



HUMAN RESOURCE POLICY

IBS COLLEGE OF TVET

01st January 2024


Prepared by: Student Services	Reviewed by:	Approved by:	
Document Control No:	Version No.	Approval date:	

TABLE OF CONTENTS

S. No.		Page No.
PART 1: POLICY PREAMBLES		7-10
1	INTRODUCTION	7
2	PURPOSE	7
3	OBJECTIVES	7
4	SCOPE	7-8
5	DEFINITIONS	8-9
6.	ROLES & RESPONSIBILITIES	9-10
PART 2: POLICY GUIDELINES, PROCESSES AND PROCEDURES		10-54
7.	TERMS OF EMPLOYMENT	10-12
	Hours of Work	10-11
	Dress Code	11
	Betel Nut Chewing	11
	Smoking	11
	Working Days	11
	Employment Contracts	11-12
8.	STAFF RESOURCING AND SELECTION	12-16
	Advertising Procedure	12-13
	Receiving, Short Listing, and Interviewing of Applicants	13-15
	Basic Recruitment Selection Criteria	15
	Letter of Offer and Acceptance of Offer Procedures	15
	Induction of New Employees	15-16
9.	APPOINTMENTS, PROBATIONS, RESIGNATIONS AND TERMINATIONS	16-23
	Appointment with Probation	16-17
	Permanent Appointments	17
	Resignations	17-18
	Termination of Employment	18-19
	Grievance Procedures	19
	Long Service Leave Calculations	19-20
	Final Entitlements and Exit Procedures	20

S. No.		Page No.
	Repatriation Expenses and Fares on Dismissal	20-21
	Permanent Appointment Procedures	21
	Retirement	21-22
	Redundancy	22-23
	Long Term Illness	23
10.	REMUNERATION: SALARY, BENEFITS AND ALLOWANCES	23-26
	College Levels	24
	Salary Structure	24-25
	Grading of Staff	25
	Payment of Salaries and Wages	25
	Consumer Price Index (CPI) Increases	25
	Salary Increment	25
	Salary Deductions	25
	Overtime Calculations Procedures and Overtime Allowances	25-26
	Payment for Actual Work Attendance	26
11.	TERMS OF LEAVE ENTITLEMENTS	26-31
	Annual Leave	26-27
	Leave Travel Benefits	27
	Furlough or Long Service Leave	27-28
	Furlough Leave and Pro-Rata Payment	28
	Leave to Employees not Eligible for Furlough Leave Entitlements	28
	Continuity of Service	28
	Sick Leave	29-30
	Compassionate and Special Leave	30
	Maternity Leave	30
	Study and Examination Leave	30
	Representational Leave	31
	Public Holidays	31
12.	ALLOWANCES	31-35
	Permanent Transfer Allowances	32

	Incidental Allowances (Acting or Relief Duties in Another Location)	32
S. No.		Page No.
	Education Assistance (School Fee Subsidy)	32-33
	Salary Sacrifice	33
	Entertainment Allowance	33-34
	Professional Fees	34
	Business Travel Away from Work Location	34-35
13.	OTHER ENTITLEMENTS	35-39
	Bereavement (Death in Service)	35-36
	Loan and Advances	36
	Hospitalization	36
	Personal Accident Insurance	36
	Spectacle/Eye Glasses	37
	Workers Compensation Insurance	37
	Workers Compensation Accident Report Forms	38
	College Record Keeping and Reporting Procedures	38
	False Workers Insurance Claim	38
	Responsibilities	39
	Superannuation Fund Membership	39
14.	ACCOMMODATION AND HOUSING ALLOWANCES	39-43
	Provision of Accommodation or Housing Allowance	40
	Code of Conduct in College Housing	40
	Security and Disturbances	40
	Domestic Servants	41
	Housing Allocation	41
	Housing Maintenance	41-43
15.	COMMUNICATION	43-45
	Telephone, Fax, Mobile Phones and Internet Use	43-44
	Email and Internet Usage (Website Policy)	44
	Data Classification	44
	External Communication	45

16.	LEARNING, TRAINING AND DEVELOPMENT	45-47
	Training and Development	46-47
S. No.		Page No.
	Completion of Training Requirements	47
	Results of Course	47
17.	PERFORMANCE MANAGEMENT PROCEDURES FOR SENIOR MANAGERS	47-49
	Managers Understanding Requirement	48
	PMP Assessments Timetable	48-49
	Performance Appraisals for Staff to Team Leaders of Junior Managers	49
18.	SEXUAL HARASSMENT AND HIV/AIDS	49-52
	Sexual Harassment	50
	HIV/AIDS	50-52
19.	CONFLICT OF INTEREST	52-53
	Conflicts of Interest	52
	Conflicts of Interest to be Disclosed	53
20.	EXPENSES CLAIM	53-54
	Expense Claim Procedure	54
	Procedure to be Observed	54
PART 3: FORMS AND APPENDICES		55-89
	Forms Reference	55
	Appendix 1: Ten Code of Ethics and Conduct	56
	Appendix 2: Disciplinary Measures	57-63
	Appendix 3: Termination Guidelines	64-65
	Appendix 4: Performance Management Process (PMP)/Guide to Managers Conducting Annual PMP	66-76
	Appendix 5: Induction/Familiarization Programme	77-83
	Appendix 6: IBSCollege Annual Medical Check Schedule	84
	Appendix 7: Salary Structures Template	85-86

PART 1: POLICY PREAMBLES

1. INTRODUCTION

The Policy Manual is a reference manual developed by the Human Resources Department for use and adherence by the employees of IBS College. It contains the respective Policy Guidelines and the Policy Processes and Procedures that regulates the operational, tactical and strategic systems and processes of IBS College.

Human Resources Department is the custodian of this Policy Manual and will be the sole point of contact when it comes to any interpretation and implementation of this policy clauses. Hence, all employees of the IBS College shall adhere to this directive by liaising with the HR Department, in the first instance, regarding any human resource management queries, issues or concerns.

The management of IBS College reserves the right to decide on any deviation from the policy clauses stipulated and/or not stipulated in this policy manual. Other than that, all employees are to adhere to the policies contained herein.

2. PURPOSE

The purpose of this Policy Manual is to provide the perimeters, by way of the Policy Guidelines, Processes and Procedures for sound human resource management systems and practices. It has been prepared for information, guidelines, implementation and adherence.

It is prepared to provide information to employees and the management about the various policies and procedures governing Human Resource Management functions and practices within the IBS College.

It is prepared to provide clear information and guidelines to Human Resources Management Professionals, who are the custodians of the HR Department, about the various operational, tactical and strategic systems and processes expected to be executed by them.

3. OBJECTIVES

The objectives of the HR Policy are:

- 3.1 To ensure that employees of the IBS College are well looked after and provided for.
- 3.2 To ensure that IBS College honors its obligations and responsibilities to its employees.
- 3.3 To ensure all employees of IBS College are informed and versed with the basic terms and conditions of their employment with IBS College.

4. SCOPE

The HR Policy Guidelines, Processes and Procedures contained herein reflect how IBS College operates and what steps it takes to implement these Policies. The HR Policy is not in isolation but a product directly cascaded from:

- 4.1 National Employment Act 1978
- 4.2 Industrial Relations Act
- 4.3 Employment of Non-Citizens Act 2007
- 4.4 Industrial Safety, Health and Welfare Act
- 4.5 Workers Compensation Act
- 4.6 Income Tax Act
- 4.7 Superannuation Act 2000
- 4.8 The General Orders of the PNG Public Service
- 4.9 IBS College Constitution

Where an issue is raised and is not covered in these Policy, the Management is at liberty to decide otherwise, in the best interest of all parties' concern to make a favorable ruling.

This Manual covers all employees, including expatriates, nationals, permanent and casual/temporary staff and consultants who are associated with the IBS College.

5. DEFINITIONS

“Accommodation or Housing Allowance” is defined as a weekly payment which helps staff with their rent, board or the cost of owning a home.

“Allowance” refers to sum of money that is permitted and paid regularly to a person to meet needs or expenses. This allowance is permissible within a set of regulations for a specified purpose.

“Appointment” refers to when an applicant accepts an offer of employment to a position.

“Conflict of Interest” is defined as a situation in which an employee has competing interests or loyalties.

“Contract Staff” refers to staff members who have signed Employment Contracts which sets out all the conditions of employment, which they are employed under that includes, among others, the commencement dates, the terminating dates and salary.

“Employee” means a person serving another person or organization under a contract of service and includes a prospective employee. *Refer definition of Staff for contrast.*

“Employee Benefits” refers to other optional, non-wage compensation provided to employees in addition to their normal wages or salaries. These types of benefits may include group insurance (health, dental, vision, life etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), funding of education, as well as flexible and alternative work arrangements.

“Expenses Claim” is defined as reimbursement made to a staff for any approved expenses incurred by using personal monies for purchasing or paying for any services on behalf of the IBS College.

“Long-Term Illness or Life-Threatening Disease” refers to any illness or disease that last longer than the sick leave entitlements, which may affect an employee’s ability to perform his/her normal duties.

“Performance Appraisal” refers to the setting of job standards and evaluation of the past performances.

“Performance Management” refers to an on-going monitoring of performance towards an expected level of performance.

“Permanent Staff and Employees” refers to staff and employees who occupy established positions within the College.

“Probation” refers to a period of time normally given by the employer to a new employee to test or trial the new employee’s knowledge, skills, qualifications, conduct, and character on the job. This is to determine whether or not the new employee is able to do the job competently.

“Probationary Staff” refers to a newly recruited staff on trial employment until confirmed. Casual Worker who is an employee who has been working without a contract and below 6 days in a month. This is classified as casual worker.

“Remuneration” is defined to mean the payment or compensation received for services or employment. This includes the base salary and any bonuses or other economic benefits that an employee or executive receives during employment

“Resignation” refers to the process of an employee submitting a formal letter stating the intention of resigning from a position or an office.

Salary refers to a fixed amount of money or compensation paid to an employee by an employer in return for work performed.

“Staff” refers to all workers of the organization, including the employees, contractors, volunteers and consultants. *Refer definition of employees for contrast.*

“Staff Resourcing and Selection” is defined as searching for and obtaining a pool of potential candidates with the desired (talent, knowledge, skills and experience) to allow an organization to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

“Termination of Employment” refers to severing of employment services and employment relationship between the employer and the employee. It could be for reasons of termination for cause or discipline or termination due to resignation, retrenchment or retirement.

“Term of Employment” is defined as an employee's job responsibilities, work days, hours, breaks, dress code, vacation and sick days and remuneration. They also include benefits such as health insurance, life insurance and retirement plans.

“Terms of Leave Entitlements” is defined as employees’ entitlements to types of authorized paid and unauthorized unpaid absences from the work place.

6. ROLES & RESPONSIBILITIES

The Manager Human Resources with his/her subordinates, who are HR Professionals, shall manage the Human Resource Policy as contained in this manual. This is primarily to ensure all employees of IBS College comply with these policies in order to;

- Implement all sections of the policies.
- Act as the advisor to the Chairman, the Department Managers.
- Conduct regular roadshows for awareness when there are changes to the policies or when the relevant laws and regulations affecting the HR Policies and practices have been amended.
- Keep abreast of developments elsewhere; both nationally and internationally.
- Immediately draw the attention of the Chairman, on any HR matters not covered in these policies and offer advice for remedial actions.
- Lead as the main advisor to the Chairman, Department Managers in dispute settlements relating to the HR Policies.
- Deal with industrial matters quickly and effectively.

PART 2: POLICY GUIDELINES, PROCESSES AND PROCEDURES

7. TERMS OF EMPLOYMENT

7.1 Policy Guidelines

- (a) Terms of Employment, in compliant to the principle directives of the organization as well as the PNG employment laws and regulations, outlines the terms and conditions of employment for all employees employed with the IBS College.
- (b) It is prepared to provide clear information about the duties, rights and responsibilities of the employees.

- (c) Human Resource Department in consultation with the Chairman is responsible for providing technical advice, drafting and executing the Terms and Conditions of Employment for all IBSCollege employees.
- (d) Human Resource Department examines to ensure compliance of the Terms and Conditions of employment based on the expectations set by the Board, keeping in mind the employees as well as institutional welfare.
- (e) Human Resource Department to observe, monitor and note any deviations in the Terms & Conditions of employment by taking necessary corrective actions.

7.2 Hours of Work

- (a) All staff shall commence work at 8:00am to 5:00pm each working day from Monday to Friday with a 1-hour lunch break from 12:00 – 1:00pm.
- (b) The standard total hours worked each fortnight should be 80 hours. Any excess hours after this will be calculated as overtime, which may not be compensated.
- (c) Every staff shall clock in and out 4 times every working day in this manner;
 - F1 - AM Check In
 - F2 - AM Check Out
 - F3 - PM Check In
 - F4 - PM Check Out
- (d) Failing to adhere to this policy should result in pay being docked with disciplinary action take for numerous breaches.

7.3 Dress Code

- (a) All staff should dress acceptably to work each working day.
- (b) All staff should wear acceptable footwear to work, fitting to the nature of work, every working day.

- (c) Failing to do so may result in disciplinary actions.

7.4 Betel Nut Chewing

- (a) Betel nut chewing and spitting is strictly prohibited, and is a disciplinary offence;
 - i. In and around IBS College premises, and ii. During working hours
- (b) If caught a spot fine of K50.00 is imposed or disciplinary action shall be taken, whichever is deemed proper by the HR Manager.

7.5 Smoking

Smoking is strictly prohibited in and around IBS College premises.

7.6 Working Days and Overtime

Normal working days are from Monday to Friday, excluding Public Holidays, with exceptions of Saturdays or Sundays where;

- i. Staff residing on campus can work from 8:00am to 12:00pm on Saturdays to complete outstanding tasks, but without compensation. ii. Staff selected to complete work requirements should firstly get written permission, for verification in the event of claiming overtime.

7.7 Employment Contracts

- (a) National Contract Staff Letter of Appointment

Letter of Appointment for National Contract Staff, who are Section Heads and above, sets out the conditions of employment in which they are employed under, aligned to the Employment Act of 1978

- (b) Non-Citizen Contract Staff

Contracts for Non-Citizen Employee is governed by the Employment of Non-Citizen Act 2007.

A Non-National Contract Staff with unique skills and expertise and who meets the Department of Labour and Employment Work Permit and the Immigration & Citizenship Authority's requirement. The conditions are set out as follows:

- i. The Chairman, Head of College shall approve and make appointments of contract staff in consultation with the College Structure and position classifications and the Non-citizens Employment Act.
- ii. The non-citizen staff who are employed on a contract of minimum three (3) years initially, during which time they are to train citizens towards localization of their positions.
- iii. Extension and termination of contracts is the prerogative of the Chairman or his delegate.
- iv. Terms and conditions of employment must be specified in a contract agreed to and signed by the non-citizen staff concern and the Chairman, Head of College or his delegate.

