- 8.3.15 The same conditions apply where there is an extension of the probationary period.

Termination during Probation

- 8.3.16 During the probationary period both parties reserve the right to terminate the contract with one weeks' notice. At the end of the probationary period, neither Femili PNG nor the employee is obliged to continue the employment relationship.
- 8.3.17 If Femili PNG agrees that the employee is not suited to the position offered, the employee will be given a formal letter advising that the remaining employment contract with Femili PNG will not be continued.
- 8.3.18 Where misconduct or a breach of Femili PNG's code of conduct is observed during the employee's probationary period, Femili PNG reserves the right to terminate the employee immediately without notice or payment in lieu of notice.
- 8.3.19 The employee's termination payment during probation will comprise of any salary and accrued annual leave entitlements (minus any deductions and/or debts). No other employee benefits will be included.

Current Employees

- 8.3.20 In general, where an employee changes position within the organisation, a probationary period will be applicable to them. They will be presented with a new employment contract stating the length of the probation period.
- 8.3.21 In some circumstances, the SSW/CEO may use discretion and waive the probationary period for the current employee.
- 8.3.22 Where the current employee is subjected to another probationary period, continuity of service will remain and all employee benefits will continue unless otherwise stated in their employment contract.

9 Employment Agreement

9.1 Expected Standard of Behaviour

- 9.1.1 In signing an agreement with Femili PNG, it is expected that employees, including casuals, volunteers, contractors and all other personnel abide by Femili PNG's core values and by national laws. In addition to signing the workplace code of conduct, employees are to conduct themselves in a professional and honest way.
- 9.1.2 Where it is not explicitly expressed, there is an implied duty of care which employees must observe to ensure that they conduct their work in a safe manner, do not cause harm to their work environment, whether in the office or in the field or do not cause harm to Femili PNG clients, or to other Femili PNG personnel. In addition, there is an implied level of trust and confidence required by both parties to the agreement.

9.2 Contract

- 9.2.1 Contract agreements must outline the effective date of employment for the employee. For new employees this will be the employee's first working day.
- 9.2.2 The contract details all the terms and conditions of employment, including the reference to job description for the position, relevant codes of conduct and related terms and conditions contained in this manual.
- 9.2.3 When an employee is recruited, the period of employment is contingent on funds being available.

9.3 Contract Renewal or Extension

- 9.3.1 Consideration of contract extensions should commence prior to end of contract so that adequate time is available to view the nature of the position and/or whether to extend a person's contract.
- 9.3.2 It is the role of the supervisor, in consultation with the SSW/CEO, to ensure that the following process is undertaken:
 - a. That an assessment is made of the person's job performance and professional development over the previous contract period, highlighting any deficiencies and noting strengths.
 - b. The effect of any decision to extend a contract should be in the best interests of the project or program.
 - c. Consultation, where appropriate, with partner stakeholders and other partner organization.
 - d. Budget implications for the contract extension are considered.
- 9.3.3 If it is determined that a contract renewal or extension is desirable, the following should occur:
 - a. A review of the job description, highlighting any changes in duties

from the previous contract period.

- b.** An assessment of the individual's suitability in relation to the revised job description.
- c.** If it is decided that the individual is suitable for a contract renewal/extension, approval should be given by the SSW/CEO. If such approval is granted, the manager should complete the Request for an Employment Contract Form with appropriate authorisation. A new contract will then be issued to the employee. The employee should sign two copies of the contract and return a signed copy to the Femili PNG.

- 9.3.4 Should the employee's contract expire whilst the employee is providing a service to Femili PNG, all employment terms and conditions will continue and shall remain the same until a new agreement is in place.

9.4 Position Change, including Promotion

- 9.4.1 A new employment contract will be issued to the employee should they change positions within Femili PNG. A new job description will apply. Continuity of service will generally not be broken and accrued entitlements will remain the same. Further clarification can be provided by the Administrator.
- 9.4.2 A promotion may be recommended by the relevant supervisor where it conforms to an appropriate budget line and selection principles. Where an employee has received a promotion, a new employment contract will be issued to the employee.

9.5 Discrepancies within Agreement

- 9.5.1 Where there is any inconsistency in the entitlements and/or the obligations set out in the employee's employment contract and those set out in this policy manual, the employee's employment contract will prevail.
- 9.5.2 Where any conflict with the laws of PNG may arise, Femili PNG will abide by those laws.

9.6 Abandonment of Employment

- 9.6.1 Should the employee be unable to attend work for any reason, the employee has a responsibility to advise their supervisor at the first available opportunity.
- 9.6.2 Any unauthorized absence may result in disciplinary action or investigation.
- 9.6.3 Any absences from work for longer than 3 consecutive working days without notification to the employer may result in the employee being deemed to have abandoned their employment, in which case their employment at Femili PNG may be terminated.

10 Personnel Management

10.1 Employee Number and Identification Card

- 10.1.1 All full time and part time employees will be allocated with an employee number

and an employee ID card.

- 10.1.2 Individual employee numbers can be confirmed with the Administrator. The employee number is a form of identification and record keeping relating to the employee's employment with Femili PNG and it is also linked to their payroll records.
- 10.1.3 The Administrator will issue an employee ID card at the start of the employee's engagement with Femili PNG and will re-issue when receiving signed renewal contracts from employees.
- 10.1.4 The employee ID card must note expiry dates. The expiry date will reflect the contract end date.
- 10.1.5 The employee must carry this card during work hours and/or whilst carrying out their duties.
- 10.1.6 When an employee exits Femili PNG, the employee ID card must be returned to the Administrator and it should be placed in their personnel file.

10.2 Employee Details

- 10.2.1 All new employees will be asked to fill out the Employee Details Form. The purpose of the form is to collect all personal information regarding the employee that is required for their employment. This form will be treated confidentially and a copy kept in the employee's personnel file.
- 10.2.2 It is the responsibility of the employee to notify the Administrator of any changes in address or contact numbers or any other critical information.
- 10.2.3 The information on the form is particularly important in respect to providing emergency contacts and medical information relating to the employee. The provision of this type of information is not mandatory however is recommended that it is provided to Femili PNG for precautionary reasons.
- 10.2.4 The Administrator will also keep an electronic database of employees' contract details and other relevant employment details.

10.3 Personnel Files & Confidentiality

- 10.3.1 Personnel files are the property of Femili PNG. Each employee will have a personnel file which will contain their employment agreement and all other documents relating to their employment including performance and training records.
- 10.3.2 All personnel files are to be treated with the strictest confidentiality and must be kept in a secure location. Only authorised personnel will be allowed to access such files.
- 10.3.3 Personnel files will be made available to staff to view on request and under supervision.

- 10.3.4 The employee may not remove anything from their file without the permission of the SSW/CEO or Administrator. Employees may request to have some information removed from their personnel files. However, Femili PNG reserves the right to refuse a request.
- 10.3.5 Any documents of a controversial or sensitive nature should not be included in an employee's file unless there has been a process by which the employee/s concerned have been able to read and respond to the document. The response must also be kept in the appropriate files.

10.4 Evidence of Employment

- 10.4.1 If the employee requires evidence of employment with Femili PNG, the Femili PNG can issue a confirmation letter whereby the employment dates, position title, and type of employment can be noted.
- 10.4.2 Upon request, Femili PNG may also issue a reference letter for employees. Femili PNG will be honest and truthful in issuing a reference letter. The content of a reference letter may contain the employee's demonstrated performance and behaviour whilst they were at Femili PNG.
- 10.4.3 Femili PNG reserves the right to refuse to issue a reference letter for an employee if there has been misconduct and/or disciplinary issues relating to the employee's employment however a confirmation of employment letter can still be issued.

11 Remuneration and Benefits

11.1 General

- 11.1.1 Femili PNG provides a range of benefits which make up an employee's remuneration package. Employees should review their employment contract to determine what benefits they are entitled to.
- 11.1.2 Femili PNG's remuneration and benefits framework will be reviewed on an on-going basis or as required basis.
- 11.1.3 The following section outlines the range of benefits, the eligibility of each benefit and other important information relating to the benefit.

11.2 Salary

- 11.2.1 In return for the employee's service to Femili PNG, employees are remunerated with a salary.
- 11.2.2 Salary payments are made on a fortnightly basis (in arrears) and are transferred directly to the employee's bank account (that is acceptable by the employer) or as otherwise agreed.
- 11.2.3 All payments are made in PNG Kina and salaries are specified in Kina. The salary stated in each employee contract is the gross salary. This includes the base salary and the housing allowance and other allowances.

- 11.2.4 Employment contracts will outline the employee's gross salary amounts as either an annual, fortnightly, daily, or hourly figure.

11.3 Taxes

- 11.3.1 Personal income tax is deducted by Femili PNG from the employee's gross salary in accordance with PNG Government requirements and rates.
- 11.3.2 Femili PNG remits this amount of tax to the PNG Government as required.

11.4 Payroll Arrangements

- 11.4.1 All deductions and allowances will be made via payroll. This includes any leave payments and/or adjustments.
- 11.4.2 After deductions have been made, employees may have their net salary split between several bank accounts. This arrangement can be made via the completion of the Employee Bank Details Form. All arrangements will be made by the Payroll Administrator.
- 11.4.3 Further details of other payroll arrangements can be obtained from the Administrator.

11.5 Payslips & Statement of Earnings

- 11.5.1 Payslips are available after each payroll (or upon request) from the Administrator.
- 11.5.2 The following details are listed on the payslip:
 - a. Name of Employee
 - b. Employee Number
 - c. Pay Period
 - d. Salary break down (Gross, Tax Paid and Net)
 - e. Deductions and Allowances
- 11.5.3 Employees will be presented with a Statement of Earnings after each financial year. This information will also be sent to the Internal Revenue Commission. Femili PNG will also keep a record of each employee's Statement of Earnings.

11.6 Salary Advances

- 11.6.1 The organization does not allow employees salary advances except for emergency medical expenses related to self or immediate family members (spouse and/or children). Employee advances must be approved by the SSW/CEO.
- 11.6.2 To make a request, the Salary Advance Request Form must be completed with appropriate authorizations and submitted to payroll.
- 11.6.3 Where approved, the maximum allowable cash advance is half the next month's salary of the staff member, less any debt existing from previous

advances. Casuals and volunteers will not be eligible to request salary advances.

- 11.6.4 Repayment should be made within the month of deduction (via payroll deduction or by cash). This means that the employee may be required to repay the full amount by the last day of the month or within the next pay period in that month.
- 11.6.5 No additional salary advance will be approved until any previous advance has been fully settled. Only in exceptional cases may another advance be approved (provided this will be fully recovered in the next pay period in addition to the previous outstanding advance).
- 11.6.6 Where an employee resigns or is terminated by Femili PNG, any outstanding salary advances will be deducted from their final salary payment.

11.7 Salary Scale

- 11.7.1 Femili PNG uses a salary scale as a guideline to provide just and equitable remuneration for all staff. Femili PNG's salary scales have been formulated to be competitive with similar organizations.
- 11.7.2 The salary scale and policy is set out in a separate Salary Policy.

