

**HUMAN RESOURCES POLICY AND
PROCEDURES MANUAL**

2014

AUTHORITY TO ISSUE

In accordance with the authority given to me under section 117 (13) of the Constitution, I hereby authorise the issue of the Human Resources Policy and Procedures Manual 2014 for the Office of the Director of Public Prosecutions.



Christopher T. Pryde
Director of Public Prosecutions

Dated this 21st day of July, 2014

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Overview

This document outlines the policies and procedures in place to manage employees within the Office of the Director of Public Prosecutions (ODPP). The policies and procedures outlined here are based on the principles of ‘**equal employment opportunity**’ and ‘**merit**’.

Why have documented HR Policies and Procedures?

The value of a documented set of procedures is such that:

- Using generic guidelines (developed by others) often does not take into account the ODPP’s needs, culture and resources.
- We will have a consistent framework for decisions, and thereby promote equity.
- We can ensure that all dealings with an employee are open, transparent and equitable.
- We can ensure that all dealings with an employee follow an approach that is in line with ODPP corporate values and strategies.
- As these documented procedures provide the Director, the HR team and employees with guidelines on what they should do in particular situations, they facilitate empowerment, devolution and delegation. They allow the Director, the HR team and employees to take a role and responsibility in the management of the ODPP.

The Role of Supervisors and Managers

The management of an employee is a responsibility shared by all employees within the ODPP, not just your Human Resource staff. A great deal of advice, evaluations and decisions regarding an employee, their placement, progression and support is done at the line level and as a result all employees, especially supervisors and managers need to know the principles for managing an employee and how decisions are, and should be made. As they play an important role in the management of the career of an employee, it is important that decision makers are all consistent in their approach, evaluations and advice.

Who is responsible for these guidelines?

The Human Resource team is responsible for the development and monitoring of these guidelines and standards. All employees, and in particular, decision makers, are responsible for the implementation of these guidelines and standards.

What tools are available to assist me to implement these policies?

A companion document to this manual is the **HR Toolkit** which provides copies of the forms, templates and letters referred to in this procedures manual.

Glossary and Abbreviations

Glossary

Competence: Competence is what individuals bring to the job as input. Salary at time of appointment to any job, and subsequent competence reviews, focus on the level of input (competence and effort) brought by an employee. Competence is managed through:

- Equipping people with the competence they need to achieve their targets.

Performance: Performance is related to achieving goals and outcomes through generating output. Salary merit increases within a job, bonuses and performance reviews focus on the level of output. Performance is managed through:

- Establishing, and agreeing upon, future performance targets;
- Measuring progress against targets; and
- Rewarding people on the basis of performance.

Human Resources: In this manual this term refers to processes used by the ODPP when managing an employee, and not to an employee as an individual resource.

Knowledge, Skills and Abilities (KSAs)

1. **Knowledge:** Knowledge is the personal acquisition and recall of facts, figures, or information. Knowledge underpins and informs any action that people take.
 - Examples of Knowledge: accounting procedures, the cultural requirements for doing business in a foreign country, historical events, or expenditure details.
 - To Develop: knowledge can be self-taught or taught by others.
 - Evidence: can be examined.
2. **Skills:** A skilled person is one who is adept in applying specific techniques, routines and their physical and mental attributes to operate effectively in the external world. Skilled persons are particularly effective in accomplishing tasks through the application of routines or techniques.
 - Examples of Skills: production operators are skilled in using routines to start a compressor, trainers are skilled in using exercises and techniques to impart content, applying negotiation skills to resolve an issue, interviewing skills to question a witness.
 - To Develop: skills can be trained given relevant practice.
 - Evidence: can be tested on the job or in simulations.
3. **Behaviours:** A competent person is one who can pick the right skill and the right knowledge at a specific point in time. They employ appropriate behaviours and abilities to achieve the task.
 - Examples of Behaviours: teamwork, communication, leadership, flexibility, solving problems, initiative, planning and organising.
 - To Develop: can be acquired over time with practice, observation and feedback.
 - Evidence: can be observed.