8. STAFF RESOURCING AND SELECTION

8.1 Policy Guidelines

- (a) The Human Resource Department shall facilitate the identification, sourcing, selecting and placement of candidates to fill in all vacancies within the IBS College.
- (b) This policy should provide clear procedures and guidelines as per organizational principle directives and values as well as complying with the statutory requirements of PNG Labor and Industrial Laws.
- (c) The Human Resource Department should work in collaboration with the receiving Department towards successfully identifying, selecting, employing, remunerating the right person with the right skills for the right job at the right time

8.2 Advertising Procedure

- (a) Vacancy is identified
 - i. Respective Department Manager advises HR of the vacancy available.
 - ii. HR should liaise with the Department Head where a vacancy has become available due to restructure or exit.
 - iii. Recruitment Request Form [**HR0001**] shall be completed by Department Manager
- (b) Confirmation of Budget Provision

- i. Manager HR, immediately after receiving the vacancy notification shall confirm with the Finance Manager on budget provisions to ensure the vacancy is a budgeted position and is within the staff ceiling set by IBSCollege.
- ii. Manager HR shall seek approval from the Chairman of IBSCollege or his delegate before progressing recruitment.

(c) Preparation of Job Specification

Once approved, Manager HR or designated HR Officer prepares Job Specifications of the position as outlined in the Job Expectancy, which includes; education level, skills and knowledge levels, experience and personal criteria/attributes.

(d) Preparation of Advertisement

- i. The Human Resource Manager or designated HR Officer prepares the advertisement and submits with recommendation to the respective receiving Manager for endorsement to advertise.
- ii. The receiving Manager should also liaise with the HR Manager or designated HR Officer which media medium the advertisement will appear and for how long.

(e) Request Quotation and Raise Purchase Order

- i. Designated HR Officer sends advertisement layout to the newspaper of choice and request quotation by stating; layout size, colour or mono and frequency of advertisement.
- ii. Designated HR Officer should ensure that the advertisement advises applicants to email only their CV and a covering letter to be no more than 500 kilobytes and mentioning that certificates will be required at the interview if successful.
- iii. Designated HR Officer receives quotation and raise Purchase Order, if account has been established with the newspaper, if not, then raise cheque requisition.
- iv. Designated HR Officer receives graphics layout from newspaper for reproof and confirms with the newspaper.
- v. Designated HR Officer scan/email proof of payment confirms with the newspaper for advertisement to go on print.
- vi. Designated HR Officer should cut out the newspaper advertisement, create a manila folder ready for applications to be received and registered.

8.3 Receiving, Short Listing and Interviewing of Applicants

(a) Receiving of Job Applications

Designated HR Officer receives all applications for the advertised position(s), registers, and acknowledges them.

(b) Incomplete Applications

- i. If applications received are incomplete the designated HR Officer requests by phone or email to the applicants to provide the complete details.
- ii. Incomplete applications may be considered unsuccessful (for lack of professionalism and failure to pay attention to details)

(c) Preliminary Selection and Structured Phone Interview

- i. Designated HR Officer to summarise the applications.
- ii. Designated HR Officer to carry out preliminary selection by putting aside all application that do not meet basic criteria, like; incomplete application, no cv, no cover letter, no referees identified, nil contact details, poor presentation of application, etc.
- iii. Designated HR Officer then presents the application folder, with advice, to the HR Manager.
- iv. HR Manager verifies details, may do further preliminary selection or query those put aside by the designated HR Officer and passes on the folder to the receiving Department Head.
- v. Receiving Department Head identifies and shortlists the candidates to be not less than 2 or more than 5 for interview
- vi. Designated HR Officer carries out Structured Phone Interview with each candidate.
- vii. Designated HR Officer carries out reference checks on each shortlisted candidate. This is documented in Candidate Reference Check Template **[HR0002 or HR0004]**.

- viii. Designated HR Officer liaises with the receiving Department Head and sets the faceto-face interview date.
 - ix. Designated HR Officer calls up the candidate and advises on the interview date, time, and venue.
- (d) Manager HR have the prerogative to decide should there be a phone/virtual-interview or go straight to shortlisting and call up for face-to-face interview.
- (e) Face-to- Face Interview
- i. Prior to the interview the Candidate is required to complete the following forms: Recruitment-Personal Leadership **[HR0006]**, Recruitment Subject Preference **[HR0007]**, Recruitment – CCMRL [HR0008] and Recruitment Strength Finder **[HR0009]**.
 - ii. Designated HR Officer prepares spreadsheets and interview questionnaire ready before scheduled interview.
 - iii. If candidate is travelling in for interview then designated HR Officer liaises with HR Manager and make flight bookings, arrange accommodation, airport pickup and drop-off.
 - iv. An interview panel comprising representatives from each the receiving Department and HR Department of no more than 4 or less than 2 convenes the interview. *Refer (f) below on the set up of the Panel.*
 - v. The interview will take no more than 1-hour.
 - vi. Panel shall decide straight after the interview on the outcome of the interview.
Refer
8.4 below for selection criteria.

(f) Interviewing Panels

The interview panels are set by the HR Manager as follows;

- i. For positions below Manager Level, the respective Department Heads and the HR Manager, together with the designated HR Officer sitting in as facilitator and an observer from the receiving Department, will conduct the interview.
- ii. For positions of Managers, , Executive Managers, the HR Manager and the Chairman will conduct the interview.

- (g) Recording of Results by HR Manager
 - i. For positions below the Manager level, the designated HR Officer takes notes and keeps records of the interview.
 - ii. For positions at Manager level and above the HR Manager takes notes and keeps records of the interview the result of the interview and the panels' recommendations.
- (h) Final Approval by Chairman
 - i. Designated HR Officer prepares spreadsheet, outcome of interview, record of reference checks and Interview Panel's interview outcome.
 - ii. Designated HR Officer passes on the folder to Manager HR, who in turn takes it up with the Chairman for approval.

8.4 Basic Recruitment Selection Criteria

- (a) The right person should have the following attributes:
 - i. excellent personal character; ii. solvent (not bankrupt etc.); iii. has no previous criminal offence; iv. good health; and
 - v. possesses the required skills and academic qualifications.
- (b) The unsuitable person can have the following attributes:
 - i. lacks good character; ii. insolvent or bankrupt; iii. has been previously convicted with a criminal Offence; iv. not of good health; and
 - v. does not possess the required skills and qualifications vi. does not fit into IBS College Culture

8.5 Letter of Offer and Acceptance of Offer

- (a) Designated HR Officer prepares the appropriate Letter of Appointment; stating salary grade and the level of appointment, annual base salary, probation period and

other remuneration packages and date by which acceptance of offer is to be advised. *Refer Section 7 above for Terms of Employment.*

- (b) Chairman or his delegate shall sign the Letter of Appointment before it is sent to the successful candidate.
- (c) The offer letter is then sent out to the successful candidate.
- (d) Designated HR Officer is responsible to see the recruitment process completed by ensuring travel, accommodation, workstation, and HR documents are prepared before the commencement date.

8.6 Induction of New Employees

- (a) Manager HR or designated HR Officer shall prepare in advance an Induction Program that should run for at least 4 days.
- (b) Manager HR shall then advise all Managers and Team Leaders of their involvement in the Induction Program and issuing them the tentative programme schedule.
- (c) Manager HR is the lead person in the Induction Programme, with the support of designated HR Officer, and not the respective Department Managers.
- (d) During the first week, the employee should be introduced to meet all the Department Heads and all other relevant staff where he or she will work with.
- (e) Job KPIs and KPMs are also handed over to the new employee/s during the induction.
- (f) Newly joined staff my complete Staff ID Application Form [HR0003] and Personal Information Sheet [HR0005].

9. APPOINTMENTS, PROBATIONS, RESIGNATIONS AND TERMINATIONS

9.1 Policy Guidelines

- (a) The Appointments, Probations, Resignations, and Terminations prescribed by the Human Resources Department will regulate the guidelines set for all employees with regards to engaging and disengaging rules to be followed by employees with the organization.
- (b) It is prescribed to provide clear information about the Appointments, Probations Resignation and Termination processes of the employees as per the HR Standard

Operating Procedures of the organization as well as complying with the statutory requirements of PNG Labour Law.

- (c) The Human Resources Department will examine and ensure compliance of these processes based on the work and employment ethics set by the Management Committee of the organization keeping in mind the employees as well as institutional welfare.
- (d) Any deviations observed and noted in the terms and conditions of employment will be monitored and HR Department has the prerogative to take necessary corrective actions in order to sustain and guard organizational growth and progress.
- (e) There will be set of rules governing the Grievances Redress procedure to ensure transparency and corporate governance for promoting employee and organizational understanding and harmony.

9.2 Appointment with Probation

- (a) The appointments made under this clause are probationary until confirmed in writing by the Chairman or his delegate.
- (b) All employees who have an employment contract with the IBS College will undergo a probation period of 3 - 6 months, which will be stipulated in their respective contracts depending on level of experience and know-how.
- (c) The Chairman or his delegate shall notify in writing a probationary employee of his/her employment status after the probation period expires.
- (d) The Chairman or his delegate acting upon advice from the immediate manager may extend such period of probation from time to time depending on the performance of the employee.
- (e) The Chairman or his delegate may at any time dispense with the service of probation staff within the probation period.
- (f) During or after the probation period, either party may give 1-week notice or pay in lieu of notice in the event either party decides to discontinue this appointment. The IBS College reserves the right to waive the notice period

9.3 Permanent Appointments

- (a) The Board of Directors of IBS College, after undertaking the recruitment process, shall appoint the Chairman in its next scheduled meeting in a no-less-than three-quarter quorum of members.
- (b) The Chairman shall appoint the Heads of Departments based on interview results shortlist submitted by the Interviewing.
- (c) The Chairman or his delegate shall approve all appointments of permanent staff based on the terms and conditions as set out in this HR Policy.
- (d) A letter of appointment duly signed by the Chairman or his delegate and the HR Manager shall be given to each staff prior to commencement of duty.
- (e) A staff completing a probation period of employment and is recommended for permanent status will be required to enter into an Employment Contract Agreement with IBS College.

9.4 Resignations

- (a) A staff is required to give the IBS College a notice period, in writing, of his/her intention to resign as specified in his/her employment contract letter.
- (b) Where there is no notice period specified in his/her letter of appointment, he/she is required to give the IBS College his/her intention to resign, in writing as specified below;
 - i. Managers or Department Heads - 3 months' notice period
 - ii. Supervisors or Senior Officers - 1 month notice period
 - iii. Rank and File Officers - 2 weeks' notice period
- (c) Notice of intention to resign from the IBS College should firstly be channeled through the respective Manager or Department Head and copy to Manager HR.
- (d) Losing Manager or Department Head should discuss the resignation with Manager HR and interview the resigning employee to convince him or her to decide otherwise.
- (e) Once the Manager HR has accepted and endorsed the resignation it may not be withdrawn.

- (f) Employee deciding to withdraw the resignation will only do so by writing to the Chairman or his delegate for his consideration, stating every reason why he/she wants to withdraw the resignation.
- (g) IBS College may in its discretion, upon receipt of the resignation notice process the resignation by paying all entitlements due to the staff in lieu of notice or before the end of the notice period.
- (h) Failure to comply to the notice period, as stipulated above, the staff shall pay the IBS College compensation equal to the specified required notice period.
- (i) Employees who resign due to personal or other outside of IBS College issues may be considered for re-employment, after 3-months of resigning, at the discretion of the Chairman, or his delegate.

9.5 Termination of Employment

Termination of employment services can be through the following means:

(a) Summary Dismissal

Staff who are employed in a second job or involved in activities outside of IBS College employment contract are in breach of disciplinary guidelines and/or deliberately ignoring lawful IBS College instructions (insubordination).

(b) Resignation with Notice

Staff resign giving the appropriate notice as stipulated in his or her employment contract. *Refer Section 9.4*

(c) Resignation without Notice

Staff resign without giving the required notice as stipulated in his/her employment contract.

(d) Abscond from Employment

Staff who absent himself or herself without prior notice or permission for more than 3 consecutive days is deemed to have absconded from his or her employment.

(e) Services no longer required

Staff is given notice by the IBS College that his /her service is no longer required. As per advice from the Employers Federation of PNG, the IBS College does not need to explain why his/her service is no longer required to the staff member.

(f) Retrenchment

This can be voluntary or through the IBS College situation or requirement. Staff can apply for retrenchment by giving the IBS College a three months' notice or the IBS College may give a staff member three months' notice on its intention to retrench that staff member due to redundancy.

(g) Redundancy

Staff can become redundant due to restructure, policy shift, and non-funding of the position. After three months of being in the surplus pool without being redeployed the staff is retrenched. And within the three months period staff can apply for voluntary retrenchment with final entitlements paid in lieu of notice.

(h) Retirement

A staff can apply for voluntary retirement at the retirement age of 55 or continue working up to the compulsory retirement age of 60.

IBS College reserve the right to retire a staff, who is between the age of 55-60, on medical grounds, where the staff's illness has been diagnosed as unfit for work with a long term or life-threatening illness.

9.6 Grievance Procedures

- (a) This Internal Grievance Procedures is to ensure that an employee's complaint or problem is dealt with in a timely and fair manner.
- (b) In the event of any queries, complaints or grievances concerning the terms and conditions of employment, including dismissal, then the following steps are to be adhered to:

Step 1

Any employee with a grievance shall bring his or her grievance to the attention of his/her immediate supervisor within 24 hours. The immediate supervisor will attempt settlement within the next 24 hours.

Step 2

In the event that the concern employee is dissatisfied with the immediate supervisor's response it shall be put in writing to the Department Manager within seven days for settlement.

Step 3

Should the Supervisor or Department Manager find it difficult to settle the grievance, it shall be referred to the Manager Human Resource.

Step 4

The Manager HR will review and to hand down his/her decision based on good HR practices and good judgment. HR to complete Record of Discussion Form [HR0018].

Step 5

If the employee is still not satisfied with the Manager HR's response, the employee may appeal to the Chairman as the last resort. The Chairman then will review and make a decision.

- (c) In the event that the Internal Grievance Procedure is exhausted and the grievance remains unsettled to the satisfaction of the employee, and the IBS College, then the matter shall be referred to external parties (Department of Labor or to the Court of Law).

9.7 Long Service Leave Calculation

Calculation of money in lieu of Long Service Leave is calculated as follows:

- (a) An employee is to accrue twelve (12) days in respect of each completed year of continuous service based on a 5-day week if a staff member has been employed continuously for more than 15 years.
- (b) An employee is to accrue nine (9) days in respect of each completed year of continuous service based on a 5-day week if a staff has been employed continuously for less than 15 years.

- (c) A staff is to start accruing long service leave days at the rate of 9 days per completed year after having continuously being employed for 3 years.
- (d) A long service leave can only be taken after 15 years of continuous service.
- (e) Long Service Leave entitlement is not paid to any employee whose employment is being terminated.
- (f) The formulae to calculate the Long Service Leave is;

Years of Service x 1.4 days per completed year x 52 weeks x hourly rate

9.8 Final Entitlements & Exit Procedures

- (a) Payment due to a terminated employee shall include:
 - i. Days worked since last pay.
 - ii. Overtime worked since last pay
 - iii. Leave due from last leave date to date of termination.
 - iv. Money in lieu of Long Service Leave
 - v. IBS College Staff Club refund outstanding housing allowance where applicable), outstanding vehicle allowance (where applicable).
- (b) NASFUND entitlements are also calculated and payment remitted accordingly.
- (c) After the final entitlement is being calculated it shall be withheld until;
 - i. Exit Interview Questionnaire [HR0019] is completed fully and signed; and
 - ii. All money owed are settled outright
- (d) When an employee resigns without notice, the IBS College should deduct pay in lieu of notice for the contractual notice period. *Refer 9.4.*
- (e) When an employee's services are terminated, other than by summary dismissal, *refer 9.5 (a)*, payment in lieu of notice is payable for the contractual notice period.
- (f) When an employee's services are terminated by summary dismissal, *refer 9.5 (a)*, no payment in lieu of notice is payable.