11.8 Salary Review

- 11.8.1 The Femili PNG salary scale will be reviewed at least every two years..
- 11.8.2 To determine whether the salary allocated to each salary grade requires adjustment, Femili PNG may use a combination of external data including from the Government and/or from the private sector.
- 11.8.3 The SSW/CEO along with the Executive Management Committee will determine whether the salary figures within the salary scale will remain the same, increase or decrease. It however is unlikely that there will be a reduction of the salary.
- 11.8.4 Any changes will be determined by the SSW/CEO and Executive Management Committee. Changes will be consulted with the Management Committee. Generally, any increases will be at a percentage amount which will be applied across all grades and levels of the salary scale.
- 11.8.5 Reasons for salary increments may be the result of:
 - a. An increase to adjust the annual cost of living
 - b. Market developments.
 - c. Legislative requirements.
- 11.8.6 Any salary changes during the review should be applied at the commencement of a month rather than during the month for ease of monthly salary calculations.
- 11.8.7 Eligible employees will then be qualified for any back-payment from the

effective date of the new salary scale.

- 11.8.8 To be eligible for this benefit, employees must be a full time or part time employee.
- 11.8.9 Casuals are not eligible for any back pay however should they receive a new contract at the end of their term, the new contract will incorporate the new rates.
- 11.8.10 The salary review is restricted to the availability of projects funds and budget considerations.

11.9 Salary Changes

- 11.9.1 In summary, an employee's salary may change for the following reasons:
 - a. Review of the salary scale.
 - b. Reclassification of an employee's position to a different level (according to the Job Classification system).
 - c. An employment promotion.

11.10 Hours of work

- 11.10.1 Hours of work may vary according to the employee's contract agreement. All employees, casuals, volunteers, and contractors must refer to their employment contract for hours of work including nominal days per week.
- 11.10.2 Femili PNG office hours are Monday to Friday 8.30am - 12.00pm and 1.00pm - 5.00pm.
- 11.10.3 Femili PNG expects all its employees to attend for duty and be conscientious in their work and attendance commitment.
- 11.10.4 In general, full time administration and field employees are contracted on 37.5 hours per week from Monday to Friday or in accordance with the requirement of the employee to be at work area as advised by the supervisor. It is expected that these employees work 7 hours and 30 minutes during the course of a working day.
- 11.10.5 Those who are employed on a fortnight rotational roster and/or under a shift-work arrangement such as security guards are expected to work the total number of hours as specified in their employment contract over the fortnightly span.
- 11.10.6 From time to time an employee may be expected to work additional hours to fulfil the requirements of their position.
- 11.10.7 For those who are required to go to the field overnight or stay in the field for extensive periods of time, employees cannot count the total amount of time away from the normal duty station to contribute towards their hours of work. See Section 11.12 for arrangements relating to Time in Lieu.

- 11.10.8 Employees are expected to attend promptly at the specified hours. Any other times must be approved by the employee's supervisor. Any individuals more than 15 minutes late must telephone or send a message to advise his/her supervisor. Likewise, if an employee is sick he/she must telephone or send a message as early as possible to their supervisor to advise of the illness and their consequent absence.
- 11.10.9 All personnel are required to sign the Attendance Sheet upon arrival in the morning and departure in the evening.
- 11.10.10 All employees who leave the Femili PNG office during working hours must inform their supervisor and register their movements with the Log Assist, including where they are going and what time they are expected to return.
- 11.10.11 Personal appointments are not allowed during working hours. If an employee needs to leave the office for personal reasons during working hours, he/she must get prior permission from his/her supervisor or the SSW/CEO. If it is necessary to be absent on personal business for more than two hours or on a regular basis, the employee will be requested to take annual leave to cover the absence. Medical appointments are allowed if necessary.
- 11.10.12 Extended absences from the office must be accompanied by a Leave Request Form or a written record on the timesheet unless otherwise approved.

11.11 Overtime

- 11.11.1 Overtime payments for extra hours worked, that are in addition to the employee's rostered hours or outside their normal work hours, are made to eligible employees.
- 11.11.2 Overtime will only be available to full time and part time employees who hold grade 1 and grade 2 positions. Employees should refer to their employment contract to confirm whether they qualify for overtime payments. Overtime payments are not automatic. If overtime is to be claimed, this must be agreed before the work commences
- 11.11.3 Overtime pay is calculated on an hourly basis at applicable rate.
- 11.11.4 At a minimum, the eligible employee must work no less than 1 extra hour to claim overtime.
- 11.11.5 The employee must obtain his/her supervisor's approval prior to the extra hour/s being worked in order to claim overtime. Overtime periods should then be clearly documented and approved by the employee's supervisor.
- 11.11.6 Supervisors need to make sure that overtime payments reflect the urgency of the work, the nature of the job undertaken, and whether the payment falls within the budget.
- 11.11.7 Overtime is paid on presentation of a signed and approved timesheet. This has to include explanations on work done for the overtime being claimed.

- 11.11.8 Rate of overtime pay is calculated as follows: Normal office day at 1.5 times the usual hourly rate, Saturdays at 1.5 times the usual hourly rate, public holidays and Sundays at 2 times the usual hourly rate.
- 11.11.9 Supervisors should always balance the actual requirement for overtime and the wellbeing of their staff.

11.12 Time Off in Lieu (TOIL)

- 11.12.1 Time off in Lieu (TOIL) is to compensate for time worked on authorised office holidays or weekends.
- 11.12.2 TOIL is also available to full time and part time employees who do not have access to overtime benefits. Generally those who hold a grade 3 and above position will be entitled to TOIL.
- 11.12.3 The employee must obtain his/her supervisor's approval prior to the extra hour/s being worked in order to claim TOIL.
- 11.12.4 TOIL entitlements will be accrued at the ordinary time rate and/or equivalent to each extra hour worked.
- 11.12.5 At a minimum, the eligible employee must work no less than 1 extra hour to accrue TOIL entitlement/s.
- 11.12.6 In the unlikely event that Femili PNG staff must stay two consecutive nights in the field e.g. working on the re-integration of clients to the village of origin outside the area of operation, they would be are entitled to a half-day of TOIL after returning to the office. Staff staying four consecutive nights in the field are entitled to one day of TOIL after returning to the office. Staff that are requested to work during a weekend day or public holiday are entitled to one day of TOIL in-lieu of each weekend day or public holiday.
- 11.12.7 As a general rule, a maximum of three (3) days of TOIL leave per month can be taken. TOIL entitlements cannot be accumulated without approval. TOIL should be used no later than one month after the TOIL has accumulated.
- 11.12.8 It is the responsibility of the supervisor and the employee to manage the recording of TOIL entitlements and the expiry of the TOIL entitlements. This is done by completion of the appropriate forms. For audit purposes, it is the responsibility of the payroll office to maintain an up-to-date listing of TOIL entitlements for all staff.
- 11.12.9 It is encouraged that employees along with their supervisor identify a time for the employee to use their TOIL entitlements within one week of the additional hour/s being worked.
- 11.12.10 Application to take TOIL must follow the leave procedure and it must be authorised by the supervisor and approved by SSW/CEO before it is taken.
- 11.12.11 TOIL entitlements will not be payable on termination. Instead employees may apply to use unexpired TOIL prior to their last day of work.

11.13 Superannuation

- 11.13.1 Employer superannuation contributions to the superannuation fund nominated by the Femili PNG will be provided to the employee after the successful completion of the employee's probation period.
- 11.13.2 Only full time and part time employees will be eligible for employer superannuation contributions.
- 11.13.3 Femili PNG will provide no less than the legislative contribution rates and will act according to the Superannuation Act.
- 11.13.4 Superannuation is currently paid at the rate of 8.4% of the employee's base salary (excluding housing and other allowances).
- 11.13.5 Employees may wish to contribute additional superannuation payments from their salary via payroll arrangements.
- 11.13.6 Femili PNG will cease employer superannuation contributions according to the employee's last day of service. Femili PNG will advise the superannuation fund of such details.

11.14 Health Insurance

- 11.14.1 Femili PNG will provide health insurance provisions after the successful completion of the employee's probation period.
- 11.14.2 Only full time and part time employees will be entitled to health insurance provided by the employer.
- 11.14.3 The health insurance provider will be nominated by Femili PNG.
- 11.14.4 The level of cover may vary according to the individual's family status. More details can be obtained from the Administrator. Family status will be according to the Health Insurance provider standard. Should the employee's family status change during the course of employment, they must notify the Administrator.
- 11.14.5 Any health insurance claims are between the employee and the health insurance provider however Femili PNG may assist the employee with this process.
- 11.14.6 Femili PNG will comply with the health insurance's renewal procedures however reserves the right to change providers. Should there be a change in provider, Femili PNG will advise affected employees and minimize any lose in coverage from such a change.
- 11.14.7 Femili PNG will cease the health insurance contribution according to the employee's last day of service. Femili PNG will advise the health insurer of such details.

11.15 Public holidays

- 11.15.1 Femili PNG adheres to all decreed national and provincial public holidays.
- 11.15.2 The list of the public holidays and the dates that are to be recognised in any one year are confirmed by the SSW/CEO, this will be communicated and displayed on notice boards in each work area including field offices.
- 11.15.3 An employee will only be entitled to public holidays that fall on the employee's normal working day. For example, if a part time employee's nominal days of work are Wednesdays and Fridays, and there is a public holiday which falls on a Monday, then the part time employee will not be entitled to the public holiday on Monday because it fell on his/her day off.
- 11.15.4 Unless an employee is entitled to paid overtime hours, all other employees will not be remunerated or entitled to penalty rates when working on a public holiday however they are entitled to Time off in Lieu for the equivalent time worked.
- 11.15.5 Should a public holiday fall on the weekend, excluding Easter Saturday, Femili PNG will nominate a day in which an office holiday will be given in lieu of that public holiday.

11.16 Leave Entitlements

Procedure

- 11.16.1 All employees must complete a Leave Request Form for all types of leave and submit it to their appropriate supervisor in 2 weeks advance notice. Once approved, the Leave Request Form is forwarded to payroll for processing.
- 11.16.2 All leave requests must be approved prior to the leave being taken.
- 11.16.3 Leave requests will be processed by payroll at a time closest to the leave being taken. All relevant deductions will be made at that time.
- 11.16.4 In cases where a leave application cannot be submitted prior to the leave due to unforeseeable situations (such as sick leave), the employee is expected to make reasonable efforts to contact their supervisor as soon as possible. Any employee who fails to report their absence within the morning of the first day of absence will be considered as having taken Leave without Pay.

Annual Leave

- 11.16.5 The purpose of annual leave is to provide employees with a period of rest from the office and time to attend to personal affairs.
- 11.16.6 PNG full time employees are entitled to 15 days annual leave for each completed year of service. Annual leave is accrued at the rate of 1.25 days a month. Part time employees accrue annual leave according to their part time schedule.

- 11.16.7 Upon successfully completing their probationary period, employees are entitled to use pro-rata annual leave entitlements.
- 11.16.8 Approval of a request for annual leave is subject to the employee's available leave balance. Only under exceptional circumstances, with special permission from the SSW/CEO, can annual leave be approved in advance of accrued entitlements.
- 11.16.9 Employees on probation are not entitled to take annual leave although it accrues from the date of commencement of employment and becomes available once the employee has successfully completed the probationary period.
- 11.16.10 Annual leave will only be approved at times convenient to the organization and the dates must be mutually agreed between the employee and the supervisor prior to the leave being approved.
- 11.16.11 Employees cannot accumulate over 60 days of annual leave at any one time. Any excess leave will be required to be taken within 3 months.
- 11.16.12 Whilst on annual leave, any normal work duties completed will not be remunerated and leave balances will not be reinstated. However in circumstances where the supervisor has requested that the employee resumes normal work duties whilst the employee is taking annual leave, their leave balances will be reinstated to the equal amount of time worked.
- 11.16.13 Employees are expected to submit any annual leave request 2 weeks in advance. However, consideration will be extended in the event of the family emergency situation e.g. death of one of the family member, the child got sick and hospitalized. The staff needs to inform the Administrator accordingly. Nevertheless, insufficient notice may result in the leave application being rejected.
- 11.16.14 A request for annual leave may be refused if:
- a. The employee cannot be released from regular duties due to insufficient notice.
 - b. The employee has insufficient accrued leave entitlements.
 - c. The leave is likely to seriously affect the functioning of Femili PNG or a related project.
- 11.16.15 Femili PNG reserves the right to require an employee to take time off to reduce their excess annual leave balance.
- 11.16.16 Any unused annual leave entitlements will be included in an employee's final termination package.