9.9 Repatriation Expenses and Fares on Dismissal

- (a) Where a staff member exits the organization, after having satisfactorily served a term of employment of at least two years, IBS College shall meet:

- i. The removal costs of personal/household effects, as stipulated in the Employment Letter of Appointment.
 - ii. If not specified in the letter of employment Manager HR should seek the discretion of the Chairman, or his delegate;
 - iii. The cost of single fares for the staff and dependents to the staff's place of origin, or point of hire as specified at the time of appointment.
- (b) A staff who is dismissed by the IBS College on any grounds other than criminal offence may be entitled to, at the discretion of the Chairman or his delegate:
- i. Single economy fare for him/her and family to his/her point of hire as designated at the time of appointment.
 - ii. Payment of reasonable removal costs of the staff's personal/household effect to his/her point of hire or such other location as may be agreed by the Chairman or his delegate.
- (c) A staff who has been dismissed by the IBS College for fraud, stealing from the IBS College, murder, rape, and other criminal offences will have his/her family repatriated to the point of hire whilst the ex-staff will face criminal investigations and prosecutions by the Police. There will be no repatriation entitlement until after he/she has served out his period as ordered by the court of law. A decision by the Chairman, Vice Chancellor will decide whether he/she should be repatriated or not.

9.10 Permanent Appointment Procedures

It is to be noted that the following authority will make permanent appointments:

- (a) The College Board is the sole authority to appoint the Senior Managers. The Board will make an appointment based on the recommendation.
- (b) The Chairman/Head of College shall approve all appointments of permanent staff on the terms and conditions provided for in the College HR Policy.

9.11 Retirement

- (a) Retirement Age
 - i. The retirement age by default is 60 years of age.

- ii. Employees may apply for voluntary retirement between the ages of 55 – 60. Either the employee or the IBS College can nominate a retirement date 3 months prior to attaining 60 years of age.
- iii. In the event the employee has not retired voluntarily by age 59, the IBS College reserves the prerogative to terminate the contract by serving the notice or paying in lieu of the notice as per the termination policy, herein.
- iv. The retirement age shall not exceed 60 years of age.

(b) Retirement Benefit

For all National employees, all levels:

- i. Calculations based on percentage of current annual base salary times the number of completed years of continuous service and a pro-rata benefit for the final year of service will be payable.

(i)	<5 years = 5%
(ii)	5 – 10 years = 7.5%
(iii)	10 - 15 years = 10%
(iv)	>15 years = 15%

- ii. Continuous employment will mean employment uninterrupted by termination or resignation and subsequent re-employment. Normal leave or special leave such as medical or compassionate leave will not be considered as an interruption of employment.

(c) Retirement on Medical Grounds

- i. IBS College and the employee may choose the Retirement on Medical Grounds option if the employee has been certified medically unfit, by a registered medical professional, to continue his or her employment with the IBS College.
- ii. Retirement calculations will be calculated as stipulated in clause 8.11 (b) above.
- iii. Age of the employee is not a consideration.

9.12 Redundancy

(a) Redundancy Circumstances

An employee can be made redundant and treated under this policy only in the specific situation where his/her position has been eliminated. Generally, an employee's position will only be eliminated:

- i. Due to re-organizing or rationalization of IBS College's operations.
- ii. Due to technological changes.
- iii. Due to operational changes.
- iv. Due to inability of the IBS College to pay (financial constraints).
- v. Due to scaling down and or cessation of some or all College operations

(b) Redundancy Selection Criteria

- i. An employee occupying a position that has been made redundant will normally have his/her employment with the IBS College terminated.
- ii. Should there be a number of employees occupying equivalent positions, only some of which positions are being eliminated, then the IBS College may select which employees will be made redundant and which employees will be retained.
- iii. Work records and performance will be the primary criteria for selecting which employees to retain, in the event of 9.12 (b) ii.
- iv. If work record and performance measures are equal, then the staff or employees will be selected on a last-in first-out basis.

(c) Redundancy Benefit Guidelines

- i. The College will serve the notice period or pay in lieu as per termination notice period policy.
- ii. The following redundancy benefit will apply for termination of employment resulting from redundancy:
 - Nil benefit if the employee has been employed for less than one year.
 - Two (2) days' pay for each completed year of service if the employee has been employed for more than one year but less than three years.
 - Three (3) days' pay for each completed year of service if the employee has been employed for more than three years but less than seven years.

- Four (4) days' pay for each completed year of service if the employee has been employed for more than seven years.

9.13 Long Term Illness

- (a) Where an employee has been diagnosed with a long-term illness or a life-threatening disease that employee will not be discriminated against in terms of employment and conditions, whilst that employee is certified by a medical practitioner of the College's choice as being fit to perform normal duties.
- (b) Time off for treatment and recovery:
 - i. The employee will be allowed reasonable time-off for medical treatment with the Chairman's/Head of College's permission.
 - ii. The Employee will be allowed reasonable time off for recovery with the Section Head permission. A weekly report will be provided to the Section Head by the clinic or hospital treating the employee indicating progress.
- (c) Where an employee, because of the long-term illness or life-threatening disease, is unable to attend work because of incapacity or for treatment, the normal number of sick days will be used in a normal way. Where the normal number of sick leaves days have been exhausted, the College will assist as follows:
 - i. 75% of the normal daily rate for the subsequent 30 working days missed;
 - ii. 50% of the normal daily rate for the subsequent 30 working days missed;
 - iii. 25% of the normal daily rate for the subsequent 30 working days missed.
- (d) If the employee is still unable to attend work thereafter, he/she will be medically retired as per retirement policy.

10. REMUNERATION: SALARY, BENEFITS AND ALLOWANCES

10.1 Salary Structure

- (a) Administration Salary Structure

This salary structure applies to college's support staff or non-academic staff. See Appendix 07 here within.

Note: Figures to the salary structure are withheld and only supplied by Human Resource Department.

(b) Academics Salary Structure

This salary structure applies to academic staff of the college. See Appendix 07 here within.

Note: Figures to the salary structure are withheld and supplied by Human Resource Department

10.2 Grading of Staff

Staff are arranged into a salary classification determined by the IBS College Board of Directors and or the Chairman.

10.3 Payment of Salaries and Wages

- (a) Subject to this clause, the IBS College shall remunerate staff at a salary as set out in Section 10.1 and 10.2 as approved by the Board.
- (b) Staff and labor salary and wages shall be paid in arrears.
- (c) Salary Advances is prohibited except where a staff member attends training and where a staff is on duty travel outside of the province of abode.

10.4 Consumer Price Index (CPI) Increases

The basic salary and wages of all staff and employees shall be increased according to the Government Pay Policy by movements of in the market practice.

10.5 Salary Increment

All salary increments shall be approved in writing by the Chairman, or his delegate.

10.6 Salary Deductions

The IBS College shall deduct from an employee member's salary earnings to cover:

- (a) All compulsory deductions to the State or State appointed entities (IRC, NASFUND, etc.).
- (b) Contributions towards the recovery of any advances made to its staff; or
- (c) Other deductions apart from 10.6 (a) (b) above must have the given approval of the staff member concerned as evidenced by Employee Payroll Deduction Authorization Form **[HR0013]**

10.7 Overtime Calculations Procedures and Overtime Allowance

- (a) Overtime is to be calculated as follows:
- i. On Sunday and Public Holidays will be paid twice the hourly rate if an employee worked during those days.
 - ii. On any other day other than Sunday or a public holiday, shall be paid at one- and one-half times the hourly rate.
 - iii. Please note that a public holiday is normally paid as a working day to all employees regardless of the fact that all employees take that day off.
- (b) All requests for overtime work must be justified and authorized by the Departmental Head.
- (c) Office and academic staff are not entitled to claim overtime pay.
- (d) Where a Manager or a Team Leader requires a staff to work beyond the hours of work, the availability of the staff requested is subject to both staff agreeing to that effect and authorized by the Manager.
- (e) Staff and Employees qualifying for overtime can opt to have equivalent hours for time off in the future, subject to work place convenience.
- (f) There shall be no entitlement to overtime allowances as there is no such a thing called overtime allowance.

10.8 Payment for Actual Work Attendance

Payment will be made to all staff and employees for actual hours worked. It is a criminal offence for any supervisor to falsify timesheets. This can lead to that supervisor receiving a warning notice or being dismissed from employment.

11. TERMS OF LEAVE ENTITLEMENTS**11.1 Policy Guidelines**

- (a) The Terms of Leave Entitlements prescribed by the Human Resources Department will regulate the Leave guidelines set for all employees to ensure effective administration of the business of the organization.

- (b) It is prepared to provide clear information about the Leaves, Benefits and Holidays of the employees as per the guidelines of the organization as well as complying with the statutory requirements of PNG Labor Laws
- (c) The Human Resources Development Department will examine and ensure compliance of Leaves and Holidays based on PNG Labor Laws as well the specific requirement of the organization keeping in mind the employees as well as institutional welfare. Any changes observed and noted as per law in relations to Leaves and Holidays will be included by the HRD which will have the right to do the necessary amendments in Leave entitlements in order to sustain and guard organizational growth and progress.

11.2 Annual Leave

All employees are entitled to take paid annual leave each year (1st January to 31st December) as below:

- (a) Staff to Team Leader

Minimum entitlement – 15 working days per annum calculated at 1.25 days per month (an additional day is added for each public holiday that falls within during the leave period).

- (b) Managers

Minimum entitlement – 20 working days per annum calculated at 1.67 days per month (an additional day is added for each public holiday that falls within during the leave period).

(c) All employees taking leave shall completed the Annual Leave Form [HR0014] accordingly.

11.3 Leave Travel Benefits

- (a) Employees who are local to their locations are not entitled to leave fares but will be assisted with land or sea transport.
- (b) Entitlement to leave fares are as per HR00their contract.

- (c) All employees must obtain their Manager's approval before going for annual leave. Travel Request Form **[HR0012]**.
- (d) An employee who is more than three days late returning from approved leave will be considered to have absconded from work (Deemed to have abandoned their employment).
- (e) Employees are only allowed to carry forward 5 working days of leave with approval of the Chairman or his delegate. Any leave carried forward must be used within 3 months of the start of the new calendar year.

11.4 Furlough or Long Service Leave

- (a) All National staff and employees are entitled to long service leave which is accrued at 12 days per annum. Accruals commences after three years.
- (b) When a staff or and employee has served in the College for at least 15 years, the Chairman, may grant him leave of absence as furlough calculated at the rate of 12 working days on full pay in respect of each year of continuous service, based on a 5-day week in respect of which he/she has not been granted Furlough Leave.
- (c) Five days leave shall be deducted from Furlough Leave, based on a 5-day week, for each serious disciplinary offence disclosed by the conduct record of a staff.
- (d) A staff or an employee who is eligible for Furlough Leave but cease to be a staff or an employee, otherwise than by death, may at the discretion of the Chairman/Vice Chancellor, be paid a sum equivalent to his/her pay for a period of furlough not exceeding that which he/she could have been granted on full pay under this clause.
- (e) Upon death, presumed death, or permanent incapacitation of an employee eligible for Furlough Leave at the date of death, presumed death, or permanent incapacitation, the Chairman/Vice Chancellor may authorise payment to dependents a sum equivalent to the employee's pay for a period not exceeding the period of furlough that he/she could be granted in full pay had he/she ceased to be an employee immediately before the date of his/her death, or in the case of presumed death, or permanent incapacitation, immediately before a date determined by the Chairman or his delegate.
- (f) Probationary service in the College that is continuous with permanent service may be taken into account in calculating the period of service for furlough.

- (g) Staff or Employees on Furlough Leave shall not be recalled prior to the expiration of their leave without approval from the Chairman or his delegate. If the employee is recalled, he will not be placed in the payroll until after the expiration of Furlough Leave.

11.5 Furlough Leave and Pro-rata Payment

An employee who is dismissed or resigns shall be entitled to pro-rata Furlough Leave only after serving 3 years continuous service. Payment shall be based on the actual period served calculated on full pay prevailing at the date of dismissal or resignation.

11.6 Leave to Employees not Eligible for Furlough Leave Entitlements

- (a) Where staffs have served in the College for 4 years but less than 15 years, the Chairman/Vice Chancellor shall grant payment in Lieu of Furlough (PILOF) to the employee at the time of his/her separation if that separation is as a result of:
 - i. Retirement at the age of 55 years or more; or
 - ii. Retirement on the grounds of physical or mental infirmity; or
 - iii. Retrenchment; or iv. Resignation; or
 - v. Death (or where the employee is presumed to be dead).
- (b) PILOF is calculated at the rate of 9 days in respect of each completed year of continuous service based on a 5-day week.
- (c) If paragraph (a) and (e) applies, the payment may be made to the dependents of the employee, at the discretion of the Chairman/Vice Chancellor.
- (d) Five days shall be deducted from the calculation in (b) based on a 5-day week for each serious disciplinary offence disclosed by the conduct record of the employee.
- (e) Probationary service in the College that is continuous with permanent service may be taken into account in calculating the period of service in paragraph (f) below.

11.7 Continuity of Service

- (a) For the purpose of calculating Furlough and recognizing prior service, the continuity of service of a staff is not broken by any periods of absence if:

- i. Any period of absence does not exceed 12 months in a continuous period; and,
 - ii. The periods of absence do not exceed in aggregate one-seventh of the total number of working days and holidays occurring after the first period of his/her employment that may be included in the period of service.
- (b) A person does not break the continuity of his/her service by reason of being:
 - i. On leave of absence with pay or half pay; or
 - ii. On LWOP where the leave was granted on account of illness or for a purpose provided for by these rules.
- (c) Only the Chairman/Vice Chancellor may grant approval to include periods of absence for furlough purposes on application by the staff's Section Head.
- (d) Should a public holiday occur during a period of annual leave, the staff shall be credited with one additional day of annual leave in respect of each such public holiday.

11.8 Sick Leave

- (a) All National Staff will be entitled to 10 days sick leave (with pay) per annum, subject to certification from authorized Clinic staff or an HEO or a Medical Doctor. Employee to complete Short Leave Application Form [HR0015]
- (b) Sick Leave accrued is accumulated to a maximum of 4 years. *(See Division 4, Clause 65, Sub Section 2, of the National Employment Act).*
- (c) Discretionary extension of sick leave days is subject to approval from the Chairman or his delegate.
- (d) The Department Head in consultation with Manager HR may grant sick leave out of accumulated sick leave of their staff members in accordance with *Clause 11.8 (a) and (b)* above.
- (e) Sickness during Annual Leave or Furlough Leave

If a staff falls sick whilst on annual leave or Furlough leave and produces medical evidence of that fact, the Section Head may grant him/her additional leave equivalent

to the period of sickness falling within the scheduled period of leave, and the extra period of absence shall be recorded as sick leave.

(f) Evidence of Sick Leave

Evidence in cases of sick leave shall consist of a medical statement or certificate made by a registered medical practitioner, or where a medical practitioner is not available, by an APO or HEO. A medical certificate is acceptable evidence of sickness for a period of up to 10 working days in any one period. A further certificate shall be produced at the expiration of 10 working days.

- (g) It is at the discretion of the Department Head to grant sick leave without production of a certified medical certificate to the extent of 5 days in each year commencing on the date on which the staff was last credited with sick leave.

(h) Long term Illness

Where a staff has been absent on account of illness for a continuous period of three months, he or she shall not:

- i. resume duty unless a medical practitioner has certified that he/she is fit to do so; *and* ii. be granted a further period of sick leave until examined by a medical practitioner appointed by the HR Manager.

(i) Health Danger

If Manager HR or the Chairman/Head of College has reason to believe that a staff is in such a state of health as to make him/her a danger to fellow staff members or work colleagues or to the public, he/she may be required to:

- i. absent himself/herself from duty for a specified period, which shall be counted as sick leave; and,
- ii. obtain and submit a report as to his/her condition from a medical practitioner; or
- iii. submit for examination by a medical practitioner nominated by the HR Manager.

- iv. The HR Manager upon receiving of the reports referred to here will recommend to the relevant Department Head to allow the staff to continue on leave for a further period to be counted as sick leave.

- v. Infectious Diseases

The Chairman/Head of College shall grant sick leave to a staff who is certified by a medical practitioner to have come into contact with a person suffering from an infectious disease. The period of leave shall not extend beyond the earliest date on which, having regard to any restrictions imposed by law, it would be practicable for the staff to resume duty.

- vi. Illness due to Misconduct

Sick leave shall not be granted on account of illness caused by the misconduct of a staff in the course of his/her employment. If leave is granted due to such cause, it shall be granted as LWOP and staff may be required to undergo a medical examination to establish the cause of such illness or injury.

11.9 Compassionate and Special Leave

- (a) A maximum of 5 days is allowed within the year continued employment; this leave is with full pay and is taken during death or severe illness of immediate families. Immediate families are defined as mother; father, brother, sister, spouse and children.
- (b) Compassionate leave must be properly recorded on a normal leave application form, give brief details of reasons to grant leave. This form must be sent to the HR Office for approval and filing purposes.
- (c) Employee to complete Short Leave Application Form [HR0015].

11.10 Maternity Leave

- (a) Maternity Leave Period

Female employees will be granted 6 weeks of maternity leave with pay. The employee needs to plan with the immediate Supervisor how she will utilise this leave before and after the confinement. The employee can take unpaid leave during this period. The unpaid maternity leave can be substituted with the employee's unused annual leave credits. (b)

- Leave for Breast Feeding

A nursing mother is allowed one hour daily in addition to normal lunch hour for feeding, which will count as working hours until the child reaches the age of 6 months. Depending on work and home circumstances the one hour for breast feeding can be taken as half an hour twice daily.

11.11 Study and Examination Leave

The Department Head in consultation with Manager HR and or the Chairman may grant time off for study purposes on approved courses and examinations. Such leave will be decided in each particular case according to circumstances. Employee to complete Short Leave Application Form [HR0015].

11.12 Representational Leave

The Chairman or his delegate may grant a staff representational leave, employee shall complete a Short Leave Application Form [HR0015], for the following purposes:

- (a) As a participant or official in any national team at the South Pacific Games, Commonwealth Games or Olympic Games.
- (b) As a participant or official in any national team playing against the national team of another country within or outside of PNG.
- (c) As a participant or official during training prior to the final selection of the national team.
- (d) Leave granted under this clause shall be with pay and may be granted by the Chairman/Head of College for the duration of the games.
- (e) The period of absence on representational leave shall not affect continuity of service and shall be counted as service for all purposes.
- (f) The application for leave shall be supported by written evidence which confirms that the staff is a participant or official in a national team representing PNG.
- (g) All applications for such leave must be submitted through the Department Head to Manager HR for decision to be made in consultation with the Chairman.

11.13 Public Holidays

- (a) An employee is entitled to take Public Holiday with pay, each Gazetted public holiday that falls during the standard working hours.

- (b) If an employee is required to work on a public holiday, he/she shall receive payment as stipulated in *Clause 10 (a) i.* above.

For officers performing shift work, the Shift Work Policy shall apply.

12. ALLOWANCES

12.1 Policy Guidelines

- (a) The Allowances prescribed by the Human Resources Development Department will regulate the allowances guidelines set for all employees to ensure effective administration of the business of the organization.
- (b) It is prepared to provide clear information about the Allowances provided to the employees as per the objectives of the organization as well as complying with the statutory requirements of PNG Labour Laws.
- (c) The Human Resources Department will examine and ensure compliance of the terms of allowances. Any deviations observed and noted in terms and conditions of Allowances will be monitored and the HR Department will have the rights to take necessary corrective actions in order to sustain and guard organizational growth and progress.

12.2 Permanent Transfer Allowance

- (a) One fortnight base salary will be paid as a transfer allowance to National staff at all levels on permanent transfer from one business location to another within PNG. This amount should be paid prior to departure.
- (b) It is payable only once during an assignment. It is intended to cover the out-of-pocket costs of moving (e.g. excess baggage) and the costs, which arise because of the move (e.g. school uniforms).
- (c) Staff on temporary attachment of short duration such as leave relief, temporary secondment, courses etc., are not entitled to this allowance.

12.3 Salary Sacrifice

- (a) This clause is for those staff that may not be entitled to the School Fee Subsidy as set out in *Section 12.4* above.
- (b) A staff may choose to have the College deduct from his/her annual salary to meet educational expenses for dependent children. Employee to complete Salary Sacrifice Form [HR0011]
- (c) Such deduction will not exceed 25% of the staff's annual Gross salary.
- (d) Salary sacrifice deduction must be consistent with provisions of the Income Tax Act and is to be implemented in consultation with the Internal Revenue Commission (IRC) and monitored and administered by the Human Resources Manager and his subordinates.

12.4 Entertainment Allowance

- (a) Entertainment outside of the home i.e. at a hotel - Entertainment of College guests outside of an employee's residence must have prior approval from the Chairman/Vice Chancellor and reimbursement will be for the actual reasonable costs incurred.
- (b) Rates of Allowance will be as below:

<u>Type of Meal</u>	<u>Provided for Supervisor and above</u>	<u>Provided for Senior Staff below</u>
Breakfast only	K10.00 per day	K6.00 per day
Bed and Breakfast	K20.00 per day	K15.00 per day
Lunch	K15.00 per day	K10.00 per day
Dinner	K30.00 per day	K20.00 per day
Others (i.e. hotel)	Chairman's discretion	Chairman's discretion

12.7 Professional Fees

The College will pay the fees for staff whose position requires that they hold technical or professional qualification. Such claims, supported by suitable evidence of payment are to

be submitted to the Finance Manager or Manager Human Resource for subsequent approval by the Chairman or his delegate.

12.8 Business Travel Away from Work Location

(a) Travel Allowance within PNG

Where a staff is required to travel away from his or her place of duty or domicile on College business within PNG in excess of 12 hours, he or she receives: i. Private Accommodation

A daily allowance for accommodation and meals if he or she plans to reside in a private accommodation. The allowance would normally be K115.00 per day.

(K85.00 for meals and K30.00 for accommodation)

ii. Paid Accommodation and Meals

Where hotel accommodation is paid for by the College to cover accommodation and meals, no domestic travel allowance will be paid.

iii. Meal Allowance

Where meals are not included in the initial College order or cheque payment, a meal allowance is to be paid to the staff before commencing to travel at the rate of K85.00 per day.

(b) International/Overseas Travel

Where a member of staff is required to travel to an overseas country on business, the following allowances should be paid: i. Accommodation and Meals

The cost of Accommodation and meals paid directly to the place of lodging.

ii. Meal Allowance

Where meals are not included in the initial payment to the place of lodging, a daily meals allowance is to be paid to the staff before leaving in a US\$ amount. The amount should not be less than US\$ 50.00 in the Asian Countries and US\$ 75.00 in Australia, USA and the European countries.

iii. Clothing Allowance

The amount will be decided at the time of travel based on the season of the year at that time in the country the staff is travelling to.

iv. Excess Baggage

The cost of excess baggage will be recommended by the Section Head and to be approved by the Chairman or his delegate.

13. OTHER ENTITLEMENTS

13.1 Policy Guidelines

- (a) The Other Entitlements prescribed by the Human Resources Department will regulate the Other Entitlements guidelines set for all employees to ensure effective administration of the business of the organization.
- (b) Other Entitlements is defined to mean indirect and non-cash compensation paid to an employee. Some benefits are mandated by law while others are stipulated in the IBS College HR Policy. These may include such entitlements as health insurance, life insurance, medical plan, paid vacation, pension, gratuity etc.
- (c) It is prepared to provide clear information about the Other Entitlements provided to the employees as per the objectives of the organization as well as complying with the statutory requirements of PNG Labor Laws.
- (d) The Human Resources Department will examine and ensure compliance of the terms of other entitlements based on the business expectations set by the Management Committee of the organization keeping in mind the employees as well as institutional welfare. Any deviations observed and noted in terms and conditions of other entitlements will be monitored and the HR will have the rights to take necessary corrective actions in order to sustain and guard organizational growth and progress.

13.2 Bereavement (Death in Service)

As a compassionate employer, IBS College will do what it can assist the family and relatives of the deceased at their time of bereavement.

In the event that an employee dies of natural causes either at work or during his/her period of employment the College may, if requested, assist with the provision of the following:

- (a) A basic coffin, typically one from a local supplier, to the maximum value of K800.00. Where the staff is from another province, a metal plated coffin to meet the requirement of the national airline.
- (b) Transport where applicable i.e. an ambulance.
- (c) A contribution to the value of K500.00 can be given for funeral expenses.
- (d) For employees hired from other province, the IBS College may pay Cost of Air or Sea Transport of the deceased to the nearest town or Government Centre in the employee's home Province.
- (e) Cost of Air or Sea fares for two next of kin accompanying the deceased to the nearest town or Government Centre in the employee's home province. In the event that there is no next of kin, a return airfare for the College representative.
- (f) The College shall pay to the deceased's nominated beneficiary, Provincial Labor Officer or legal representative all monies due to the deceased staff under the contract up to the time of death, less any outstanding debts due to the College.
- (g) The body of the deceased dependents of employees who are not from the local employment location will be transported to the nearest town or Government Centre within the nominated province.

13.3 Loan and Advances

- (a) IBS College is not a finance College and does not make loans or advances.
- (b) Employees should seek loans from banks and other financial institutions, not from IBS College.
- (c) In extreme circumstances such as medical reason or in a life-threatening and death situation for immediate family, advances may be granted on recommendation from the HRM to the Chairman/Vice Chancellor for approval.
- (d) Advances granted under this clause must be repaid within two fortnights or within one month. Immediate family is defined as legal spouse and children.
- (e) Under certain circumstances, Manager HR may in consultation with the Chairman extend repayment period.

13.4 Hospitalization

- (a) The College recognizes and utilizes the national medical establishments within its vicinity.
- (b) The College will cover the cost of referrals for treatment at the local General Hospital and for admissions to the local General Hospital for an employee and the employee's declared dependents. Dependents will include legal spouse and children only.
- (c) The College will pay the local General Hospital for actual cost of medical and or admission costs.
- (d) The College will pay the cost for treatment at other public medical facilities within PNG if the local General Hospital recommends referral to the other facility.
- (e) At the discretion of the Chairman/Vice Chancellor the College may pay travel costs associated with the referral, or proportion of the travel costs associated with the referral or the patient and up to one accompanying person.

13.5 Personal Accident Insurance

(a) Those Eligible

All Expatriate, Manager, Programme Promoters, Deputy Director, staff, and the Chairman.

(b) Procedures of Obtaining Cover

- i. Prepare a list of those eligible and their Gross annual salary.
- ii. Contact the Broker or directly contact the Insurer. iii. Obtain a quote for cover by sending the list in (i) above.
- iv. Period of Cover
 - This is a 24 hours cover.
 - The cover is renewable annually.
- v. Value of Cover

Value of cover is three times the annual gross salary of each eligible staff.

13.6 Spectacle/ Eye Glasses

(a) Where 80% Subsidized

Where glasses are required for work safety (drivers and operators), IBS College subsidy rate will be 80%.

(b) Where 50% Subsidized

Where corrective lenses have been prescribed by registered Optometrists or registered doctors, the subsidy rate will be 50% subject to a capped limit of K500.00 or whichever is lower.

(c) Renewal period of Subsidy

IBS College subsidy will be paid once every two years or when the corrective lens subscription has changed substantially, whichever is the longer.

14. ACCOMODATION & HOUSING ALLOWANCE

14.1 Policy Guidelines

- (a) The Accommodation or Housing Allowance prescribed by the Human Resources Department and Administration Department will regulate the Accommodation and Housing Allowance guidelines set for all employees to ensure effective administration of the facilities of the organization.
- (b) It is prepared to provide clear information about the Accommodation and Housing Allowances provided to the employees as per the objectives of the organization as well as complying with the statutory requirements of PNG Labor Laws.
- (c) This allowance is allocated at the discretion of the Chairman/Vice Chancellor.
- (d) The Human Resources Department will examine and ensure compliance of the terms of Accommodation and Housing allowance based on the discretion set by the Chairman/Vice Chancellor keeping in mind the employees as well as institutional welfare. Any deviations observed and noted in terms and conditions of Accommodation and Housing Allowances will be monitored by the Administration Department and HR which will have the rights to take necessary corrective actions in order to sustain and guard organizational growth and progress.

14.2 Provision of Accommodation or Housing Allowance

- (a) Accommodation or Housing Allowance may be allocated to staff and employees at the discretion of the Chairman.

- (b) The Chairman and the Section Heads and Lecturers housing will be fully furnished as set out in the HR Policy.
- (c) All other Housing will be unfurnished and subject to the tenant receiving a Furniture Grant to purchase his/her own furniture to furnish his/her house.

14.3 Code of Conduct in College Housing

(a) Purpose

The purpose of a code of conduct is to give guidelines as the basic habits, which should be adopted by those living in College residential and College compounds to ensure that the living environment is safe, healthy, productive, peaceful and enjoyable. The rules and procedures are as follows:

- i. Compound residents who are College employees, their families and dependents and those temporarily staying with them.
- ii. All compound residents will comply with the Laws of Papua New Guinea.
- iii. All compound residents are expected to abide by the terms of the Tenancy Agreement [**ADM0013**]. Ignorance of the Tenancy Agreement is not a legitimate excuse for non-compliance.
- iv. Compound assets include houses, community facilities, personal effects, gardens and vehicles.
- v. All compound residents are expected to behave in a manner that will enhance the living conditions of the community in general.
- vi. All residents in College compound can expect to live in a peaceful environment, although all need to be tolerant of the orderly and legitimate activities of others (social gatherings, sports, worship, and cultural activities (etc.)).

14.4 Security and Disturbances

- (a) Security is a key issue for compounds. The College provides a security service. It is in the best interests of all residents to co-operate with security personnel and to liaise with them to keep unwanted individuals and behavior out of compound areas.
- (b) In the best interest of the community it is generally accepted that no public event should continue beyond 10 pm, unless the Chairman's approval has been given. Large gatherings of people will be confined to community facilities (church buildings,

community center and sports ovals) and away from houses in order to keep the level of disturbance to a minimum near houses.