Sick Leave

- 11.16.17 Sick leave is available to employees who are genuinely unable to attend work due to illness or injury. It is expected that employees indicate their expected period of absence from work when notifying of their absence on sick leave

- 11.16.18 Femili PNG full time employees are entitled to 9 days of paid sick leave for each completed year. Part time employees are entitled to sick leave according to their part time schedule.
- 11.16.19 Sick leave provisions are granted at the employee's engagement date and at each subsequent anniversary date.
- 11.16.20 The maximum number of sick leave days an employee can accumulate at any one time is 27 days. Any excess sick leave will expire.
- 11.16.21 Discretionary paid sick leave in excess of accrued entitlements can be granted on a case-by-case basis subject to the approval of the SSW/CEO.
- 11.16.22 The employee must advise his/her supervisor at the beginning of the day if he/she is unable to come to work due to sickness. If the period of sickness is likely to be longer than one day he/she should advise his/her supervisor of the expected length of time they will be off duty.
- 11.16.23 For periods of sick leave in excess of two days a signed certificate from an authorized medical practitioner indicating the employee's inability to work must be presented.
- 11.16.24 If an employee takes sick leave either immediately before or after a period of annual leave, weekend, or a public holiday then a medical certificate signed by an authorized medical practitioner must be presented.
- 11.16.25 Immediately returning from sick leave, the employee must update their Employee Timesheet to indicate the days taken as sick leave and must also complete a Leave Request Form and have this approved by his/her supervisor. The Leave Request Form will be processed and filed in the employee's personal file.
- 11.16.26 If an employee is sick whilst taking another leave type and wishes to amend their leave to sick leave, a certificate attesting to their illness and signed by a medical practitioner from Femili PNG's authorized health facilities must be presented. The supervisor must be satisfied with the medical certificate in support of the employee's application. The substitution of leave type taken can then be completed via the Leave Amendment procedure.
- 11.16.27 Femili PNG reserves the right to request the employee to obtain a medical certificate via Femili PNG's preferred medical practitioner to verify an illness or injury where paid sick leave is sought.
- 11.16.28 The cashing out of sick leave is not permitted and is not included into an employee's termination package.
- 11.16.29 Up to 5 sick leave day entitlements can be substituted for either Family or paternity leave however a balance of 4 days sick leave must be reserved for the

employee.

Long Service Leave

11.16.30 Femili PNG will provide long service leave provisions to the employee after 3 years of continuous employment. Provisions allocated are as provided according to PNG Labour Law.

Compassionate Leave

11.16.31 Compassionate leave is granted to employees where they require time away from work to grieve for a death of an immediate relative, father, mother, sister, brother, husband, wife or children.

11.16.32 Compassionate leave will not be remunerated; any compassionate leave taken will not be paid in their salary.

11.16.33 In general, the employee should not exceed 10 days per year for compassionate leave. Should the employee require more compassionate leave, it must be negotiated with their line manager.

Family Leave

11.16.34 Family leave is provided to an employee by substituting up to 5 days of accrued sick leave entitlements. Family leave is accessible only after the probation period.

11.16.35 Family leave is available to employees when they are required to care for a member of their immediate family (spouse, child, parent, sibling, or grandparent) because of illness, disability or confinement.

11.16.36 Family leave is also available to employees for hardship associated with an employee's immediate family.

11.16.37 Discretionary paid family leave in excess of accrued sick leave entitlements can be granted on a case-by-case basis subject to approval from the SSW/CEO.

Paternity Leave

11.16.38 Paternity leave is provided to male employees by substituting up to 5 days of accrued sick leave entitlements.

11.16.39 Paternity leave is available only during the spouse's pregnancy or up to one month after the birth of the child. Paternity leave is available to employees to care for the child and spouse during the general time of birth of the child.

11.16.40 The employee shall give Femili PNG not less than four weeks' notice of when paternity leave is likely to commence.

11.16.41 Paternity leave is accessible only after the probation period.

Maternity Leave

11.16.42 Femili PNG will provide full time and part time employees, who have been employed with Femili PNG for not less than 108 days within a period of twelve months or for not less than 90 days within a period of six months with unpaid maternity leave for the period necessary for hospitalization prior to confinement and six weeks following the confinement. Where due to sickness following the confinement the employee is unable to carry out her duties additional leave not exceeding four weeks may be granted by the SSW/CEO.

11.16.43 Femili PNG will provide paid maternity leave for full and part time female employees who have been with Femili PNG for a minimum of twelve continuous months of service. Employees must have a contract with Femili PNG that extends beyond the duration of the requested maternity leave. Exceptions must be approved by the SSW/CEO.

11.16.44 Eligible employees are entitled to 4 weeks (or pro-rata if part time) of paid and ten weeks unpaid maternity leave after 12 months continuous service or 7 weeks (or pro-rata if part time) of paid and seven weeks of unpaid maternity leave after 24 months of continuous service.

11.16.45 The employee must inform Femili PNG not less than ten weeks prior to the birth that she is pregnant and provide estimated dates when she will require leave.

11.16.46 A certificate from a health professional stating the expected time of the birth is required before leave will be approved. The medical certificate should also state any work restrictions or required adjustments to work duties if any is required during the pregnancy.

11.16.47 Femili PNG may grant additional unpaid maternity leave only at the discretion of the SSW/CEO. Whilst on unpaid maternity leave all accrual of benefits such as annual, sick, and long service leave are suspended.

11.16.48 In addition, the employee may take annual leave in conjunction with maternity leave.

11.16.49 Whilst the employee is on maternity leave, Femili PNG will endeavor to hold their position until they return to work. However the employee must at all times understand upon their return that the nature of their job such as major responsibilities and reporting lines may be changed due to, but not limited to, organizational restructure or change in project activities.

11.16.50 If an employee has been employed for less than 90 days, both the employee and employer have the right to terminate the employment contract without any penalty due to pregnancy.

- 11.16.51 Should the employee wish to terminate their employment contract with Femili PNG during maternity leave, they are required to provide the termination notice, as stated in their employment contract, in writing to their line manager.
- 11.16.52 The employee may, if she so desires, resume her employment at any time during the period of the maternity leave. Before resuming employment the employee shall obtain a medical clearance stating she is fit to return to work.

Nursing Leave

- 11.16.53 Femili PNG grants Nursing Leave to female employees up to one year after confinement for the purpose of nursing her child. The Nursing Leave is a half hour twice daily during normal working hours. Nursing leave is considered paid working time.

Leave without Pay

- 11.16.54 Upon request, employees may be granted leave without pay for extended absences but not more than 10 days per year unless the EMC approves more leave, due to exceptional circumstances.
- 11.16.55 Leave without pay would normally only be granted after all annual leave entitlements have been exhausted.
- 11.16.56 Leave without pay will only be granted under special circumstances, generally in an emergency situation or where there is a benefit to Femili PNG in offering the leave in preference to losing the employee permanently, or where the employee might gain experience relevant to Femili PNG's activities as a result of taking the leave.
- 11.16.57 All leave without pay must be submitted to the Administrator and approved by the SSW/CEO in advance.
- 11.16.58 During the period of unpaid leave an employee's employment contract remains in force. As a result employees must not engage in any activities or conduct that breaches their contract. All other employee benefits including any accrued benefits are suspended.
- 11.16.59 Femili PNG reserves the right to reject any Leave without Pay applications.

Unauthorized Leave

- 11.16.60 Should an employee be unable to attend work for any reason, the employee has a responsibility to advise their supervisor at the first available opportunity.
- 11.16.61 Any unauthorized leave taken by the employee may result in disciplinary action or investigation.
- 11.16.62 Any absences from work for longer than 3 consecutive working days without

notification to the employer may result in the employee being deemed to have abandoned their employment, in which case their employment at Femili PNG may be terminated.

11.17 Travel Advances

- 11.17.1 Travel advances are provided in accordance with the regulations of the Finance Manual. Requests for travel advances should be approved by the Administrator at least one day prior to travel. No new advance will be approved until any previous travel advance has been acquitted.
- 11.17.2 Travel advances should be acquitted through the presentation of receipts within five days after returning.
- 11.17.3 Any advances outstanding for more than five days may be deducted from the employee's salary.

11.18 Per Diem and Accommodation

- 11.18.1 The purpose of per diem allowance is to cover reasonable costs of food and other incidental living costs incurred while an employee is away overnight from their regular duty station. The "duty station" is named in each employee's contract.
- 11.18.2 No per diem applies for day trips which return on the same day. No per diem is paid to individuals for working late or working at weekends at their duty station.
- 11.18.3 All work related travel must be approved by the supervisor prior to the distribution of per diems.
- 11.18.4 Individuals who are required to travel outside of PNG will receive the standard Femili PNG per diem for the country to which they are traveling to. Femili PNG has adopted OXFAM per diem rates.
- 11.18.5 Individuals traveling inside PNG will receive the standard Femili PNG per diem for the area visited.
- 11.18.6 The per diem is a flat rate amount. It is not necessary to substantiate how it is spent. If a person chooses to spend more than the allowed amount, it is at his/her personal cost.
- 11.18.7 The current per diem rates and calculation may vary from time to time and from location to location. Current rates can be retrieved from the Finance/admin Department.
- 11.18.8 If original travel plans have been reduced, cancelled, rescheduled, relocated and/or other changes have occurred, the employee must return any excess per diem allowance.

11.18.9 In situations where per diems are paid by another organization, the Femili PNG per diem that was issued to the employee must be returned.

11.18.10 Accommodation for work related travel will be paid by Femili PNG directly by cheque or prior arrangement.

12 Performance Management

12.1 General

12.1.1 Femili PNG believes that our success is based on people and their contribution. Femili PNG's performance management system includes the following processes:

- Annual Performance Appraisal (APA)
- Managing Unsatisfactory Performance

12.1.2 The objective of Femili PNG's overall performance management system is to:

- Build the capacity of each employee to achieve individually.
- Help develop employees' strengths and areas of improvement.
- Ensure individual performances are aligned with organisational objectives.
- Motivate employees through achievement and feedback.
- Establish training needs and learning desires.
- Continually improve a team's performance.
- Learn from past mistakes.
- Elevate under performance or standards of behaviour.
- Recognise and reward good performance.

12.1.3 Where the employee changes position or changes line managers, a performance appraisal of the employee's performance during the performance cycle to date should take place before the changes occur. When the changes have occurred, a new job description will need to be developed with the new line manager.

12.2 Annual Performance Appraisal (APA)

12.2.1 Performance management involves mutual benefits for the employee and for Femili PNG. It provides employees with developmental opportunities and leads to efficient and effective work practices that advance the goals of the organisation.

12.2.2 Femili PNG believes that supervisors and/or line managers are responsible for ensuring that employees under their direction are supported and given feedback in a timely fashion to improve performance throughout the year.

- 12.2.3 Performance appraisals should be conducted annually in July for full time and part time employees. References to the 'appraisal period', 'performance period' or 'performance cycle' are the time periods in which the employee will be evaluated.
- 12.2.4 Throughout the performance cycle, less formal progress meeting/s between the employee and line manager should take place to monitor the employee's performance and behaviour. During this meeting/s, the employee and line manager should discuss the barriers, current challenges, possible solutions, and any adjustments to work priorities.
- 12.2.5 At the end of the performance cycle, the employee and the respective supervisor will be required to meet formally to review the employee's overall performance. The Administrator will conduct the APA to the administrative staff while the SSW/CEO to the case managers. Prior to the meeting, the employee will conduct a self-analysis to reflect on his/her own performance throughout the performance period. Together, the employee and line manager will discuss the employee's overall performance according to their job description, and their general performance characteristics. The same meeting should also set priorities for the coming year, as well as areas for development.
- 12.2.6 The employee and supervisor are to keep a copy of any performance appraisal related documents during the performance cycle. Once the performance appraisal has been completed, it should be filed. All performance appraisals will be filed in the employee's personnel file.
- 12.2.7 Reference to these documents may be made and reviewed by the respective supervisor to monitor the employee's performance and make future decisions regarding the employee's employment.

12.3 Managing Unsatisfactory Performance

- 12.3.1 From time to time an employee may fail to reach a satisfactory level of performance or behaviour.
- 12.3.2 This procedure provides a mechanism and structure for managing instances of identified poor performance or behavioural standards which require remedial actions and/or disciplinary actions.
- 12.3.3 Managing unsatisfactory performance applies to all personnel of Femili PNG regardless of their employment type.
- 12.3.4 The process requires that the line manager formally meet with the employee followed by a progress review meeting. During this process, the line manager will counsel the employee to achieve the expected outcome. Where this process fails to achieve an intended outcome or the employee's performance is severely low and/or the impact on Femili PNG is unacceptable, Femili PNG may exercise the Disciplinary Procedure where it may result in the dismissal of the employee.
- 12.3.5 It will be the responsibility of the line manager to closely monitor the employee's overall work performance. Line managers provide all employees

with continual feedback on their work performance so that instances of below-standard performance or behaviour are promptly identified and corrected in a timely manner. Employee's performance and behaviour can then be promptly aligned with Femili PNG's operation and/or standards.

- 12.3.6 Where the performance of an employee is unsatisfactory, the supervisor will meet formally with the employee to:
- Provide a clear understanding to the employee of the precise area of unacceptable performance or behaviour.
 - Discuss the impact of their performance or behaviour
 - Identify areas of improvement.
 - Listen to the employee's side of the story
 - Support, advise, coach and train the employee to assist them in planning their performance.
 - Develop a work plan with the employee to improve performance and/or support behavioral changes.
 - Agree on a progress review date.
- 12.3.7 The employee's supervisor is responsible for discussing any issues which arise directly with the employee in order to obtain the best possible outcomes. The line manager should maintain objectivity with the employee throughout the process. The employee must understand the purpose of the process and the need to change work standard or behaviour.
- 12.3.8 It is important that all topics of discussion, and the agreed improvement plan and a date to review progress are recorded in writing to ensure that both parties have a clear understanding of the expectations. A copy of the document should be sent in confidence to the SSW/CEO and placed in the employee's personnel file.
- 12.3.9 Any ongoing unsatisfactory performance should be recorded and be discussed during the progress review meeting however disciplinary action may be taken immediately if there is an incident of unacceptable poor performance and/or behaviour.
- 12.3.10 If the outcome of the progress review meeting determines that the employee's performance has not improved, formal disciplinary action may take place. The Supervisor and SSW/CEO may determine the next course of action. This action may include, but is not limited to:
- a.** Dismissal.
 - b.** Transfer to another position (if available).
 - c.** Extension of the probation period.
 - d.** Temporary suspension without pay.
- 12.3.11 The employee has seven days from the date of the recommendation to show

why the recommended action should not occur. The employee must provide their reasons to the line manager in writing.

- 12.3.12 If the outcome of the progress review meeting determines that the employee has demonstrated a satisfactory level of performance and/or behaviour, no further action on the matter is required.

13 Training and Development

13.1 Policy

- 13.1.1 Femili PNG believes training for employees is fundamental to the development of individual knowledge, skills and attitudes, as well as for the successful implementation of Femili PNG's programs.
- 13.1.2 Individual training needs will be reviewed by the employee and his/her supervisor during the Annual Performance Appraisal system or through a training need analysis. This process should prioritize the training possibilities for the forthcoming year taking into consideration budgetary constraints.
- 13.1.3 Femili PNG appreciates that many employees would like training in skills directly or not directly linked to their position. Due to financial constraints this is not possible. Final decisions regarding eligibility should be made jointly by the appropriate supervisor and the SSW/CEO.
- 13.1.4 The amount of funding made available will depend on the nature of the training and will be decided by the SSW/CEO before commitment to the course(s) is made.
- 13.1.5 The following issues may affect the approval of an employee's request for training but is not limited to :
- Eligibility of employee.
 - Budget and funding limitations.
 - Priority of skill set required at the time within the employee's work team and within Femili PNG.
 - Impact of workload within the team.
 - The amount of training allocated to the individual and their team to date.
 - Future training being conducted.
 - Relevance in relation to the employee's position requirements.
 - Strategic direction of the department and within Femili PNG.

13.2 Eligibility

- 13.2.1 To be eligible to apply for any training or development support, the employee must have been employed by Femili PNG on a full time or part time basis, have

completed 12 months of continuous service and has achieved satisfactory performance. They must also have a contract which extends over a period of one year beyond the training date/s. Any exceptions must be approved by the SSW/CEO.

13.2.2 The requested training or the development study must demonstrate that it is aligned to the professional development of the employee and be able to contribute to Femili PNG's long-term operation strategy.

13.2.3 Should the nature of the employee's role evolve or where there is a gap of skill set/s required to carry out the employee's role, training and development may be necessary however this must be documented into the employee's performance appraisal process.

13.3 Training or Development Modes

13.3.1 All employees are encouraged to discuss with their supervisor the training from which they feel they would benefit.

13.3.2 Training can take the form of:

- On-the-job training.
- In-house training.
- Cross visits to other local NGO's.
- Workshops.
- Other external studies.

13.3.3 Whenever possible, Femili PNG will try to conduct training during official working hours at Femili PNG office. However, if it is deemed more economical and/or more efficient, employees may be sent to an external training facility, either during working hours or non-working hours.

13.3.4 Informal development modes may include:

- Work experience internal or external of Femili PNG.
- Job rotation into different functions, departments or locations.
- Access to coaching and mentoring opportunities.
- Research/ reading into a particular topic.
- Membership of professional organizations.
- External studies.
- Networking.

13.4 Application Procedure

13.4.1 Application for any form of training must be made via the completion of the Employee Training Request Form.

- 13.4.2 Employees are encouraged to notify their supervisor if they become aware of appropriate training courses. Supervisors should seek opportunities for their subordinates and should bring such training needs and possibilities to the attention of the SSW/CEO.
- 13.4.3 The employee must request training by way of an application indicating the details of the course, its relevance to Femili PNG, and the expected source of funding.
- 13.4.4 Supervisors must assess the request based on need and taking account of the employee's past performance, and then either reject the application or endorse it and pass it to the SSW/CEO for consideration.
- 13.4.5 If the request is not granted, the employee's supervisor will discuss the reasons for its rejection with the employee.
- 13.4.6 If the request is granted, the supervisor will then arrange for the employee to attend the course. The supervisor may need to make alternative arrangements for the period the employee completes their training/study to minimize potential disruption to the team or to the employee's workload.

13.5 Training Support

- 13.5.1 Employees are not entitled to overtime or time off-in-lieu as a result of participating in such training during or outside the employee's normal hours of work or completing homework/assessments.
- 13.5.2 Employees must undertake any homework/study outside working hours.
- 13.5.3 The cost of the approved training, such as training cost and learning materials will be partially or fully paid for by Femili PNG.
- 13.5.4 Where the employee is required to travel to attend the approved training, Femili PNG will support the employee with travel and accommodation costs.

13.6 Training Records

- 13.6.1 The employee shall submit proof of the successful completion of their training which will then be kept in their personnel file. Ongoing performance in completing a course will be monitored.

13.7 Liability

- 13.7.1 If the training, including the training support fees, incurred by Femili PNG is above K3,000 and should the employee resign or exit the organization due to a disciplinary matter within 1 year from commencing the training, the employee will be liable to repay 50% of the course value to date. If the employee resigns 2 years from commencing the training, the employee is not liable to repay the organization.
- 13.7.2 The SSW/CEO reserves the right to cease or suspend the training should there

be a disciplinary issue or performance issue with the employee's study or work performance and/or behavior.

- 13.7.3 Femili PNG will only cover the costs of training a particular unit or subject once. Should the employee fail to successfully complete the training, additional attempts to complete that training unit will be the liability of the employee.

14 Whistleblowing policy

14.1 Definitions

- 14.1.1 **Whistleblowing** is the disclosure by a person, usually an employee, of mismanagement, corruption, illegality or some other form of actual, suspected or anticipated wrongdoing in an individual or organisational sense.
- 14.1.2 A **Whistleblower** is a Femili PNG representative (including the Board, contractors, staff, volunteers and interns) who reports in connection with a wrongful act under this policy and wishes to avail themselves of the protection offered by this policy.
- 14.1.3 A **wrongful act** includes, but is not limited to:

- breaches of legal obligations (including negligence, breach of contract, breach of administrative law);
- criminal offences;
- mismanagement of funds;
- actual or suspected fraud or corruption;
- abuse of authority;
- health and safety risks, including risks to the public as well as other employees;
- the unauthorised use of organisational funds;
- sexual or physical abuse or exploitation of clients;
- damaging case management practices, causing harm to clients;
- other unethical conduct; or
- the concealment of any of the above.

14.2 Principles

- 14.2.1 All Femili PNG representatives, who are aware of wrongful acts, have an obligation to report the act and disclose any information they have pertaining to the wrongful act.
- 14.2.2 Femili PNG representatives have a right to speak openly and honestly about alleged wrongful acts in a safe environment without fear of retaliation,
- 14.2.3 Femili PNG will respond appropriately, confidentially and in a respectful manner

to all alleged wrongful acts and investigate them.

14.2.4 Femili PNG guarantees that staff and volunteers who disclose perceived wrongdoing in good faith will be protected from adverse employment consequences.

14.3 Reporting Procedures

14.3.1 Whistleblowers are encouraged to disclose the alleged wrongful act to any of the following:

- CEO/SSW
- Operations Directors – Lae and Port Moresby
- Development Manager
- Chair of the Board (stephen.howes@anu.edu.au)

14.3.2 Disclosures may be made over the phone, in writing, or via email. Whistleblowers may seek to make their disclosure anonymously. However, if the whistleblower identifies themselves, Femili PNG will protect their confidentiality and their identity as far as practical. Femili PNG may disclose the identity of the whistleblower if:

- The whistleblower consents to the disclosure;
- The disclosure is required by law; and/or
- The disclosure is necessary to further the investigation.

14.4 Investigation Procedures

14.4.1 The following procedure will be followed if a wrongful act is alleged:

- The Chair or CEO/SSW will identify a suitable person to investigate the allegation. This person may be internal or external to Femili PNG.
- Femili PNG undertakes to start the investigation within two weeks of the disclosure. The length and scope of the investigation will depend on the complexity of the case.
- The person investigating the disclosure will prepare an investigation report that will be reviewed by the EMC and/or the Board.
- Appropriate action will be decided by the EMC and/or the Board. Action may include: initiating a disciplinary process, or informing external authorities if a criminal action has been committed, eg fraud or theft.
- If it is found that there is not sufficient evidence of a wrongful act, or the actions are not serious enough to warrant disciplinary action, it may be appropriate for the EMC to take a more informal approach to dealing with the matter. In this circumstance possible outcomes of the investigation could be that:

- the allegation could not be substantiated; or
- action has been taken to ensure that the problem does not arise again.
- If the whistleblower is not satisfied with the response they have received they have the option to raise the matter directly with the Board.