14.5 Domestic Servants

The College does not provide domestic service for any employee. It is the employee's responsibility to employ and pay for any domestic service.

14.6 Housing Allocation

- (a) Whilst it is the College policy to house its employees in so far as accommodation is available, there is no contractual obligation to provide other than "suitable accommodation". Whilst there may be an expectation by the employee that a certain type of house is for a certain level of employee this may not be possible in all cases.
- (b) The allocation of College housing can only be done at the Chairman/Vice Chancellor's direction.
- (c) An employee must remain in the allocated house unless directed to move by the Chairman/Vice Chancellor.
- (d) Employees moving house without authority will be subject to disciplinary action.

Employees must abide by the Tenancy Agreement and rules and regulations of the Compounds at all times.

- (e) A gardener or shared gardeners is provided at College expenses to tend the gardens and communal areas in the housing areas. Employees are not allowed to use the gardeners for domestic purposes.

14.7 Housing Maintenance

- (a) Aim, Procedures and Rules

The overall aim of the housing maintenance policy is to ensure that housing is maintained in an acceptable condition as far as reasonably practicable a long productive life. The procedures and rules are set out as follows:

- i. It is expected that all houses be given planned repairs and maintenance visit every four/five years.
- ii. Work Requisition is required to be completed and authorized before any maintenance work can be started.

- iii. Where emergency maintenance is required, this is to be completed in an order of priority determined by the manager in charge of the houses in questioned.
- iv. A works requisition is required to be completed and authorized before any maintenance work can be started.
- v. Where housing maintenance is required because of neglect on the part of the tenant, the cost of maintenance is to be borne by the tenant.
- vi. Electrical faults are to be reported immediately when they are found. An electrical repairs or maintenance must be authorized by the manager concerned and carried out by a qualified and licensed person.
- vii. The College will purchase security lights for College housing. PNG Power cost will be the tenant's responsibility.

(b) Power and Water

Staff and employees occupying IBS College houses will pay for their own power and water supply (where required).

(c) Garbage Collection

Household Rubbish must be disposed of properly as required by the Department of Environment and Conservation and the Department of Health laws. The IBS College management is required by law to make sure all household rubbish is collected at least twice weekly and is disposed of in one designated location and not into rivers and streams or into the swamp land.

(d) Social Facilities

i. Requests

- All requests for the use of College social facilities by College employees should be directed in writing to the HR Manager who is in charge of the facilities being requested. As a last resort, the Chairman/Vice Chancellor maybe requested to make a decision on any requests.
- All requests for the use of College facilities for community events (church meetings, crusades, sports events) by non-College employees should be directed in writing to the Chairman/Vice Chancellor.

ii. Event Sponsor and Cleaning up of Venue

- Where a community event may attract those from outside the College or a large number is expected, a responsible College employee involved in the organization of the event must liaise with the Events Committee as the “event Sponsor”. If there is no sponsor, then the community event will not be approved.
- The Events Committee must be informed in writing by the event sponsor of the nature of the planned event, dates, times and facilities required. The events Committee must also be informed of what arrangements are in place for security, for ensuring that disturbance is kept to a minimum and for tidying up after the event. The event sponsor will be held responsible for keeping to the agreed times, for the smooth conduct of the event and for leaving the College facilities clean and tidy after the event is finished.
- It is NOT the responsibility of the College to provide security or to clean up after an event. Where the Events Committee must arrange a clean up after an event, because of non-completion, the event sponsor will be charged for the cost of clean-up.

iii. Security and Transport Request

- The College may, at its discretion assume responsibility for security. This in no way reduces the event sponsor’s responsibility for conducting an orderly event and he/she is expected to cooperate fully with the College security.
- Requests by event organizers for College transport after dark will normally be denied as it is not in the best interest of safety to have College vehicles travelling on non-essential journeys after dark.

16. LEARNING, TRAINING AND DEVELOPMENT

16.1 Policy Guidelines

- (a) The Learning, Training and Development prescribed by the Human Resources Department will regulate the Learning, Training and Development guidelines set for all employees to ensure effective staff development and efficient administration of the business of the organization.
- (b) Learning, training and development are defined to mean the acquisition and/or the enhancement of knowledge, skills and attributes that will contribute toward the development of the College.
- (c) It is prepared to provide clear information about the Learning, Training and Development support provided for the employees as per the Staff Development objectives of the organization as well as complying with the statutory requirements of PNG Labour Laws.
- (d) The Human Resources Development Department along with various other Department will examine and ensure compliance of the terms of Learning, Training and Development based on the business expectations set by the Management Committee of the organization keeping in mind the employees as well as institutional welfare. Any deviations observed and noted in terms and conditions of Learning, Training and Development will be monitored by the HR and other respective departments concerned will have the rights to take necessary corrective actions in order to sustain and guard staff and organizational growth and progress.

16.2 Training and Development

(a) Staff Training

For the purpose of this Clause, Training means:

- i. Formal and informal attachments.
- ii. Formal in-house and out-bound or academic training for example, Ph.
- D iii. Internal and external short courses.
- iv. Refresher courses or programs.
- v. Seminar and conferences.

(b) Aim of Staff Training

The purpose of the Staff Training program is to encourage and give support to Staff who anticipates to undertake further education to broaden their knowledge of the work they are currently doing or to better qualify them for job advancement at College of Business Studies.

(c) Staff and Employee Eligibility and Qualifying Period

- i. Staff must have served the College for at least three (3) years before qualifying for College assistance.
- ii. Assistance will be provided through paid study leave.
- iii. Through full or part scholarship/sponsorship.
- iv. Through allowance in any form to cover cost of transportation, accommodation and other related costs.

(d) Approved Education Institutions

Education Institutions can include recognized Universities; an institution supported by a professional association, Technical College and recognized industry related training divisions.

(e) Course Eligibility

In order to qualify under the program the course must be:-

- i. Directly related to the employees work and provide the knowledge and Information to maintain or improve the level of skill in current job, or
- ii. Provide preparation for a reasonable predictable future assignment.
- iii. Diploma and above qualification.

(f) Course Approval

- i. The course must be approved in advance by the Chairman/Head of College with recommendations from respective immediate in charge. At all times the further education must be at the convenience of the College.
- ii. A copy of the Application for Study Assistance [**HR0022**] together with the memo signed by the in charge stating how the course meets those requirements must

be forwarded to the Human Resources Manager prior to commencement of the course. iii. Enrolment information cannot be submitted for reimbursement after course completion.

iv. Whilst the College encourage further education for its employees, the priority is to the continued high standard of work performance on the job. Should the undertaking of further education impact in a negative manner on the employee's performance, the Manager/Supervisor has the authority to withdraw the privilege of College-sponsored further education from that employee.

16.3 Completion of Training Requirement

- (a) The employees must still be employed at the time of successful completion of the course.
- (b) Employees must obtain the required average course grades in order to get the secure continued employment with the College.

Diploma/Degree - Average grade C or better

Masters - Average grade C or better

- (c) Should the employee drop out of the course halfway, the 50% Semester Fees paid by College of Business Studies must be repaid immediately.
- (d) If after completion of the course and the employee leaves the employ of IBS College either voluntarily or involuntarily the following reimbursement policy shall apply:
 - i. 100% of the cost, if the staff member leaves College employment within one year.
 - ii. 50% of the cost, if the staff member leaves College employment between one to two years.
 - iii. 25% of the cost, if the staff member leaves College employment within two and three years.

16.4 Results of Course

A copy of final result must be forwarded to the Human Resources Manager. If the employee is unsuccessful in their course, the expenses incurred will need to be reimbursed to IBS College. For this reason, employees may prefer to initially pay the expenses themselves and reimburse themselves on successful completion of the study.

17. PERFORMANCE MANAGEMENT PROCEDURES FOR SENIOR MANAGERS**17.1 Policy Guidelines**

- (a) The Performance Appraisal System prescribed by the Human Resources Department will regulate the Performance Management Procedure guidelines set for all Managers to ensure efficient identification and effective achievement of the business objectives set by the organization for them
- (b) Performance Appraisal is usually done once or at the most two times in a year. It is about distinct staff activity and the method of application is more formal and structural in nature.

Performance Management is continuous improvement all the way to ensure that the employees discharge their capabilities in such a way that targets are achieved in real-time basis. Its method of application is more casual and flexible in nature and can be customized for employee's work

- (d) It is prepared to provide clear information about the Performance Management Procedures provided for the Managers as per the Departmental outcomes and objectives of the organization as well as complying with the business expectation of the organization.

i. To manage the assessment of staff and employees in an orderly manner following set deadlines.

ii. To help to identify good performers, medium performers and those who do not perform at all.

iii. To identifying needs for training and coaching of any particular staff or employees.

iv. To set up a Performance Improvement Plan (PIP) staff and employees who are in need of improving work performances.

v. Employees and Heads to complete Employee Engagement Evaluation Form [HR0021].

17.2 Managers Understanding Requirement

It is a requirement that managers understand this process well as there is a need to introduce a new appraisal system based on Key Result Areas (KRAs) and (KPI) for each activity or department. All KRAs and KPIs may differ dependent on different outcomes or activities but it comes down to six Program areas which can produce results. These are Marketing Systems, Production Scaling, Productivity, Information and Communication, Regulation and Legal Policy and Internal Capacity Building.

18. SEXUAL HARRASSMENT AND HIV/AIDS

18.1 Policy Guidelines

(a) The Sexual Harassment and HIV/AIDS, Policies prescribed by the Human Resources Department and Safety & Security Department will regulate the guidelines set for all employees to ensure effective awareness and protection against sexual harassment, HIV/AIDS, Conflict of Interest for staff members of the organization.

(b) Definitions;

- i. Sexual Harassment is defined to mean an unwelcome sexual advance, unwelcome request for sexual favors or other unwelcome conduct of a sexual nature in the workplace which makes a person feel offended, humiliated and/or intimidated.
- ii. HIV is Human Immunodeficiency Virus. It is the germ that infects a human and destroys the body's defense system.
- iii. AIDS is Acquired Immune Deficiency Syndrome. AIDS is the extent to which the infected person's immune system is destroyed thus the body cannot defend itself from other invading infections/diseases

It is prepared to provide clear information about the Sexual Harassment, HIV/AIDS, and Policies prescribed for the employees as per the Health and Safety guidelines of the organization as well as complying with the statutory requirements of PNG Labour and Health related Laws.

The policy aims to ensure a consistent and equitable approach to the prevention of HIV/AIDS among the College of Business Studies Limited employees and their families, and to the management, of the consequences of HIV/AIDS, including the care and support of staff members living with HIV/AIDS.

- (d) The Human Resources Department along with Safety and Security Department will examine and ensure compliance of the terms of Sexual Harassment, HIV/AIDS, Conflict of Interest & Expense Claim Policies based on the statutory expectations followed by the Management Committee of the organization keeping in mind the employees as well as institutional welfare. Any deviations observed and noted in terms and conditions of the same will be monitored by Safety & Security and Finance Department along with HR Department which will have the rights to take necessary corrective actions in order to sustain and guard employees as well as client and customer relationship.

18.2 Sexual Harassment

- (a) Sexual harassment is unwanted conduct of a sexual nature or other conduct (e.g. lewd comments or actions) affecting the dignity of men and women.
- (b) In the event of an occurrence, the matter should be reported in confidence to your Manager.
- (c) If you feel you cannot go to your manager, report the incident to a more senior manager or the HR Manager.
- (d) Sexual harassment where substantiated, will result in disciplinary action up to and including dismissal.
- (e) False and Malicious accusations with regard to sexual harassment where substantiated, will result in disciplinary action up to and including dismissal.

18.3 HIV/AIDS

- (a) Employment and Conditions
- i. IBS College recognizes the seriousness of the HIV/AIDS epidemic, its significant impact on the workplace, and the role of the workplace in providing access to healthcare resources.

- ii. IBS College recognizes that people with HIV/AIDS may live and active lives for many years and it will not discriminate or tolerate discrimination against employees or job applicants on any grounds, including HIV/AIDS.
- iii. IBS College is committed to maintaining a safe and healthy environment for all staff, recognizing that HIV is not transmitted by casual contact.
- iv. In designing and implementing awareness and education programmes, IBS College management will cooperate with, or draw on the resources of employees and their representative organizations, NGOs, faith-based organizations and/or governmental organizations with expertise in HIV/AIDS.
- v. IBS College rejects HIV testing as prerequisites for recruitment, access to training or promotion. Pre-employment medical examination – or any other test required for employment purposes – will not include an HIV test.
- vi. An employee with HIV/AIDS has no obligation to inform IBS College or other employee of their status. Where a person chooses to inform another employee that he/she has HIV/AIDS, this information is not disclosed to any other person, including Human Resources Manager and medical personnel, without the consent of the person who has given the information.
- vii. IBS College will respond to the changing health status of employees by making reasonable accommodation. Employees may continue to work as long as they are able to perform their duties safely and in accordance with performance standards.
- viii. IBS College recognizes that HIV/AIDS prevention is the responsibility of all employees, including senior management and supervisors.
- ix. IBS College will treat employees who are infected or affected by HIV/AIDS with empathy and care, and will provide assistance.

(b) Treatment and Care

- i. Employees with AIDS will not be excluded from College medical benefits. Clause 2.11 Hospitalization will apply to Aids patients as well as those diagnosed with other life-threatening and/or chronic illness.
- ii. In addition to College medical benefits IBS College will support the provision by outside agencies of, counselling services, nutrition advice, testing,

treatment, treatment of Aids related conditions, and monitoring tests, while recognizing that resources are limited and must be rationed in the most effective manner.

(c) Education and Prevention

- i. IBS College is actively engaged in the fight against HIV – Aids. The College will work on its own, with statutory bodies, NGO's, and other organizations to raise awareness, to change behaviors regarding high-risk activities, and to prevent disease transmission. This will include an active education and awareness program that will not be limited to College staff and employees and their families but will be delivered wherever possible into the local community.
- ii. IBS College advocates safe-sex practices including the use of condoms and the College will, wherever possible, supply condoms to its employees free of charge or for a nominal charge.
- iii. We believe that individuals should know their HIV status. Early and regular testing for as many people as possible will be a key element in the fight to reduce transmission rates. Therefore, IBS College will actively encourage and support a testing program for the employees, families, and general population in our communities.
- iv. Medical staff employed by the IBS College in all its 3 campuses will be trained to follow best OHS practices to prevent viral exposure including the safe handling of blood products and syringes. All health care facilities will at all times have adequate quantities of the necessary equipment to follow universal infection control protocols (e.g. disposal gloves, masks, gowns, protective goggles, disposal container).
- v. In cases of accidental exposure to the HIV virus, or suspect blood products, the incident will be treated, as would any other accident at work. Medical assistance should be rendered as quickly as possible, and prophylaxis administered if appropriate.

19. CONFLICT OF INTEREST

19.1 Policy Guidelines

- (a) The Policy and procedures prescribed by the Human Resources Department will regulate the guidelines set for all employees to ensure effective awareness and protection against Conflict of Interest for staff members of the organization
- (b) A conflict of interest can exist in several kinds of situations:
 - i. with a public official whose personal interest conflict with his/her professional position
 - ii. with an employee who works for one company but who may have personal interests that compete with his/her employment
 - iii. with a person who has a position of authority in one organisation that conflicts with his or her interests in another organisation
 - iv. with a person who has conflicting responsibilities

19.2 Conflicts of Interest

- (a) College employees will be guided at all times by the IBSCollege Code of Conduct. A person employed by the College is expected to work in the interest of the College at all times.
- (b) When a person is employed by the College and also has other sources of income and the possibility exist that he or she may work in the interest of one or the other. Such situations are termed **"conflict of interest"**.
- (c) It is normal business practice for any employee to declare any involvement he or she may have in an activity that could give rise to a conflict of interest. By declaring an interest, it will be possible to manage the operation in such a way that individuals are not in a position to authorise work on behalf of the College that would benefit themselves, their friends or members of their family.

19.3 Conflicts Of Interest to Be Disclosed

- (a) All employees will complete and sign a declaration of interest form that will be kept in their personal file. It is the responsibility of employees to ensure that the data are up to date at all times.
- (b) By declaring an interest, you will not be permitted to authorise work for the College, whether it is a contract or otherwise, without prior approval from your supervisor or manager. You will not be allowed to authorise payment of any kind to any enterprise in which you have a conflict of interest. You should make a declaration for each instance where there is or could be a conflict of interest.
- (c) It is IBSCollege business principles that we operate openly and honestly and the College reserves the right to refuse to award a contract to anyone with a conflict of interest.
- (d) Failure to disclose an interest in any business venture where there may be a conflict of interest will be taken very seriously as it is akin to fraud and may result in dismissal.

20. EXPENSES CLAIM**20.1 Policy Guidelines**

- (a) The Human Resources Department along with the Finance Department will facilitate and regulate the Expense Claim Policy and Procedures and shall on behalf of the College reimburse a staff for any approved expenses incurred by using personal monies for purchasing or paying for any services on behalf of the College.
- (b) These expenses may include stationery, accommodation, travel, out of pocket expenses, entertainment of College guests, entertainment of College Board members etc.
- (c) It is prepared to provide clear information to IBSCollege employees about established Expense Claim Procedures.

20.2 Expense Claim Procedure

- (a) When an expense is incurred, a receipt or invoice must be obtained or requested from the supplier.

- (b) A Petty Cash Form [**ADM0001**] is duly filled out and the receipts or invoices are attached.
- (c) The Petty Cash Form is approved by the relevant Manager.
- (d) After approval, the Expense Claim Form is passed on to Finance to process a refund to the staff member.
- (e) A Cheque Requisition is raised and submitted to the Finance Manager to approve.
- (f) After approval, a cheque is raised and submitted to the relevant approved bank signatories to sign before the cheque is released to the staff member.

20.3 Procedure to be Observed

Finance staff must make sure this procedure is adhered to and **NO** short cuts should be entertained regardless of the position of the person making the request.

PART 3: FORMS AND APPENDICES

FORMS

<u>Code</u>	<u>Title</u>
HR0001	Recruitment Request Form
HR0002	Candidate Reference Check Template
HR0003	Staff ID Application Form
HR0004	Candidate Reference Check – Management Positions
HR0005	Personal Information Sheet
HR0006	Recruitment-Personal Leadership
HR0007	Recruitment Subject Preferences and Personal Values

HR0008	Recruitment – CCMRL
HR0009	Recruitment – Strength Finder
HR0010	Personal Change Form
HR0011	Salary Sacrifice Form
HR0012	Travel Request Form
HR0013	Employee Payroll Deduction Authorization Form
HR0014	Annual Leave Form
HR0015	Short Leave Application Form
HR0016	Disciplinary Form
HR0017	OJT Training Record Form
HR0018	Record of Discussion Form
HR0019	Exit Interview Questionnaire
HR0020	Staff Exit Checklist
HR0021	Employee Engagement Evaluation
HR0022	Application for Study Assistance
ADM0001	Petty Cash Form
ADM0013	Staff Tenancy Agreement
HSST0009	Incident Report Form

APPENDIX 1: TEN CODE OF ETHICS AND CONDUCT

In fulfilling the purpose of the Code, the College and all College employees:

1. Will comply with all PNG laws under which they are subject to.
2. Will not knowingly assist any other person or persons or other organizations to violate any law of Papua New Guinea.
3. Will not pay or receive bribes or participate in any unethical, fraudulent or corrupt practices.
4. Will always honor all business obligations that it undertakes with absolute integrity.
5. Will keep all its business records including all accounting records in a manner that accurately reflects the true nature of its business transactions.
6. IBS College managers and Team Leaders will be responsible that employees, consultants, and contract workers under their supervision are familiar with applicable laws and College policies and comply with them. Further, they will be responsible for preventing, detecting and reporting any violations of laws or IBS College policies.
7. IBS College employees will not become involved in situation that creates a conflict of interest between the College and the employee.
8. Will keep separate their political views and affiliations from the College duties.
9. Will not divulge College confidential information which may undermine integrity and security of the College.
10. Will not conduct private business activities using the College's properties or premises or within the working hours of the College.

APPENDIX 2: DISCIPLINARY MEASURES

Employees failing to comply with the College rules, failing to carry out reasonable instructions, or breaching the College's Code of Conduct will be subject to internal disciplinary action.

Procedures for disciplinary action as well as penalties and appeal procedures are detailed in the College's disciplinary guidelines.

1.1 Penalties

The following penalties may be imposed upon an employee for unsatisfactory conduct:

1.1.1 Warning

A warning will be given in cases of minor misconduct such as bad time keeping, poor attendance or unsatisfactory work. In the first instance, the employee's supervisor will explain shortcomings and give the employee an opportunity to improve over a period of time. At this stage, the warnings will not be committed to writing.

If the employee's conduct does not improve, he/she will receive a written warning from the appropriate Head of Department or Line Manager. Usually a copy of the written warning (Disciplinary Form **[HR0016]**) shall be held in the personal file for 3-6 months.

If there is still no improvement in the employee's conduct, the matter will be reported and a second and, if considered necessary, a final warning will be given.

If there is improvement within the time frame stated, warning must be superseded with a letter stating this for the employee's personal file.

1.1.2 Suspension

When it appears that an employee has breach the code of conduct, the Head of Department or the Line Manager may suspend him/her for up to three days to enable the alleged misconduct to be investigated. During this period of suspension, the employee will receive the normal rate of pay and will be given an opportunity to state his/her case. If the investigation proves that the employee has breached the code of conduct, necessary disciplinary actions will be taken **[HR0016]**.

1.1.3 Dismissal

The penalty of instant dismissal without payment in lieu of notice will be taken in major misconduct such as disobedience of a lawful order, drunkenness on duty, gross misconduct, serious neglect of duty and other offences of comparable gravity.

Dismissed employees will not be re-employed under any circumstances [HR0016].

1.2 Criminal Convictions

If an employee is convicted of a criminal offence, thus bringing the College into disrepute, the Manager/Team Leader may take action to dismiss the employee.

1.3 Disciplinary Guidelines

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
SAFETY FIRST					
1	Failure to know and observe safety rules before commencing a task. (Safety rules are embedded in each SOP for each task) Ignorance of safety rules and procedures is a disciplinary offence. It is EVERY employee's responsibility to know how to perform his/her task in a safe manner. It is every supervisor's responsibility to ensure that his direct	First Warning	Final Warning	Dismissal	

	reports are compliant with rules and procedures.				
2	Failing to report an incident or accident immediately to direct supervisor or manager (first aid, medical aid or lost time accident)	First Warning	Final Warning	Dismissal	
3	Failing to report unsafe behaviour of a fellow employee, supervisor, or contractor.	First Warning	Final Warning	Dismissal	
4	Contribution to unsanitary conditions or poor housekeeping				
5	Failing to use Personal Protective Equipment (PPE) in designated areas or when performing designated tasks, or as required by safety rules or instruction.	Written Warning	Final Warning	Dismissal	

	PPE includes but not limited to:				
--	----------------------------------	--	--	--	--

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
	Hard hats (Workshops/Construction sites), Motorcycles helmets, Safety Shoes, ear protection (above 8 Decibels (8db), aprons/gloves/goggles (e.g. Chemical handling) gloves (maintenance of heavy plant and equipment)				
6	Failing to use PPE in a proper manner (e.g. Safety Harness not hooked to a proper strong point, Motor Cycle helmet not fastened, etc.)	Written Warning	Final Warning	Dismissal	
7	Using electrical tools/equipment with no proper grounding, cables, or cable glands (E.g. Splintered/worn out	Written Warning	Final Warning	Dismissal	

	cables, exposed wires because cable gland is missing, etc.)				
8	Operational Equipment in an unsafe manner (e.g. speeding or reckless driving).	Written warning or dismissal	Dismissal		
9	Failure to test the operation of plant or equipment after servicing	Written warning or dismissal	Dismissal		
10	Failure to replace safety devices (Conveyor covers, manhole covers, guards, etc.)	Written warning or dismissal	Dismissal		
11	"Horseplay" or other similar conduct likely to cause injury to persons or property.	Written warning or dismissal	Dismissal		
12	Sleeping on the Job	Written warning or dismissal	Dismissal		

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
13	Smoking in "NO SMOKING" areas	Written warning or dismissal	Dismissal		

14	Working without a permit: Welding/Hot works, confine space entry, Elevated work, Chemical Handling, Working on live electrical cables/under tension, lockout	Written warning or dismissal	Dismissal		
15	Equipment not being locked properly	Written warning or dismissal	Dismissal		
16	Operating vehicles, heavy vehicles, plant or equipment without authorisation from direct supervisor.	Written Warning	Written Warning	Final Warning	Dismissal

NON-SAFETY RELATED OFFENCES

17	Early quitting or unauthorised lateness/absence from work station or over staying break period.	Written Warning	Written Warning	Final Warning	Dismissal
18	Mistake due to carelessness	Written Warning	Written Warning	Final Warning	Dismissal
19	Unauthorised distribution or removal from bulletin boards, of any written or printed material. Defacing College property with	Written Warning	Written Warning	Final Warning	Dismissal

	graffiti or unauthorised material.				
20	Failure to observe Tenancy Agreement rules	Written Warning	Written Warning	Final Warning	Dismissal
21	Shift worker leaving place of work without being relieved and without permission (e.g. Security)	Written Warning	Written Warning	Final Warning	Dismissal

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
22	Soliciting or collecting contributions on the premises unless authorised by management	Written Warning	Written Warning	Final Warning	Dismissal
23	Failure to wear College uniforms (where applicable) without prior permission e.g. Security Guards.	Written Warning	Written Warning	Final Warning	Dismissal
24	Absence without prior permission or medical certificate for three (3) consecutive working days.	The employee will be deemed to have abandoned his or her job = Dismissal			

25	Bringing alcoholic drinks on job without permission.	Written Warning	Final Warning	Dismissal	
26	Purchasing or Vending on College property unless authorised by Management	Written Warning	Final Warning	Dismissal	
27	Gambling on College premises	Written Warning	Final Warning	Dismissal	
28	Falsification of reports/timesheets * Normally Dismissal	Written Warning or dismissal	Final warning or dismissal	Dismissal	
29	Signing Purchase Orders or receiving of goods without authority. * Normally Discharge	Written Warning or dismissal	Final warning or dismissal	Dismissal	
30	Punching of time clock or entering in attendance record of another employee.	Written Warning or dismissal	Dismissal		
31	Interfering or refusing to co-operate with Security Guards in the performance of their duties.	Written Warning or dismissal	Dismissal		

IBS COLLEGE OF TVET

HUMAN RESOURCE POLICY

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
32	Reporting for duty under the influence of alcohol or drugs.	Written Warning or Dismissal	Dismissal		
33	Incitement, abusive or indecent language to other employee (s).	Written Warning or Dismissal	Dismissal		
34	Entering restricted areas without Authority.	Written Warning or Dismissal	Dismissal		
35	Disobedient or rebellious behaviour	Written Warning or Dismissal	Dismissal		
36	Making a false, vicious or malicious statement concerning any employee, the College or its products.	Written Warning or Dismissal	Dismissal		
37	Proven offences arising out of complaints from public E.g. Soliciting tips from Contractors/suppliers, Dangerous driving.	Written Warning or Dismissal	Dismissal		

38	Commitment of a Criminal Offence, i.e. striking another employee, stealing, rape, incest, grievous bodily harm, arson.	Written Warning or Dismissal	Dismissal		
39	Unauthorised use of College machinery, equipment or vehicles.	Written Warning or Dismissal	Dismissal		
40	Theft or unauthorised removal from the premises of College or other employee's property.	Dismissal			
41	Sexual impropriety during working hours and at work places	Dismissal			
42	Possession of firearms on College property (other	Dismissal			

NO.	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
	than authorised Security Guards)				

43	Damaging a College vehicle whilst under the influence of liquor or driving without due care and attention.	Dismissal			
44	Malicious gossip or false accusation against another employee	Written Warning or Dismissal	Dismissal		
45	Failure to listen to instructions or orders by a line Manager or a person having authority to give it.	Written Warning or dismissal	Final warning or dismissal	Dismissal	
46	Commitment of a criminal or summary offence, i.e. striking own spouse, child abuse, drunk and disorderly behaviour and disturbance in College offices thereby bringing College into disrepute.	Written Warning or dismissal	Final warning or dismissal	Dismissal	

APPENDIX 3: TERMINATION GUIDELINES

Objectives: To have a guiding framework for handling employee terminations at IBSCollege

1.1 Scenarios for Termination:

- a) This is an X offence after receiving 3 warning letters as written under the IBSCollege Human Resources Policies.
- b) This is a dismissible offence under the IBSCollege Human Resources Policies
- c) There is a gross violation of the IBSCollege's Code of Conduct.
- d) This is a Work Performance related issue.

1.2 Decision Rights

Ultimately decision-making authority is with the Chairman/Head of College with recommendations from the respective sectional heads and the HR Manager.

1.3 Termination Process**STEP 1**

Any of the above-mentioned scenarios must be reported to the respective Head of Department as appropriate.

STEP 2

The Head of Department will do a preliminary investigation and report the case to the Human Resource Manager and the Chairman/Head of College with details. This includes dates, time, nature and eyewitness if relevant.

STEP 3

For 1.1 Scenario for Termination a-c, investigation needs to be conducted by an independent inquiry panel.

The panel should comprise of three (3) independent HODs/Senior Managers who work at the site as assigned by the Chairman.

The panel's responsibility is to listen to the accused employee independently and decide whether the employee is guilty of the charges or not and submit their summary of findings to the Chairman/Head of College.

Please note the following:

- a) The Senior Security Supervisor should be assigned by the Chairman/Head of College for criminal offences cases and reported to the Police as appropriate immediately.
- b) The employee must be suspended with pay pending the outcome of the investigation. During this time, the employee needs to reside at his/her current residence until completion of the investigation.
- c) All investigations must be done via interviews as appropriate with the purported offender, victim and eyewitness and needs to be in writing. Information from interviews needs to be signed off by the respective person/s who has given their statements.
- d) A report needs to be produced following the investigation within 24 hours from the completion of the investigation. This report will be used to guide decision to terminate or not to terminate.
- e) Feedback from IBSCollege Lawyers will be sought where appropriate.