14.5 Protection of whistleblowers

14.5.1 Femili PNG representatives who raise genuinely held concerns in good faith under this policy will not be dismissed or subjected to any detriment as a result of such action. Detriment includes, but is not limited to:

- Dismissal or demotion;
- harassment;
- discrimination or bias; or
- threats of the above.

14.5.2 Any retaliatory action will be treated as employee misconduct and will result in disciplinary action. If a whistleblower believes retaliatory action has occurred or has been threatened, the whistleblower has the right to make a submission to the CEO/SSW or the Board.

15. Grievance Procedure

15.6 General

15.6.1 The Grievance Procedure provides the framework for enabling a Femili PNG employee to have an issue of concern reviewed fairly, impartially and in a timely manner. It enables the review of decisions, behavior, application of policies and other actions according to the employee's concern and/or complaint.

15.6.2 Femili PNG encourages staff, wherever possible, to attempt to resolve grievances through thoughtful discussion with the person/s that is the source of the grievance. Femili PNG acknowledges that this is not always possible. Where the grievance has resulted from a policy, the staff member should bring the matter to the attention of the Administrator or SSW/CEO.

15.6.3 The following principles will be applied in the Grievance Procedure:

- Grievances will be addressed sensitively, promptly and in accordance with the relevant grievance framework.
- All reasonable steps will be taken to respect the confidentiality of the person making the grievance.
- Fairness and impartiality will prevail throughout the appropriate resolution process - until a grievance is investigated and/or a decision is made, a grievance is an allegation, not a fact.
- Appropriate records will be maintained throughout the resolution process.

- Persons who notify grievances will be protected from victimization or reprisal/retaliation.
- The investigation must be conducted fairly and in keeping with the principals of natural justice and confidentiality.
- Persons who notify grievances will be regularly informed of the progress of the matter, including the consequences of any finding that the grievance is substantiated or not substantiated.

15.6.4 Employees may raise a grievance in relation to their employment with Femili PNG. They may seek redress of a grievance in relation to, however not limited to:

- a. Any management decision that affects them.
- b. Any complaint they may have regarding the behaviour of another Femili PNG member.
- c. A policy or procedure negatively affecting them.

15.6.5 A complainant can withdraw his or her complaint at any time. If the complaint is withdrawn, Femili PNG does not have to pursue the complaint and/or investigation any further but may do so if there is good reason.

15.7 Framework

15.7.1 The grievance framework compliments other Femili PNG policies and procedures. Resolutions must be in accordance with these policies and procedures.

15.7.2 The grievance framework consists of an informal and a formal resolution. Under the informal resolution, a grievance should be discussed in the first instance with a supervisor or the next-up manager. Under the formal resolution, the complainant must complete a Grievance Form and the complaint will be escalated to the relevant SSW/CEO.

15.7.3 References to the next-up manager refer to the next reporting manager according to the organization chart and structure.

15.7.4 The complainant may nominate an internal Femili PNG employee to represent their grievance. Should the nominated Femili PNG employee agree to represent the grievance, the grievance process along with any communication will involve the nominated Femili PNG employee on behalf of the complainant. The complainant may at any time intervene and remove the nominated representative.

15.7.5 Investigation activities during the stages of the grievance framework may vary from case-to-case depending on the nature and seriousness of the complaint.

15.7.6 The grievance may be resolved at any stage of the grievance framework however most concerns are expected to be resolved at the informal stage at step one and two.

15.7.7 During all stages of the procedure, a third party or a mediator (internal or external of Femili PNG), agreed by all parties, may be nominated to resolve the issue.

Informal Resolution				
	Action	Procedure	Outcome - Resolved	Outcome – Not Resolved
Step 1	Employee raises and discusses issue with the alleged offender or Supervisor. If issue raised involves employee's manager or supervisor, employee to discuss it with next-up manager.	Supervisor investigates issue raised with reference to Femili PNG policies and procedures, and responds in a timely manner to employee within 7 working days.	Two parties resolve the issue and/or concern raised. No further action required.	If employee is not satisfied with outcome, he/she can speak with Administrator and SSW/CEO and exercise Step 2 of the informal resolution procedure.
Step 2	Employee discusses issue with the SSW/CEO or the EMC	The SSW/CEO or EMC reviews issue with employee and supervisor Next-up manager investigates issue raised with reference to Femili PNG policies and procedures, and responds within 14 days.	Two parties resolve the issue and/or concern raised. No further action required.	If employee is not satisfied with outcome, he/she can exercise the formal grievance procedure.
Formal Resolution				
	Action	Procedure	Outcome - Resolved	Outcome – Not Resolved
Step 3	Employee formally submits a grievance via the Grievance Form and submits it to the Administrator	The Administrator reviews the Grievance Form and discusses the issue with the SSW/CEO.	Two parties resolve the issue and/or concern raised. Recommendations	If employee is not satisfied with the outcome, the complaint will be escalated to the

		<p>The SSW/CEO or nominated representative will investigate the issue raised with reference to Femili PNG policies and procedures.</p> <p>A meeting between all parties may take place to discuss a resolution.</p>	<p>and monitoring action plans may be agreed to.</p> <p>No further action required.</p>	Executive Management Committee
Step 4	The grievance is escalated to the Executive Management Committee. All documents and facts are to be forwarded to the Development Manager based in Australia for review.	<p>The EMC will reviews the issues and the processes to-date to resolve the issue.</p> <p>Determines if further internal or external reviews are warranted.</p> <p>Having considered the issue and the review process, EMC makes a decision and/or recommendations which will be considered as the final outcome.</p>	<p>All parties are informed of the final decision and/or recommendations are implemented.</p> <p>No further action required.</p>	If employee is not satisfied with the final outcome, they may request a further review to be conducted by the Executive Management Committee.

15.7.8 Where there is a review taking place, the SSW/CEO in collaboration with the Executive Management Committee may determine that the original decision should be affirmed, amended or overturned.

15.7.9 Where the complainant or the offender is not satisfied with the outcome, they should consult with the Executive Management Committee.

15.7.10 Noting the small size of the Femili PNG, grievances are expected to be settled informally. In addition, if steps in the above framework are not appropriate

due to the small size of the organization, they will be skipped.

15.8 Example Grievances

- 15.8.1 Where the grievance relates to a management decision that negatively affects the employee, it should state the circumstances, the reasons for the grievance and the grounds for review of the relevant management decision. If it is determined that the stated grounds warrant a review of the relevant management decision, the SSW/CEO review that decision, seeking input from supervisors, managers and employees as reasonable and appropriate, in order to be fully informed on all necessary facts.
- 15.8.2 If the issue involves difficulties between co-workers, it may be determined that mediation or other remedial measures (counselling and directives) are necessary to assist the process of resolving the issue. All reasonable steps will be taken to facilitate a balanced and fair resolution of issues between co-workers.
- 15.8.3 If the grievance/complaint relates to alleged unacceptable behaviour by another employee or group of employees, the Disciplinary Procedure may be instigated.

15.9 Interim Measures

- 15.9.1 Whilst the Grievance Procedure is taking place and/or investigation is occurring, it may be appropriate for interim measures. Interim measures will be considered on a case-to-case basis and will depend on the nature and extent of seriousness of the complaint. All interim measures will have an expiry date, any extensions may be reviewed. All interim measures must be approved by the SSW/CEO in consultation with the EMC.
- 15.9.2 Depending on the grievance, the following are possible interim measures, however are not limited to:
- Complainant may be able to have a policy in question either reinstated or removed whilst the matter is under review and/or investigated.
 - The complainant is appointed an alternative reporting manager.
 - The alleged offender is temporarily suspended from normal work duties.
 - Alternative work arrangements are made either for the complainant and/or the alleged offender.
 - Other interim measures as the SSW/CEO sees fit.

15.10 Resolutions

- 15.10.1 The decision and any recommendations will be documented. The employee who has lodged the grievance will be advised of the outcome and the reasons for the final decision. Where an outcome has been agreed and resolved, it will be considered final and the complaint will be closed.
- 15.10.2 It may be that the recommendations include monitoring and revision of the situation. In such a case, the grievance will be considered closed only when

it has successfully met all the requirements.

15.10.3 The outcome may involve actions under the Disciplinary Procedure and/or may also result in other redress such as, but not limited to:

- An apology.
- Alternative work arrangement made permanent.
- Revision of or removal of a policy.
- Require the offender to attend training.
- Ongoing counselling and monitoring of the offender.
- Other suitable outcomes as determined by the SSW/CEO.

15.11 Documentation

15.11.1 Documenting each step in the procedure is important to enable issues to be clarified, along with the recording of information and evidence collected and used. It also ensures that each process is followed, primarily to protect the organization from any potential arguments. All records of interviews should be viewed and cleared by the parties to the interview.

15.11.2 All documents generated in relation to the lodgment of a complaint must be collated and retained on file. The file is to be visibly marked as 'Confidential' and is to be retained in a secure location.

15.12 Confidentiality

15.12.1 At all stages of this procedure, it is imperative that confidentiality is maintained as to the issues, their nature, the identity of the complainant, the identity of the alleged offender and any documents generated in the process.

15.12.2 While respecting confidentiality, Femili PNG is obliged to investigate and act upon each complaint, and this will likely involve details and or documents being passed on to persons involved and those investigating the complaint.

15.12.3 All persons involved with the process are required to maintain confidentiality. This is to protect the rights of the complainant and the alleged offender.

16 Reporting Employee Misconduct

16.1 What is Misconduct?

16.1.1 'Misconduct' is a generic term which refers to an action or behavior by Femili PNG personnel which is determined to have:

- Breached any of the terms and conditions included in their employment contract.
- Action contrary to Femili PNG's mission, vision and core values.

- Breached any of the minimum standards as outlined in Femili PNG's policies and codes of conduct.
- Other actions or behavior contrary to Femili PNG's workplace standards.

16.2 Duty to Report

- 16.2.1 In order to maintain the highest ethical standards and protect the integrity of Femili PNG, all personnel have a duty of good faith to report any instances of suspected misconduct.
- 16.2.2 Managers have a duty of care not only to report misconduct, but to ensure that appropriate action is taken to remedy this misconduct.
- 16.2.3 Femili PNG will ensure that any personnel who reports suspected misconduct will be protected from victimization and discrimination. Any reports will be dealt with in the highest confidentiality.

16.3 To Whom to Report

- 16.3.1 Suspected misconduct should be reported to:
- the supervisor of the individual suspected of misconduct.
 - the complainant's own supervisor.
 - as relevant, the Administrator and/or SSW/CEO.
 - The Development Manager based in Australia.
- 16.3.2 If the suspected misconduct involves international personnel and/or the person making a report does not feel comfortable reporting the suspected misconduct to their supervisor or the SSW/CEO, they should approach the Administrator

16.4 Rights of Employees Suspected of Misconduct

- 16.4.1 The following principles will be applied where a Femili PNG personnel is suspected of misconduct:
- His/her privacy will be protected; any enquiry will be conducted in confidence and involve only relevant parties on a 'need to know' basis.
 - Any accusations will be supported by relevant and objective evidence.
 - Any enquiry will be impartial and unbiased.
 - The employee will be permitted to view and clear any record of interview with him/her.
 - Any investigation into a report of suspected misconduct will be handled in a timely, systematic and effective manner.
 - The accused will have the right to reply to any accusations.

17 Investigating Employee Misconduct

17.1 General

17.1.1 The following principles will be applied in the procedure:

- Employee's rights to fairness and equitable treatment in the event of a conduct or grievance issue are protected.
- Prior to any determination (subject to investigation), the action will be known as 'suspected misconduct'.
- Protection of the privacy and confidentiality of information that might necessarily emerge via the investigation of workplace issues.

17.1.2 For any investigation to occur it must be approved by the SSW/CEO and it will be conducted under the close monitoring of the supervisor and/or the SSW/CEO. An individual must not conduct an investigation on behalf of Femili PNG without the appropriate approval.

17.2 Investigation Guidelines

17.2.1 When a supervisor suspects an employee of misconduct, or receives an allegation of misconduct, it must first be determined whether the allegation can be handled prior to an investigation. This must be actioned within 7 working days of receiving the report of suspected misconduct.

17.2.2 The alleged person must be made aware of the claim made against them and be given an opportunity to respond to the claim.

17.2.3 The following questions should be addressed in determining when an investigation is required:

- What is the nature and seriousness of the suspected misconduct?
- What is the type of suspected misconduct eg, financial dishonesty, harassment, etc?
- What are the amounts, values and quantities involved?
- What was the period over which the suspected misconduct occurred?
- Is there any evidence of personal benefit from the suspected breach?
- What are the actual and potential consequences of the employee's suspected misconduct?
- Are others outside the Femili PNG involved in the suspected misconduct?
- Is the matter also a criminal offence and needs police referral?
- Is it necessary to suspend the suspected employee should the matter be investigated further?

17.2.4 If it is found that the matter requires a formal investigation, the SSW/CEO can only give authorization to conduct an investigation. The SSW/CEO will appoint an investigator and the investigation will commence. The person selected as the

investigator should be independent from the matter and unbiased. They may be internal or external to Femili PNG.

17.2.5 When an investigation is to take place, the following should be carried out:

- The suspected employee must be informed in writing of the details of the suspected misconduct and any interim measure such as temporary suspension and/or sanctions which may apply.
- The investigator will be responsible for gathering and analyzing evidence. Findings and statements should be documented.
- The investigator will present the findings of the investigation within 14 working days of initiating an investigation to the SSW/CEO. The investigator will present whether the employee has committed misconduct or behaved contrary to Femili PNG's expected standards.

17.2.6 Once the SSW/CEO has received the results from the investigation, he/she will meet with the alleged person with the findings. The alleged person will have up to 7 working days to respond to the claims made against them.

17.2.7 When the alleged person has responded or where the 7 working days for responding has expired, the SSW/CEO may determine further investigation may be required, dismiss the reported misconduct or make a final decision. The final decision may include recommendations of possible resolutions or include further actions under the Disciplinary Procedure.

17.3 Suspension during Investigation

17.3.1 In instances where there is a serious alleged misconduct, the alleged person may, if necessary, be suspended on full pay during investigation of the circumstances of the incident. The suspension is without prejudice to any final decision made. In such cases, the alleged person should not be allowed to resume normal work duties until the investigation is complete and an outcome determined.

17.4 Record Keeping

17.4.1 A written record will be made throughout the reporting and enquiry of the suspected misconduct. The record should include the following information:

- the allegation and the details of the individual/s suspected of misconduct.
- an outline of the investigation process, records of statements made by person/s involved in the investigation, as well as copies of documentation required to establish facts.
- findings or evidence collected.
- a statement from the individual regarding the findings.
- the decision and/or the outcome by the investigator.
- notification of the decision/ outcome to the individual.

17.4.2 Copies of the record will be filed in the suspected individual's personnel file.

18 Disciplinary Procedure

18.1 General

- 18.1.1 The Disciplinary Procedure provides Femili PNG personnel with formal notification that a failure to meet Femili PNG standards carries a consequence for their actions during ongoing employment.
- 18.1.2 The following provisions are intended to ensure that any misconduct/s is dealt with fairly and consistently according to proper process.
- 18.1.3 Disciplinary procedures apply to all personnel of Femili PNG regardless of their employment type.
- 18.1.4 Where a person breaches the trust invested in them, it is the responsibility of management at all levels to instigate appropriate action including conducting an investigation.
- 18.1.5 Where it has been found that Femili PNG personnel have acted or behaved contrary to Femili PNG's policies, code of conduct, breached terms of employment, etc, the disciplinary procedure should be followed by Femili PNG to respond to the misconduct.
- 18.1.6 The security and safety of all employees involved in a disciplinary procedure in PNG need to be considered carefully.

18.2 Procedure

- 18.2.1 Depending on the seriousness of the incident or behaviour, the disciplinary procedure may constitute an informal and/or a formal process. The procedure will vary on a case-by-case basis depending on the circumstances of the issue.
- 18.2.2 As a general rule, incidents or behaviours that do not amount to a serious offence or serious outcome for Femili PNG, and which are first offences, should be dealt with informally. For repeated and/or serious offences, it may be that the formal disciplinary procedure is instigated.
- 18.2.3 Informal disciplinary process:
- The employee's direct supervisor should discuss the matter with the employee in a non-confrontational and impartial manner.
 - Discuss the issue and the impact should there be a repeat incident on Femili PNG and colleagues.
 - Advise the employee that the matter will not result in an official warning but may do so next time.
 - Give the employee an opportunity to respond or clarify any details.
 - Provide the employee with expected behaviour/conduct in order to fulfill their

role within Femili PNG.

- Document the content of the discussion, agreed outcomes, date and time, etc, which is then cleared with all parties to the interview, and passed to the Administrator for filing on the employee's personnel file.

18.2.4 Formal disciplinary process:

- The employee's direct supervisor (may include the Administrator or SSW/CEO) or an EMC member arrange a formal meeting with the employee and inform the individual of the decision and disciplinary action being taken against them.
- Discuss the misconduct/ incident/concern with the individual. Discuss the impact on Femili PNG and/or colleagues and the impact should there be a repeat occurrence.
- Advise the employee that a repeat matter may lead to another disciplinary action including termination.
- Give the employee an opportunity to respond or clarify any details.
- Provide the employee with guidance on expected behaviour/conduct and provide corrective actions.
- Document the content of the discussion, agreed outcomes, date and time, etc, cleared by all parties to the discussion for filing by the Administrator.
- Provide on-going monitoring and counseling to take further corrective actions and/or provide reinforcement to encourage changed behaviour.

18.3 Disciplinary Actions

18.3.1 Taking account of the requirement for a measured and balanced response, the disciplinary action may include:

- Verbal warnings.
- Written warnings.
- Dismissal with notice.
- Instant dismissal or to terminate an employee without notice.

18.3.2 In general, for minor or major offences a verbal warning or a written warning may be issued. For unacceptable offences and/or repeated offences, it may warrant dismissal with notice. For gross misconduct including unlawful offences, dismissal without notice may be issued.

18.3.3 Disciplinary action will be appropriate to the circumstances of the issue. Some issues may warrant a written warning, whereas others may result in instant/ immediate dismissal. In any case a disciplinary penalty will be commensurate with the gravity, nature and effect of the offending behaviour or activity.

18.3.4 The SSW/CEO and the EMC must be involved in determining appropriate levels of disciplinary action.

18.3.5 The following may be considered in determining a decision on a disciplinary action:

- Focus on the facts.
- The gravity of the offence.
- The penalty applied in similar cases in the past.
- The individual's record.
- Mitigating circumstances.
- Concentrate on what is needed in the future to eliminate the problem.
- Consider the fairness and reasonableness of the proposed penalty.

18.3.6 A verbal or written warning may be given for reasons including, but not limited to the following:

- Arriving late or leaving work before specified time in both cases by 15 minutes or more without authorization or acceptable reason
- Leaving work during working hours without authorization or acceptable reason
- Working for another employer or as self-employed without written permission from Femili PNG.
- Continued unauthorized absence from work duties without leave, reasonable excuse or notification of the employer for 1 to 3 consecutive working days.
- Sleeping while on duty.
- Refusing to follow reasonable instructions given by a direct supervisor
- Consistent poor performance of duties despite adequate training and support being provided
- Consumption of alcohol or betel nut while on duty

18.4 Verbal Warning

18.4.1 A verbal warning is a discussion with an individual dealing with a behaviour or breach of a standard which is inappropriate. Further disciplinary consequences will result if the behaviour or breach is repeated.

18.4.2 The discussion covers:

- a summary of why the event is unacceptable.
- an explanation of the required behaviour or standard.
- a repetition of the unacceptable behaviour or standard will result in further disciplinary action.

18.4.3 A file note is placed on the employee's personnel file indicating that the discussion has occurred, and the agreed outcome of the discussion. The placement of the note on the employee's file does not constitute a written

warning.

18.5 Written Warning

18.5.1 A written warning is notice in writing to the employee outlining a disciplinary issue. It sets out the consequences of a further breach.

18.5.2 A written warning must contain:

- details of the performance or behaviour or breach of Femili PNG's standards, including reference to all documents produced at any previous counseling sessions and any verbal warnings.
- a statement of the performance or behaviour required and/or the specific corrective actions necessary.
- consequences which may occur if the required corrective performance or behaviour is not achieved.
- a date (if applicable) for any follow up or review of performance or behaviour.

18.5.3 The written warning must be dated and signed by employee and supervisor. The original is to be placed on the employee's personnel file and a copy given to the employee.

18.5.4 Where an employee has received 3 disciplinary notices (in writing) within a one year period for a repeated offence, Femili PNG reserves the right to terminate the employee.

18.5.5 A significant breach of the employee's contract of employment or unacceptable behaviour that does not warrant dismissal may result in the immediate issue of a final warning even though no previous warnings may have been issued. In such cases, the written warning must clearly state that the consequences of a further breach of Femili PNG's standards or requirements will result in the termination of the employment contract.

18.6 Dismissal with Notice

18.6.1 Dismissal with notice is the formal termination of a contract of employment and must therefore be made in accordance with the terms of that contract.

18.6.2 For Femili PNG to dismiss with notice there must be a valid reason connected with the employee's capacity or conduct. Dismissal with notice can be initiated only after reference to the SSW/CEO and discussion with the EMC.

18.6.3 Before dismissal with notice, the misconduct should be investigated and fully documented and supported. Documentation may include:

- records of counseling.
- copies of previously issued formal warnings.
- records of other disciplinary actions.

18.6.4 Payment in lieu of notice may be made where this provision is expressly contained in the contract of employment.

18.7 Summary Dismissal

18.7.1 Femili PNG has the right to dismiss an employee summarily if that employee engages in serious and willful misconduct. In such cases there is no requirement for notice to be given to the employee, or payment in lieu of notice. Summary dismissal can be initiated only after reference to the SSW/CEO after discussion with the EMC.

18.7.2 The misconduct should be thoroughly investigated to produce documented evidence to support the grounds for summary dismissal.