For Scenario (d), please follow appropriate guidelines in our Performance Management process. Employees with low performance ratings must be put on Performance Improvement Plan (PIP).

Failure to improve work performance after PIP process has been completed can result in termination of employment.

STEP 4

If the decision is to terminate, the following needs to take place:

1. Letter of termination of Employment Services is prepared by the Human Resource Manager and signed by the Chairman/Head of College.
2. Reasons for termination are written clearly in the letter and factually validated.
3. The HOD of the employee can serve the letter on the employee with HR presences.
4. All relevant documents of investigation and letter of termination should be retained by the HR manager for a period of up to 7 years. Copy of the termination letter should be retained in the employee's personal file.
5. The HR manager will facilitate the final pay calculations and repatriation support as relevant.

APPENDIX 4: PERFORMANCE MANAGEMENT PROCESS (PMP) GUIDE TO MANAGERS CONDUCTING ANNUAL PMP

1. INTRODUCTION

The annual Performance Management Process (PMP) is the most important process as set out in the following five points:

- 1.1 Performance Management and Development provides a framework to value our staff, provides a working environment that acknowledges their contribution and builds capacity to ensure College effectiveness.
- 1.2 Performance Management and Development is a critical process in achieving Corporate Objectives in that it links those objectives with the staff goals and achievements. It focuses on improving performance through matching outcomes against individuals, team and College objectives.
- 1.3 Performance Management and Development is an essential element in the creation of an College culture which promotes high quality performance and the individual acceptance of responsibility and accountability commensurate with the individuals' position and role.
- 1.4 Performance Management and Development is the continuous process of reflecting on negotiating, reviewing and making decisions about an individual's performance in achieving the College goals.

1.5 Performance Management and Development processes complement other management practices of providing ongoing Feedback, review and development of staff.

The five points above summarises the importance of Performance Management and Development Process and it is most important that the Management team and the College must embrace this process to the fullest.

2 GOAL

The Goal of this Guide is to provide those managers who are required to carry out annual Performance Reviews with basic instructions on what procedures to follow in the annual performance reviews.

3 WHAT IS PERFORMANCE MANAGEMENT

Performance Management is a framework to build high performance through the alignment and execution of the staff and College's goals.

4 EFFECTIVE PERFORMANCE MANAGEMENT

4.1 Staff understands the alignment of individual and College goals.

4.2 Managers provide ongoing informal feedback.

4.3 Multiple feedback sources are used in the performance review.

4.4 Managers are competent and held accountable for effective performance management.

4.5 Consistent, Simplified and integrated tools are available to all.

5 WHAT IS YOUR ROLE IN PERFORMANCE MANAGEMENT?

The manager's role is to drive and participate in:

5.1 Performance Management Process

5.2 Manager – Employee Interaction.

5.3 Formal Performance Review.

5.4 Informal Performance Feedback.

5.5 Management of Day to day work

5.6 Give advice on job opportunities.

6 MANAGERS RESPONSIBILITIES

6.1 Exercising leadership by working with staff to implement the performance management and development process consistent with policy and staff members' conditions of employment.

6.2 Providing continuing support and feedback to staff members.

6.3 Assisting in the identification of and preparation in appropriate and related professional development as required.

7 STAFF RESPONSIBILITIES

7.1 Participating in a performance management and development process consistent with their conditions of employment and College goals and objectives.

7.2 Demonstrate and being accountable to for their performance in relation to the implementations of College and workplace goals.

7.3 Participating in ongoing review and formal review meetings.

7.4 Participating in appropriate and related professional development required.

8 MANAGERS AND STAFF MEMBERS

The Managers and staff members will identify appropriate progress towards their achievement in accordance with the time frames as outlined in relevant support and implementation document.

9 COLLEGE, MANAGERS AND STAFF MEMBERS

This is a joint responsibility between the College, the Manager and the Staff member.

Therefore, the quality of this partnership produces both business results and personal growth of the Staff member.

10 BEST PRACTICE

10.1 Focus on the strengths of your staff members.

10.2 Performance Management is about ongoing performance feedback and coaching – not a yearend review.

10.3 Performance Management should be linked to the College strategy, as well as other people processes.

10.4 Multi – rater feedback is an important element of Performance Management.

11 IBS COLLEGE REQUIREMENT

It is the requirement of the College that:

11.1 Every staff has a minimum of one discussion with their manager annually and privately and on a one on one basis.

11.2 Performance Management Process forms must be used for HOD and Senior Managers and Performance Appraisals forms to be used for Staff to Junior Management Staff.

11.3 All staff must participate in a minimum of one training and development discussion annually.

11.4 Every Manager who is carrying out the assessment will conduct a one-up discussion before finalising the rating.

11.5 Staff rated Meet Some Expectations (MSE) or Below Expectations (BE) will work through a Performance Improvement Plan (PIP).

11.6 Performance assessments to be completed by 31st October each calendar year.

12 WHAT IS THE LINK BETWEEN ANNUAL PERFORMANCE AND THE COLLEGE?

The foundation of the College goals in the annual PMP are:

12.1 The Annual Performance Assessments.

12.2 Decisions can be made on the selection and promotions.

12.3 Development plans are put in place for each staff.

12.4 Salary and Remuneration packages decisions can be made.

12.5 Talent identification and Talent management can be put in place.

The Performance Management must be linked to the staff management strategy. Managers are required to create staff strategy and report progress made on it.

13 PERFORMANCE CYCLE

1. College's Business Strategy
2. Annual Planning & KPM Discussions
3. Development Discussion
4. Mid-Year Planning Discussion
5. Performance Assessment Discussion
6. Salary Increments or Promotions Discussions.

14 KEY RESULT AREAS (KRAs)

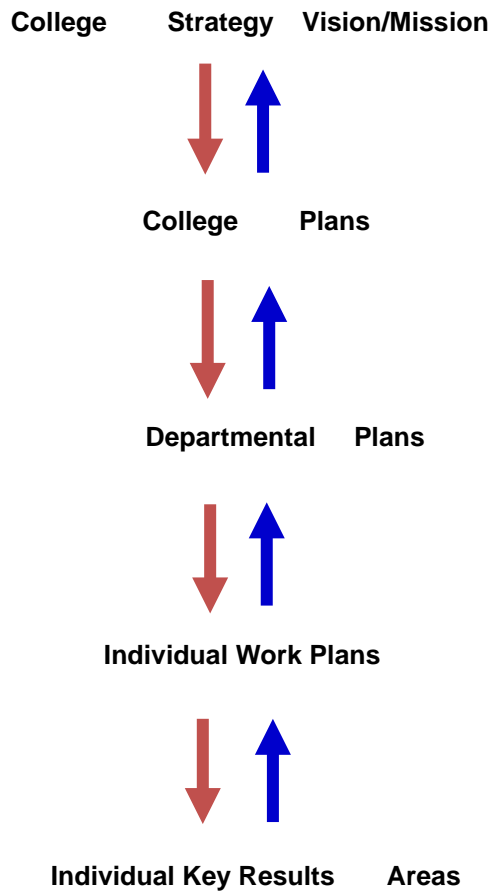
14.1 What is not a KRA?

- a) KRA is not a list of all of the staff tasks.
- b) KRA is not a long to-do list.

14.2 What is a KRA?

- a) KRA is about taking the staff to the next level, not just getting his/her job done.
- b) KRA makes the staff think about:
 - What do they need to do to help achieve these goals?
 - How they can contribute towards team efforts?

15 KEY RESULT AREAS – DISCUSSION AND ALIGNMENT



16 WHAT IS THE IMPORTANCE OF WRITING KRAs?

- 16.1 To help achieve business goals.
- 16.2 Manage Performance
- 16.3 Standards to measure against
- 16.4 Ownership and buy - in.
- 16.5 Alignment of team with the College.

17 CRITERIA FOR SMART KRAs.

KRAs should be SMARTT.

SPECIFIC - based on a single theme, can be understood without explaining.

MEASUREABLE - Clearly stated way of measuring achievement.

ACHIEVABLE - realistic; feasible in terms of resources, and in personal control.

RESULT BASED -expressing a desired end stated directly related to the business plan **TIME**

SPECIFIC -clear targets date for accomplishment.

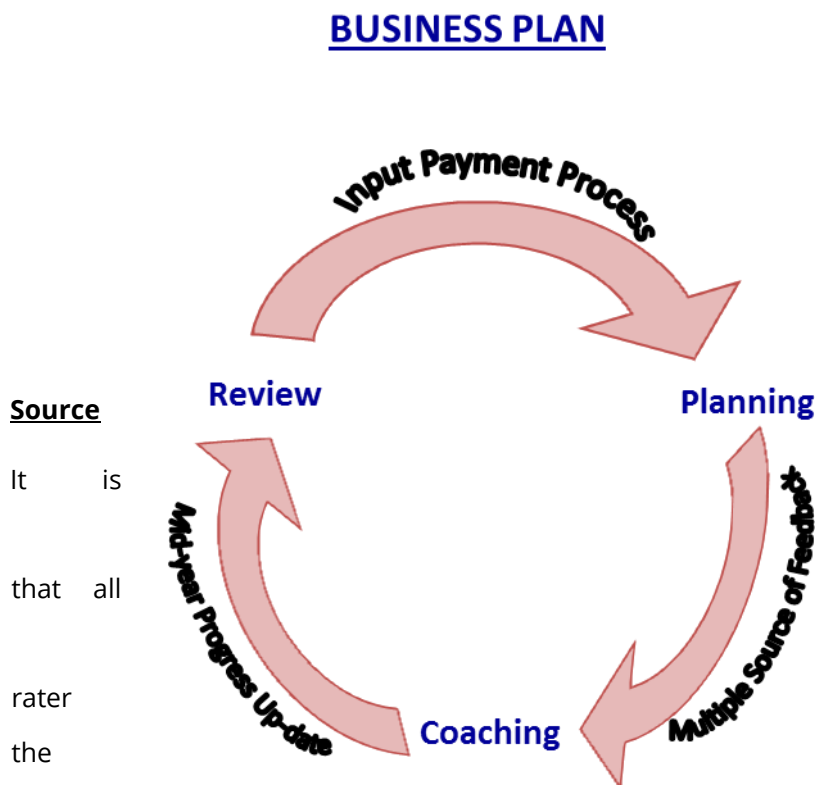
TRACKING - Monitoring and Following ups.

18 **PROCEDURES** - What will be the procedures to be followed during the year?

BEFORE:

One (1) Formal and one (1) informal performance review each year.

BUSINESS PLAN



Source
It is
that all
rater
the

AFTER:

Multiple discussions and continuous coaching and performance feedback.

of Assessments.

strongly recommended that staff who are to be assessed, a multi - feedback is used in performance assessment.

Training and Tools. Tools which can be used are: a) Classroom Training

b) On the Job training.

19 PERFORMANCE MANAGEMENT ANNUAL TIMETABLE

1	Annual Planning & KRA Discussion	January of each year	New Staff within three months of hire
---	----------------------------------	----------------------	---------------------------------------

2	Development Discussion	February each year	
3	Performance Assessment Discussion	September each year	
4	Salary & Remuneration Discussion	October each year	

20 INCREASED ACCOUNTABILITIES

Managers will be held accountable for providing candid, ongoing feedback:

- a) Post PMP evaluation.
- b) Enhanced one-up discussion.
- c) Emphasis on continuous coaching and performance feedback.

21 PRIORITISING INDIVIDUAL FOCUS

Managers will:

- a) Discuss expectations of the role.
- b) Determine focus for the year.
- c) Document strengths and opportunities.
- d) Review and clarify behavioural expectations.

22 MID-YEAR PLANNING DISCUSSION

- a) Review KRAs - discuss progress made, any changes in the business that impact your focus, resources needed.
- b) Receive coaching and feedback from manager.
- c) Discuss development goals/ objectives and progress made.
- d) Focus on leveraging strengths.

Staff Role	Understand own performance by completing the mid-year assessment and reviewing job accountabilities, KRAs, progress made on development plans. Prepare to discuss successes and concerns, resources and support.
Manager Role	Complete mid-year assessment of the employees' progress by reviewing job accountabilities, KRAs, development goals and progress. Consider business changes, discuss successes and concerns, ask for feedback, and answer questions.
College	Partners with employees by providing trust, responsibility and freedom for staff to thrive and flourish.

23 CONDUCTING A SELF-ASSESSMENT (STAFF) - PREPARATION STAGE

- a) Review your KRAs.
- b) Consider any Feedback you've received from others.
- c) Compare and assess your performance to expectation.
- d) Prepare Specific comments

24. CONDUCTING A SELF ASSESSMENT (MANAGER) - PREPARATION STAGE

- a) Review the individual's KRAs.

- b) Consider any Feedback you've received from others.
- c) Compare and assess your performance to expectation.
- d) Prepare Specific comments.
- e) Review involvement regarding ongoing feedback.

25 ONE - UP DISCUSSION (MANAGER) - PREPARATION STAGE

- a) Gather additional input.
- b) Discuss the stakeholder input and how the data compares with the expectations of the role.
- c) Provide coaching on the process, conversations, constructive feedback.
- d) Provide increased accountability to be prepared for the discussion.
- e) Assist with calibration across multiple groups.

26 HOLD THE DISCUSSION

- a) Meet in a private space that allows for minimal disruption.
- b) Provide supportive atmosphere that encourages open communication.
- c) Use a structured approach.
- d) Review performance rating definitions.

27 RATING DEFINITIONS

1. Exceed Expectations
2. Exceed Some Expectations
3. Meet Expectations
4. Meet Some Expectations
5. Below Expectations

RATING SCALE		
No.	Rating	Definition

1	Exceed Expectations	This is the most pro-active staff. You can find <u>no fault</u> with his work, behaviour, knowledge, learning capacity, execution capacity. His integrity, conviction and courage are second to none. The staff is the most perfect person you can ever work with. He does not need to be managed as his work is too perfect and still requesting more work to do. He completes his/her work before the target dates perfectly. He/she is highly skill in managing his/her work and time in a systematic manner.
2	Exceed Some Expectations	Almost catching up with the above staff but he/she lacks the perfect person personality and work commitment. Work quality is good but not as good as the person above. Certain work he/she cannot complete or has not complete according to his/her KRAs and lacks that 110% drive the above person has. He/she can achieve maybe 105% which is excellent but still below par with the above person.
3	Meet Expectations	These types of staff you meet the majority of. They are the staff that will meet all their targets required. <u>They are there for you</u> . They will never ask for additional work but will perform any work you give them and they will complete them as required. They may not be perfect as No. 1 above but they are reliable and trust worthy.
4	Meet Some Expectations	These Staff members are those who try their best but can get carried away due to lack of personal systematic management of their work. They are more prone to being reactive in that when something happens, they rush in to correct it. They do not anticipate future happenings and sometimes they lack that initiative. They are not pro-active at all.

		They can achieve 90% of their work and the other 10% is left behind unfinished.
5	Below Expectations	These staff members are there for the pay. They will have plenty of excuses of why they do not achieve their targets. Their performance is lackluster and are quite unreliable. They will have a high absenteeism from work and may continually to also use being sick as an excuse.

28 DISCUSSION

- a) Read the comments and the rating sections.
- b) Write narrative comments and ratings with your staff.
- c) Agree to the ratings together.
- d) Feedback on activity.