18.7.3 Grounds for summary dismissal include, but are not limited to:

- Willful and serious misconduct.
- Willful disobedience of a lawful directive
- Serious and sustained neglect of duties.
- Repetition of misconduct or poor work performance.
- Continued unauthorized absence from work duties without leave, reasonable excuse or notification of the employer for more than 3 consecutive days.
- Gross negligence, such as failing to report an improper financial arrangement.
- All fraudulent acts committed at the time of hiring (such as presenting false identification) or during the employment (such as revealing confidential information about the organization and its employees, or financial information)
- Encouraging other workers to commit serious offences.
- Abuse of, or being under the influence of, alcohol or drugs in the workplace.
- Unlawfully manufacturing, distributing or being in possession of mind altering drugs.
- Reckless driving or driving while drunk or affected by illicit drugs.
- Use of pornographic materials.
- Any form of fraud, theft or dishonesty, including but not limited to complicity in unauthorized use of employer property.
- Directly or indirectly asking for or accepting any sort of bribe or commission in cash or in kind.
- Use of objectionable or obscene language in certain circumstances.
- Abuse, including physical, verbal or sexual exploitation and abuse, threats or harassment.
- Carrying arms or ammunition.

- Breaching the laws of PNG.
- Bringing the Femili PNG office into disrepute.
- Misuse of or misrepresentation of the name of Femili PNG.
- Propaganda, political activities or demonstrations involving any Femili PNG establishment.
- Breach of Femili PNG policies and security guidelines, including relating to confidentiality.
- Serious infractions of disciplinary, safety and health regulations.
- Any other socially unacceptable behaviour or breach of professional confidence and behaviour.

Femili PNG reserves the right to immediately terminate an employment contract without notice for other reasons that indicate serious breaches of the Workplace Code of Conduct.

18.8 Other Possible Forms of Action

18.8.1 In addition to the disciplinary actions, further actions may be imposed on the employee such as, but not limited to:

- Require the offender to attend counseling.
- Improving the employee's awareness of required standards of conduct through training and close monitoring.
- Suspend the offender without pay for a specified period.
- Alternative dispute resolution, mediation, conciliation.
- Managing Unsatisfactory Performance procedures are instigated.

19 Worker's Compensation

19.1 General

19.1.1 Femili PNG is committed to accident prevention and injury free workplaces through our safety, travel and security policies and procedures. In the event of a work related injury, employees are covered by Femili PNG's worker's compensation insurance.

19.1.2 Workers' compensation insurance and policy will be nominated by Femili PNG. For the worker's compensation coverage, details of who will be covered and application procedures may be obtained from the Administrator.

19.2 Reporting Workplace Injury

19.2.1 If an employee sustains an injury while working on Femili PNG program, whether in the office or outside, it must be reported immediately to his/her supervisor and an incident report completed detailing the nature of the injury and the circumstances in which it was sustained.

19.2.2 In the case of illness that arises from employment, an incident report should

also be completed.

- 19.2.3 In the event of a work related injury, Femili PNG takes all necessary steps in investigation and risk management to ensure the injury can be prevented from occurring again.
- 19.2.4 There may be circumstances where Femili PNG has a responsibility to report certain injuries to Government bodies/agencies.
- 19.2.5 Femili PNG will not be liable for costs related to:
 - a. Any injuries incurred when not wearing a seatbelt, front and back, while in a vehicle.
 - b. Suicide or attempted suicide.
 - c. Accidents that occur outside of working hours or while employees are off duty and not on Femili PNG property.
 - d. Accidents or injury occurring while under the influence of alcohol or narcotic drugs.
 - e. Accidents or injury incurred due to employee behaviour where that behaviour falls outside the expectations contained in the code of conduct.

19.3 Worker's Compensation Claim

- 19.3.1 Where a workplace injury has occurred, Femili PNG will assist the employee with appropriate forms to be completed and submitted to the insurance provider.
- 19.3.2 The worker's compensation insurer will review the application and determine whether the claim will be approved or rejected. Where the claim is approved, the injured employee may be able to access benefits such as medical costs, rehabilitation costs and income protection from the insurer.
- 19.3.3 All worker's compensation claims and details will be treated with the highest confidentiality.

19.4 Return to Work

- 19.4.1 Femili PNG will provide feasible assistance at the workplace to employees who suffer a work-related injury so that they are able to return to work as soon as it is safely possible.
- 19.4.2 Depending on the severity of the injury, a return to work plan may be developed to ensure work duties or modified duties are consistent with medical advice and/or the employee's rehabilitation.
- 19.4.3 To ensure that the injured employee can have a smooth transition back into the workplace and that returning to work does not further aggravate the injury, the following may be carried out:
 - Develop a return to work plan.

- Adjust work activities or find suitable duties.
 - Provide different work arrangements.
 - Continuously monitor and review the employee's progress.
 - Seek advice from a medical practitioner.
 - Work closely with the workers' compensation insurer.
- 19.4.4 There may be times where return to work arrangement requests cannot be met as it may disrupt the operation of Femili PNG or it may be due to a lack of resources eg, human resources or budget limitations.
- 19.4.5 All adjustments to cater for the injured employee are temporary and have an expiry date. After the expiry date, the employee's original work arrangements recommence. The SSW/CEO only can make exceptions.

20 General Office Policies

20.1 Office Stationery

- 20.1.1 Official Femili PNG stationery is restricted to official use only.
- 20.1.2 Under no circumstances should Femili PNG stationery be used for unauthorised, personal or informal communications.
- 20.1.3 The unofficial use of letterhead (eg, for writing a job application) is strictly prohibited and is a breach of the code of conduct for which disciplinary action may result.

20.2 Personal Use of Computers and Printers

- 20.2.1 Computers and printers may not be used for personal matters unless prior consent of the supervisor or SSW/CEO is obtained.
- 20.2.2 Access to, or use of any type of pornographic material is strictly banned in all Femili PNG offices, and is considered a breach of the code of conduct for which disciplinary action or dismissal may be instigated.
- #### **20.2.3 Communications including mobile phones**
- 20.2.4 Refer to the Office telephones and cell phones are for official use only. Personal calls may only be made on office telephones in the case of an emergency.
- 20.2.5 When needed for emergency personal use, the calls should be short and should be officially recorded. Local calls of a personal nature should be kept to a minimum.
- 20.2.6 All Femili PNG long distance calls (international) should be recorded and paid for by the individual where they are made for personal matters.
- 20.2.7 Mobile phones and/or mobile phone allowance are provided to Femili PNG

employees who have certain responsibilities that may require the use of mobile phones, and/or who are a contact person for emergency purposes within the organisation.

- 20.2.8 Refer to the ICT Section of the Femili PNG Security Policy and Procedures Manual for further guidance.

20.3 Visitors

- 20.3.1 Any visitor to Femili PNG office must register their visit with security or reception when entering and exiting the building.
- 20.3.2 A visitor should always be greeted as soon as they arrive and be offered coffee, tea or water, as appropriate. If they have an appointment, then relevant person/s should be advised that his/her visitor has arrived and the visitor should be escorted to the appropriate meeting room.
- 20.3.3 At the conclusion of the visit, the visitor should be escorted to the door by a Femili PNG employee.
- 20.3.4 Courtesy should be extended to visitors for the duration of their visit to Femili PNG premise and Femili PNG house.
- 20.3.5 It is important that all public areas in Femili PNG office and house be maintained in a clean and fit state at all times in case of unexpected visitors. This particularly includes reception and kitchen areas, and toilet facilities. Clean towels and soap should always be available.

20.4 Smoking and chewing betel nuts

- 20.4.1 Femili PNG office areas and vehicle are considered to be smoke free and betel-net-chewing free environments.
- 20.4.2 Anyone wishing to smoke or chew betel nut must do so outside the vehicle or building. .

20.5 Drugs & Alcohol

- 20.5.1 The use of alcohol or drugs without medical authorisation is prohibited in all Femili PNG premises.
- 20.5.2 Alcohol may be used in the accommodation of Femili PNG house outside of working hours but it is not permissible to use any recreational drugs (eg, marijuana and amphetamines) in any Femili PNG leased property.
- 20.5.3 Femili PNG personnel using over the counter drugs that cause drowsiness (such as common cold remedies or cough mixtures) must not drive. If a person is feeling ill and is taking such drugs, they should take sick leave and stay at home.
- 20.5.4 Femili PNG personnel found to be using prohibited drugs or abusing alcohol to the detriment of his/her work, will be given a warning and may be dismissed as

per the Discipline Procedure.

20.6 Office Equipment

- 20.6.1 All Femili PNG equipment must stay in the Femili PNG office unless special arrangements have been made for its approved removal. Such arrangements should be in writing and approved by the Administrator or SSW/CEO before any equipment is taken from the premises.
- 20.6.2 Equipment cannot be transferred between offices without the Logistic Assistant's or Administrator's permission.
- 20.6.3 A person who finds a piece of equipment faulty or missing should notify the Logistic Assistant as soon as possible.
- 20.6.4 It is the responsibility of all Femili PNG personnel to use and look after office equipment in a way that maximises the life of that equipment and ensures it remains, as much as possible, in good working order.
- 20.6.5 Refer to the Office Equipment and Fixed Assets Section of the Femili PNG Security Policy and Procedures Manual for further guidance.

20.7 Inappropriate Materials

- 20.7.1 The following materials are not permitted in Femili PNG office and house:
 - a. Pornography of any sort.
 - b. Jokes or references that are either written or spoken, that are demeaning to others based on gender, race, disability, religion, age or marital status.

20.8 Cleanliness and Tidiness

- 20.8.1 All Femili PNG personnel are responsible for maintaining a clean and orderly workplace.
- 20.8.2 Personal workplaces are to be maintained in an acceptable and professional manner.
- 20.8.3 Public office space is a place to be proud of so each person should recognise disorder, and clean or fix it themselves if possible. Serious problems are to be reported to the cleaner and/or Administrator.
- 20.8.4 Standards of dress and hygiene shall be appropriate to both the professional image of Femili PNG and the customs of the local business/government community.

20.8.5 Security

- 20.8.6 It is the responsibility of all personnel to ensure the security of Femili PNG office, house and material assets is maintained at all the times.
- 20.8.7 Accessible doors and windows should be locked and checked regularly.

- 20.8.8 It is also a requirement that all electrical equipment which is not in use be switched off at night to reduce cost and potential fire hazard.
- 20.8.9 In general terms Femili PNG personnel should never expose themselves to unnecessary security risks, such as walking alone late at night, accepting lifts from strangers, or wearing or displaying money or jewellery in unsafe places.
- 20.8.10 Femili PNG personnel must observe and carry out procedures and duty of care as outlined in Femili PNG's safety policies.
- 20.8.11 Where there is an apparent contradiction, the Safety and Security Management Plan supersedes this HR Manual.

20.9 Electrical and Other Hazards

- 20.9.1 Any electrical work undertaken by Femili PNG must be undertaken by a professional, qualified electrician so that there is no risk of fire or injury.
- 20.9.2 It is important that all personnel immediately take action and bring to the notice of the Administrator if any faulty wiring is observed in any office.
- 20.9.3 All Femili PNG personnel should remain watchful regarding any hazard or issue in the Femili PNG working environment that has the potential to cause injury or illness to workers or visitors. Such hazards should be reported to the Administrator immediately and properly qualified trades people engaged to remove the hazard.

21 Leaving Femili PNG

21.1 Resignation or Termination by Employee

- 21.1.1 If an employee voluntarily resigns or wishes to end their employment agreement with Femili PNG, they may do so by providing a written letter of resignation to respective supervisor. It is not necessary for the employee to state their reasons of leaving however the resignation letter must contain their intended last day of work.
- 21.1.2 Employees should refer to their employment contract for guidance on termination notice required. Failure to provide adequate notice may result in a penalty of salary in lieu. Only under extraordinary circumstances will Femili PNG waive the employee's penalty for failing to give sufficient notice.
- 21.1.3 Unless otherwise stated in a contract agreement, full time or part time employees are required to give a minimum 4 weeks' notice and casuals are required to provide 1 weeks' notice or forfeit salary.
- 21.1.4 Femili PNG may choose to pay out the notice period or portion of the notice period if it considers that to be in its interest.
- 21.1.5 Employees on probation may terminate their employment agreement by providing 1 weeks' notice.