29 FOLLOW UP DOCUMENTATION

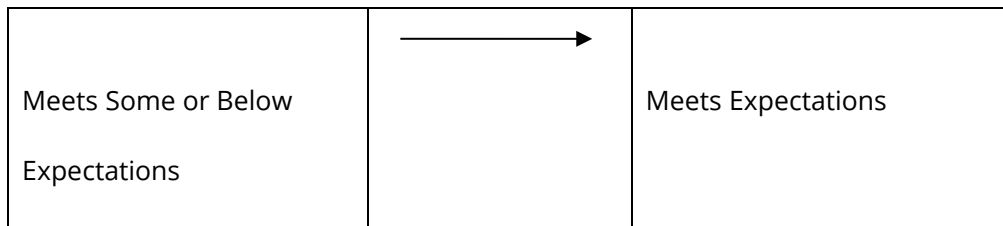
Follow - up and discuss the next steps for finalising the performance assessment.

- a) Employee completes the Performance Assessment Form (PMP Form), including comments.
- b) Send to manager for approval.
- c) Manager reads the assessment form and makes or requests any revisions if necessary.
- d) Manager signs form indicating agreement and adding comments.
- e) Staff signs off and make final employee comments.
- f) One - up manager reviews and signs.
- g) Copy to employee, copy to manager and copy to HR Manager for filing.

30 PERFORMANCE IMPROVEMENT (PIP)

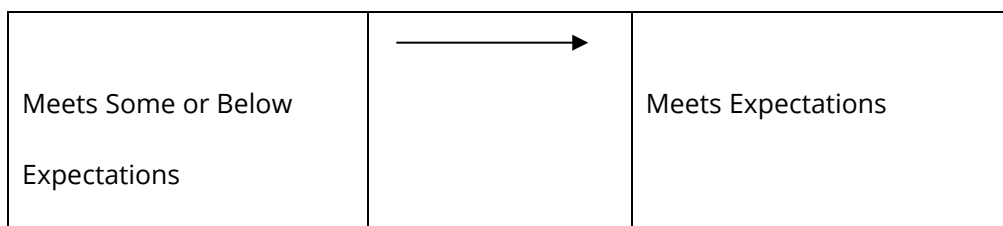
GOAL: To move the staff's overall performance to, "meets expectations" performance

- a) PIP is required for every employee who receives an overall rating of MS or BE.
- b) Every employee who has significant performance issues.



31 PERFORMANCE IMPROVEMENT PROCEDURES.

- a) Identify performance issues/concern.
- b) Document (Write this down)
- c) Review PIP and letter with the Head of Department.
- d) Meet with employee to discuss corrective actions and plan.
- e) Take appropriate action.



32 IBSCOLLEGE SALARY AND REMUNERATION STRATEGY

The aim is to attract, motivate, reward and retain the best staff. The discussion provides an opportunity for staff and managers to discuss the link between pay and performance.

33 ROLES / RESPONSIBILITIES ON SALARY AND REMUNERATION DISCUSSION.

Employee Role	Confirm your understanding of the IBSCOLLEGE Salary and Remuneration policies. Communicate any concerns about IBSCOLLEGE policies and procedures to your manager. Confirm your understanding of performance criteria and how they will relate to the salary and remuneration decisions.
Manager Role	Have a full understanding of the staff's salary and remuneration package and what the plans are that may impact the staff member. Explain the link between performance criteria and the individual staff salary and remuneration decisions. Emphasise staff salary and remuneration growth potential. Fully understand base pay review process. Be able to explain employee pay with the context of the internal/external markets for talent.

34 THE MANAGER'S RECOMMENDATIONS

Based on all your assessments and after completing all the process, you will then be in a position to make the following recommendations:

- a) Certain Staff will receive promotions to higher levels. In this case it will be those who scored "Exceed Expectations".
- b) Those who will receive salary increments. This will be those who scored "Exceed Some Expectations" and "Meets Expectations"
- c) Those who will be put on PIP. This will be those who scored "Meet Some Expectations" and "Below Expectations"
- d) Those who will be managed out. These are also those scoring "Below Expectations" but in your opinion they cannot be turned around despite putting them on PIP.

35 FINAL ADVICE

Any areas that you do not understand, please seek advice from the Human Resources Manager or his/her subordinates.

APPENDIX 5: INDUCTION / FAMILIARISATION PROGRAMME**To the New Staff Member:****Welcome to IBSCOLLEGE**

We hope that you find this College the best Education, Training & Research College in PNG to work for. What you learn from this induction will help you get a better understanding of the administrative issues, various departments in your College and the people. This is only an overview. Once you settle in your new job, very much will depend on your ability and effort to learn as much as you can about the industry so that your efforts can become a meaningful contribution. Your induction facilitators are there to help you, so ask as many questions as you can.

Message to the facilitator:

This programme is designed to give the new staff an introduction and familiarization to the College, its operation and the various departments and people that work in the College.

First impressions are lasting impressions so this first week is important for the new staff. In this time, the new staff has to become part of the IBSCOLLEGE team. This means that the staff must have:

- A clear defined job, the employee will regard as one's own for which there will be a personal responsibility and ownership.
- A job keeps one fully occupied and which is known to have a real purpose to one's life.
- Leads to good instruction, which will lead to full competence.
- Recognizes that wages and conditions which are felt to be fair for the work to be done which leads to recognition as a person and the feeling of belonging in the team.
- Information on relevant matters and a clear source of authority and responsibility. Furthermore, opportunity to do one's best and to fully use one's skills and knowledge.

Induction / Familiarization Programme

Category "A" Senior Managers

Senior Managers	Venue	Day/Date	Time

Participants Checklist

Forms to be attached for New Employee to Fill and Return to Human Resources. The Human Resource Administration Officer is fully responsible for this to be placed in the Induction Folder and ensure they are returned within 5 working days from the date of joining.

#	Form/Activity	Date Submitted to HR	Received by HR Officer (Name)	Comment
1	Application Form			All employees to correctly fill out details
2	New Staff Joining			For Junior staff and Above
3	NASFUND Membership			Compulsory for all
4	IRC Tax Declaration			All to Fill
5	Conflict of Interest			Where Applicable
6	Email/Internet Account			Filled & Approved by TPL
7	Photo Taken			Liaise with IT
8	Employee Personal File Summary			To be attached on personal file folder
9	Tenancy Agreement Form			Where Applicable

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

NAME OF STAFF: _____ Dept.: _____

Commencement Date: _____

DETAIL	FACILITATOR	COMMENTS
--------	-------------	----------

<p>Unit 1: Administration - Welcome</p> <p><i>1. Official welcome to the College.</i></p> <p><i>1.1. Explain the Induction Programme and issue agenda.</i></p> <p><i>1.2. Tour of premises and introduction to staff</i></p> <p><i>1.3. Admin issues</i></p> <p><i>1.3.1. Office locations</i></p> <p><i>1.3.2. Working hours</i></p> <p><i>1.3.3. Toilets</i></p> <p><i>1.3.4. Coffee facilities</i></p> <p><i>1.3.5. Stationery</i></p> <p><i>1.3.6. Weekends and public holidays</i></p> <p><i>1.3.7. Transport to and from work (where applicable)</i></p>	<p>HR Manager</p>	
---	-------------------	--

Unit 1 completed: Employee to sign: _____ Date: __/__/____ **IBSCollege**

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS

<p>Unit 2: <u>Environment - Health and Safety</u></p> <p><i>2.1 The Environment Health & Safety</i></p> <p><i>2.4 Safety Induction</i></p> <ul style="list-style-type: none"> • <i>Employee & Employer responsibilities</i> • <i>Joint responsibilities</i> 	<p>HR Manager / HR Officer / Safety Officer or designate</p>	
--	--	--

Unit 2 completed: _____ Employee to sign: _____ Date: __/__/____

IBSCollege

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS

<p>Unit 3: Administration – Housing</p> <p><i>(if applicable)</i></p> <p>3. Location</p> <p>3.1 Tenancy Agreement</p> <p>3.2 Repairs and Maintenance</p> <p>3.3 Utilities <i>(gas, electricity, domestic, gardening services)</i></p> <p>3.4 Garbage collection</p> <p>3.5 TV connection and payment</p> <p>3.6 Domestic quarters</p> <p>3.7 House security</p>	<p>Administration Manager & HR Officer</p>	
--	--	--

Unit 3 completed: Employee to sign: _____ Date: ___/___/_____

Induction / Familiarisation Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS

<p>Unit 4: Staff Employment Contract</p> <p><i>4.1 Employment Contract</i></p> <p><i>4.1.1 Salary details/personal accounts</i></p> <p><i>4.1.2 Leave</i></p> <p><i>4.1.3 Travel</i></p> <p><i>4.1.4 Vehicle (where applicable)</i></p> <p><i>4.1.5 utilities</i></p> <p><i>4.1.6 School fees and schools</i></p> <p><i>4.1.7 Medical</i></p> <p><i>4.1.8 SPF contributions</i></p> <p><i>4.1.9 Standard policies of College and Mother Boards</i></p>	<p>Human Resources Manager</p>	
---	------------------------------------	--

Unit 4 completed: Employee to sign _____ Date: ___/___/___

IBSCollege

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS
---------------	--------------------	-----------------

<p>Unit 5: Finance / Administration</p> <p>5.1 The Finance/Admin Departments</p> <p>5.2 Finance Manager</p> <p>5.3 Management & Financial Accountants</p> <p>5.4 Accounts Payable/Receivables Credit Limits/Industry Trading Terms/Cash Vs Credit</p> <p>5.5 Relationship to respective departments</p> <p>5.6 Budget control and cost-saving measures</p> <p>5.7 Function of the Accounts Staff</p> <p>5.8 Method of operation</p> <p>5.9 Function of suppliers to College and processes involved</p> <p>5.10 Invoices/approvals</p> <p>5.11 Cost centers</p>	<p>MANAGER</p> <p>-Finance</p> <p>-Admin</p>	
---	--	--

Unit 5 completed: Staff to sign: _____ Date: __/__/____

Induction / Familiarization Programme

DETAIL	FACILITATOR	COMMENTS

<p>Unit 6: <u>Human Resource Department</u></p> <p><i>6.1 Overview</i></p> <p><i>6.2 Conditions and standards required ethics</i></p> <p><i>6.5 Conditions and standard policies</i></p> <p><i>6.6 Human Resource Policies</i></p> <p><i>6.7 Employee grievances</i></p> <p><i>6.8 Relation issues</i></p> <p><i>6.9 Maintenance of employee records and details</i></p> <p><i>6.10 Performance Management Process</i></p> <p><i>6.11 Housing allocation</i></p> <p><i>6.12 Government liaison, land issues</i></p>	<p>Human Resources Manager</p>	
--	--	--

Unit 6 completed: Staff to sign: _____ Date: __/__/____

IBSCollege

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS

<p>Unit 7: <u>Security</u></p> <p><i>7.1 Security/Burglary/Insurance/Criminal activity</i></p> <p><i>7.1 Security of premises</i></p> <p><i>7.3 Security guard's relationship with managers and staff</i></p> <p><i>7.4 Requests and/or complaints re security issues</i></p> <p><i>7.5 complaints / Procedures</i></p> <p><i>7.6 Bank runs</i></p>	<p>Security Supervisor</p>	
--	----------------------------	--

Unit 7 completed: Staff to sign: _____ Date: __/__/____ **Induction /**

Familiarization Programme

DETAIL	FACILITATOR	COMMENTS
<p>Unit 8: <u>Training and Development</u></p> <p><i>11.1 Overview</i></p> <p><i>11.2 College Training</i></p> <p><i>11.3 Plans/strategies</i></p> <p><i>11.4 On-going initiatives</i></p> <p><i>11.5 Training Meetings</i></p> <p><i>11.6 Types and methods of Training in the College</i></p>	<p>HR Manager</p>	

--	--	--

Unit 8 completed: Staff to sign: _____ Date: __/__/____

IBS College of TVET

Induction / Familiarization Programme

Note: All items must be ticked and signed for Induction to be completed.

DETAIL	FACILITATOR	COMMENTS
<p>Unit 9: <u>Computer Systems</u></p> <p>12.1 Introduction to MIS staff</p> <p>12.2 Overview of systems</p> <ul style="list-style-type: none"> • Hardware • Software 	<p>Systems</p> <p>Administrator</p>	

<i>12.3 Account creation formalities</i>		
<i>12.4 Who to contact</i>		
<i>12.5 Account set up and training</i>		
<ul style="list-style-type: none">• <i>Session time organized</i>		

Unit 9 completed:

Staff to sign: _____ Date: __/__/____

College of Business Studies**Induction / Familiarization Programme**

DETAIL	FACILITATOR	COMMENTS
<p>Unit 10: <u>Introduction to Chairman</u></p> <p>(only Senior Staff or Senior Lecturer)</p> <p><i>13.1 Overall College operational objectives</i></p> <p><i>13.2 College performance YTD</i></p> <p><i>13.3 Future Forecasts</i></p> <p><i>13.4 Budget Vs Actuals</i></p> <p><i>13.5 Goals and strategies of the College.</i></p> <p><i>13.6 Expectations of IBSCOLLEGE by Chairman</i></p>	Chairman	

--	--	--

Unit 10 completed: *Staff to sign:* _____ *Date:* __/__/____ **APPENDIX 6:**

IBSCOLLEGE ANNUAL MEDICAL CHECK SCHEDULE

GENERAL CONDITIONS


OF MEDICAL SCHEDULE

- a) All IBSCOLLEGE Employees are to undergo medical checks annually or otherwise depending on their job types.
- b) The Human Resource Manager will be responsible for this medical check, this means in close consultation with the College or external Medical Doctor or Health Extension Officer or Nursing Officer, the schedule must be tracked and monitored and executed.
- c) The Human Resource Manager must ensure notice to all concerned for medical checks are sent out 1 week prior to actual check dates.
- d) The Human Resource Manager is to send out Medical Check Notice to individual and also copying the HOD concerned.
- e) The Human Resource Manager's responsibility is to ensure all scheduled for medical check must show up, in the event where there is no show, this must be brought to the attention of the HOD immediately so that appropriate action will be taken.

- f) If for reasons beyond anyone's control for the no show this will be accepted, otherwise prior notice must be given by persons intending not to attend medical check; if reason is valid a reschedule can be arranged.
- g) **ALL EMPLOYEES SHOULD ATTEND THE SCHEDULED MEDICAL CHECKS.**
- h) All General Medical Tests should be done at the College approved Clinic or nearest Health Centre or hospital.
- i) Other specific Chemical Tests especially for High Risk Jobs will be conducted at the nearest medical hospital.
- j) IBSCOLLEGE to ensure all necessary tests and facilities are available for employees over a period of time.

MEDICAL CHECK SCHEDULE FOR ALL EMPLOYEES

POSITION	LAB /MEDICAL TEST	ANNUAL SCHEDULE		
Chairman/HODS	General Blood Sugar ECG/Cholesterol	February 1 st Week	August 1 st Week	
All Senior Management	General Blood Sugar ECG	February 2 nd Week	August 2 nd Week	
All Senior Staff	General Blood Sugar	March 1 st Week		
All Staff	General Blood Sugar	March 2 nd Week		

Prepared by: Student Services	Reviewed by:	Approved by:	 IBS COLLEGE
Document Control No:	Version No.	Approval date:	