- 21.1.6 Where the employee resigns, annual leave requests will not normally be granted during the notice period. Any leave requests will be required to follow the standard leave procedure.

21.2 Termination by Femili PNG

- 21.2.1 Femili PNG may terminate an employment contract using, but not limited to, the following procedures:
- i. terminating the agreement during the contract period with notice in advance or by providing payment in lieu of notice.
 - ii. terminating a contract agreement due to a lack of work or if the position becomes redundant. Femili PNG will provide notice in advance or payment in lieu of notice and the employee may be eligible for redundancy benefits.
 - iii. terminating a contract agreement with notice for unsatisfactory standard of behaviour or performance, poor attendance, or financial misconduct.
 - iv. terminating a contract agreement without notice or without payment in lieu in the event of gross misconduct, insubordination, proven fraud or dishonesty, negligence, disobeying lawful and reasonable orders, criminal intent/ acts, or breach of Femili PNG's code of conduct and organisation's policies.
 - v. Not renewing or extending an employment contract beyond the contract end date or where the work specified in the contract is completed.
 - vi. Abandonment of duties and/or employment.
 - vii. Death or severe injury.
 - viii. Terminating the agreement due to any act or event beyond the reasonable control of Femili PNG, which may include but is not limited to "acts of God", civil war or unrest, military action, strikes, public enemy, riots, incendiaries, interference by civil or military authorities, compliance with government law, rules, regulations and decisions, police disturbances, epidemics, floods, loss of funding for employee positions.
- 21.2.2 Femili PNG will advise the employee where a decision has been made to terminate the employment. The employee will be advised of the effective date of notice and the last day the contract agreement is effective.
- 21.2.3 In the case of an employee facing termination by Femili PNG, the employee is allowed to take up to a maximum of 5 days of their annual leave entitlement during the termination notice period to seek alternative employment.
- 21.2.4 In all instances, Femili PNG follows the letter and spirit of the PNG Labour Law with regard to any termination procedures and payment(s) which may be required.
- 21.2.5 The security of all personnel involved in a termination process will be carefully considered.

21.3 Redundancy

- 21.3.1 A redundancy is where an employee's contract is terminated because their position no longer exists whilst their contract is still valid, or for reasons of lack of suitable work ie, where the position becomes redundant. Where an employee has been made redundant, they may be eligible for severance benefits.
- 21.3.2 The following table provides the formula for severance benefits:

Position Grade	Severance Benefit
Grade 1 – 4	1 week of severance pay for every completed year of service to a maximum of 4 weeks.
Grade 5 – 7	2 weeks of severance pay for every completed year of service to a maximum of 8 weeks.

- 21.3.3 Redundancy benefits are not applicable for contracts which are not renewed or extended. In addition, employees separating for other reasons as described above are not entitled to redundancy benefits.
- 21.3.4 Only full time and part time employees are eligible for redundancy benefits.
- 21.3.5 Redundancy benefits offered are determined by the specifics of the situation and the requirements of PNG Labour law.

21.4 End of Contract Benefits

- 21.4.1 At the end of employment Femili PNG employees are entitled to payment for unused annual leave, long service leave if qualified, redundancy benefit if eligible, payment in lieu of notice if determined, and a letter of separation.
- 21.4.2 Employees, who are dismissed for gross misconduct, unlawful behaviour or for breaching Femili PNG code of conduct, will not be eligible for normal end of contract benefits.

21.5 Returning Femili PNG Property

- 21.5.1 All employees including casuals and other personnel must return all Femili PNG property (eg, employee ID card, mobile phone, memory sticks, Femili PNG T-shirts and cap, etc.) prior to their last day of work. All exceptions must be approved by the SSW/CEO.
- 21.5.2 Femili PNG will not release the final termination payment until all outstanding debts including equipment have been cleared.

21.6 Outstanding Debt

- 21.6.1 If the person has incurred any debts to Femili PNG such as advance salary

payments and repayment of other benefits at the time of termination or dismissal, Femili PNG will recover monies owed from any salary or accrued entitlements owing to him/her via the final salary payment. Other outstanding debt includes travel advances, relocation allowances, training liability and costs associated with personal phone calls.

21.7 Death

- 21.7.1 In the case of the death of a Femili PNG employee, the balance of any payroll payments (including any entitlements) minus any deductions, owing to the employee will be paid to the beneficiary's nominee(s).

21.8 Exit Clearance Procedures

- 21.8.1 The employee and the direct supervisor will be responsible for the completion of the Exit Clearance Form. The Exit Clearance Form must be completed prior to the employee's last day or on the last day. Failure to complete the Exit Clearance Form may result in the employee's final payment being withheld until the form is completed.
- 21.8.2 The Administrator, in conjunction with relevant managers, will also be required to submit the Payroll Termination Advice form and submit it to payroll with the appropriate authorisation. Upon receiving this form, payroll will process the employee's final payment in the next payroll or via a cheque as soon as practical.
- 21.8.3 Once the final payment has been processed, the Exit Clearance Form must be returned to the Administrators for appropriate filing.
- 21.8.4 The Administrator t, or a nominated delegate, may conduct an Exit Interview with the exiting employee. The purpose of the exit interview is to obtain the employee's feedback about working for Femili PNG including the terms and conditions, the work environment and work support. Information received will help Femili PNG to identify and seek solutions to make Femili PNG a better workplace. All information will be treated confidentially and will not affect final payment or entitlements.

22 Exercise of Executive Powers

- 22.1 In the event of an emergency, the SSW/CEO has the power to vary any policy or procedure outlined in this manual.

Appendix 1: Human Resource Terms

Benefit	All compensation other than a salary. All contract agreements will outline the benefits staff are entitled to.
Commencement Date	The first day a person is active on the payroll and commences a service to Femili PNG.
Compensation	All of salary and benefits provided through goods, services, or money to a person in exchange for their service with Femili PNG.
Contract	A binding agreement between two or more persons or parties.
Disciplinary Procedure	A mechanism to address failure to meet Femili PNG standards of performance and behaviour. As a consequence, disciplinary actions may be issued.
Discrimination	Treating a person unfairly because of their race, colour, religion, sex, age, marital status, nationality, or disability. Discrimination may occur directly or indirectly.
Duty Station	Location where the individual is required to perform regular duty or service to Femili PNG.
Employee	A person on an employment contract with Femili PNG.
Employee's Immediate Relative	Employee relative means a person who by blood or tradition is a spouse, parent, grandparent, child, brother, sister
Equitable	Open to all without systemic, hidden or apparent bias on the grounds of gender, race, disability, sexual orientation, age, marital status, pregnancy, potential pregnancy, religious belief or ethnicity.
Family	Spouse (husband or wife) and dependents.
Grievance	Where an employee feels that they have been treated unfairly or would like to raise an issue relating to any part of their employment with Femili PNG, they may report a grievance via the Grievance Procedure.
Guidelines	Standards or principles by which to make a judgment or determine a policy or course of action.
Harassment	Harassment means any offensive, abusive, or threatening behaviour.
Home Base	An employee's home base is the community where they have established a primary place of residence (distinct

from any Femili PNG related building) and primary place of social and cultural life.

Job	A collection of tasks, duties, and responsibilities performed by one person, usually described in a written job description which is advised to the employee on commencement and which may be modified from time to time to reflect the changing requirements of Femili PNG.
Job Classification System	A framework where positions within Femili PNG are allocated a grade according to the criteria.
Leave	A benefit that is provided for eligible employees as part of their employment terms and conditions with Femili PNG. Femili PNG offers a number of different leave types to eligible employees. Refer to Leave Entitlements.
Supervisor	For the purpose of this policy, the supervisor means the direct reporting manager.
Misconduct	A generic term which refers to an action or behaviour by a Femili PNG employee who is determined to have: <ul style="list-style-type: none">• Breached any of the terms and conditions included in their agreement with Femili PNG.• Acted contrary to Femili PNG's Goal, objective, and core values.• Breached any of the minimum standards outlined in the codes of conduct.• Other actions or behaviour contrary to Femili PNG's workplace standards.
Next Up Manager	The next reporting manager according to the organisation chart and structure.
Office Hours	The daily time a particular office is open to the public.
Personnel	A group of people working on common goals and within a common structure and/or management unit. References to personnel in this policy manual include all persons engaged with Femili PNG regardless of their employment type. This includes casuals, volunteers, international personnel and contractors.
Policy	A standing decision that applies to recurring questions and problems of concern to the organisation as a whole. A policy is a directive issued by the SSW/CEO for guidance and direction when uniformity of action is essential.
Position	A job of work designated with a job title which consists of a set of discrete tasks, duties, and responsibilities which are to be performed by one person.
Probation	A defined period at the start of employment or when an employee commences a new position within Femili PNG

where performance is assessed to determine whether the contract agreement will be continued.

Salary

Monetary figure that is paid to employees in return for their service.

Salary Scale

A framework formulated to provide a competitive, fair and equitable salary.

Separation/Termination Date

The last date an individual's services are used by the organisation.

Superannuation

An investment during an employee's working life which is paid by an employer to an approved superannuation fund.

Transparency

Processes which are clearly defined, easily understood and accessed regularly reported and open to scrutiny.

Working Hours

The number of hours per week an employee is expected to work as prescribed in an individual's employment contract.

Administrator

The point person for the staff on issues related to administrative and human resources

Appendix 2: Acronyms

SSW/CEO	Senior Social Worker/Chief Executive Officer
EMC	Executive Management Committee
MC	Management Committee
APA	Annual Performance Appraisal
CMC	Case Management Centre
HR	Human Resources
NGO	Non-Government Organisation
PNG	Papua New Guinea
TOIL	Time Off In Lieu
TOR	Terms of Reference

Appendix 3: Femili PNG Workplace Code of Conduct

Femili PNG's work is to provide quality and holistic services to survivors of FSV by supporting them to access services and justice. The organisation expects that all staff demonstrate attitudes and behaviours that are consistent with the goals of the organisation and respectful towards all the clients and the community. This includes:

- a 'no violence' policy - this means staff will not perpetrate violence;
- adherence to confidentiality principles;
- no 'friends or relatives first' service;
- a disciplined attitude to work
- no goods or money in exchange for service;
- an undertaking to prevent and not engage in sexual exploitation, abuse or harassment;
- no discrimination on any basis, including gender, health or HIV/AIDs status, age, ethnicity or disability; and
- a commitment to child protection, including zero tolerance of child abuse in any form (see also Child Protection Code of Conduct).

Femili PNG will not ever tolerate any of its staff being violent perpetrators whether against their colleagues, neighbours, family or community, whether during or after working hours. It is expected that upon signing the contract with the organisation, organisational ethics should be practiced and lived as an example for all in the community.

Adherence to these principles is a requirement of employment with the organisation, and is included in all employment contracts.

Appendix 4: Signed Acknowledgement

I acknowledge receiving Femili PNG HR Policy Manual which contains important information relevant to my engagement with Femili PNG.

I understand that the contents of this policy manual reflect the situation at the time of publication and I have sought clarification from my manager as required.

By signing this acknowledgement, I am also signing on to and committing to comply with the Femili PNG Workplace Code of Conduct which as Appendix 3 is part of this Manual

Name

Signature

Date