Abbreviations

ACR	Annual Confidential Report
HR	Human Resources
KSA	Knowledge, Skills and Abilities
ODPP	Office of the Director of Public Prosecutions
PD	Position Description
IWP	Individual Work Plan

ODPP Code of Conduct and Values¹

- All employees are expected to behave professionally in the workplace. This means employees should use the ODPP Values and Code of Conduct as principles that guide their behaviour. The ODPP values are:
 - Independence, to be defended.
 - Courage to stand for principle.
 - Fairness to remain objective.
- Applying these values to professional behaviour at work means that an employee should:
 - respect others and be courteous;
 - be honest in all communications and practice;
 - understand and meet the performance expectations of stakeholders and the ODPP;
 - not allow other interests or concerns to guide their behaviour;
 - not discriminate between different types of stakeholders and an employee. This includes discrimination via your communications, your behaviour, and your handling of people;
 - adhere to the professional and ethical rules of conduct established for practitioners; and
 - be expected to declare any conflicts of interest.
- An employee is to be mindful of the image they present to the court, witnesses and members of the public when on official duties. An employee is to communicate with each other and with the public in a polite and respectful manner at all times. Rudeness and workplace bullying will not be tolerated. Disciplinary action will be taken when these guidelines are not followed.
- When attending court, legal employees must wear the required court attire and behave in the manner required by the rules of the respective court.
- Employees must keep in mind that they represent the ODPP when appearing in court for cases, and should, therefore, behave ethically and professionally at all times.
- **Postings and Residence:**
- Employees may, at different points in their career, be transferred to district offices. When posted to a district office outside of the Central and Eastern Divisions, employees will be entitled to government quarters.
- They must bear in mind that they remain employees of the ODPP, and, as such, may at times be tasked to do work outside of their usual duties. All employees are expected to meet these expectations.
- **Outside Employment is Prohibited:**
 - Employees are not allowed to engage in any other salaried employment or work whilst employed by the ODPP.
 - If they have an intention to do so, they must seek prior approval of the Director.
- **Media Policy:**
 - Employees must comply with the existing ODPP Media Policy.
 - If employees are approached for comments or statements they should always refer the matter to the Media Liaison Officer.

¹ Refer to the Code of Conduct Booklet 2014 for further details

- **Official Secrets Act**
 - All employees (temporary/permanent/volunteer/on attachment) must sign the Official Secrets Act upon entry into the ODPP.
 - The Official Secrets Act must be complied with at all times, and in all circumstances.
 - Breaches of the Official Secrets Act will result in disciplinary action, which could result in termination.
 - The Official Secrets Act continues to apply even after an employee has exited the ODPP.
- **Political and Outside Influence Forbidden**
 - The ODPP is apolitical; as a result employees are expected to perform their duties in a neutral, impartial and professional manner.
 - The ODPP often handles cases of national interest, or which involve politicians or political parties. Therefore employees are expected to declare any conflict of interest as soon as it becomes evident.
 - Employees are forbidden from making representations to or attempting to influence any elected official or members of any public body for personal gain such as appointment, promotion or transfer etc.
- **Investment or Outside Interests**
 - An employee should disclose any financial or business interest that might be in actual or apparent conflict with the interests of the ODPP.
 - The Director has the authority to assess whether there is a conflict of interest and require an employee to divest themselves of the investment or interest.
 - The Director may, in some cases, require employees to first seek permission before acquiring an investment or interest in a commercial enterprise.
- **Subscriptions and Presents**
 - Accepting special favours or gifts in exchange for any services rendered in your official capacity is not allowed.
 - If it cannot be refused without giving offence, the gift shall be handed to the ODPP, and managed by providing the agency or individual with a letter that acknowledges the gift in appropriate terms.
- **Invitations:**
 - The Director must be made aware of, and his approval sought for, invitations sent directly to an employee to represent the ODPP in any official capacity. No invitation may be accepted without the Director's prior approval.
- **Employment while on Leave:**
 - No employee is allowed to engage in employment while on leave without first obtaining the prior written approval of the Director.
- **Official Assets & Properties:**
 - All employees must take due care and responsibility of ODPP property and assets.
 - Security issues must be considered and given priority.
 - Appropriate supervision checks and balances must be conducted when employees are entrusted with the security and property, or an asset of the ODPP.

HR Policies

Equal Employment Opportunity and Diversity

Equal Employment Opportunity

The ODPP is an equal opportunity employer. It is our strong belief that equal opportunity for all employees is central to our continued success.

We will not discriminate against an employee, or applicant for employment because of:

- gender or gender reassignment,
- race,
- ethnicity or citizenship,
- culture,
- age,
- sexual orientation,
- physical or mental disability,
- HIV/AIDS status,
- religion,
- pregnancy or parental status, or
- marital or civil partnership status.

The 'merit' principle is to be applied in all staffing decisions so that opportunity is provided to all employees on the basis of competence and job requirements. As a result, all personnel decisions such as the appointment, placement, promotion and development of an employee will be made using open and transparent processes that can be reviewed. Appointments and promotions will be based on merit using an open and competitive selection process, and all employees (men, women, and all ethnic groups) will have adequate and equal opportunities for training and advancement.

Workplace Diversity

Diversity in the workplace provides a range of potential positives and productivity gains enabled by increased flexibility, innovation and creativity.

We will cultivate an environment that encourages fairness, teamwork and respect amongst all employees. We are firmly committed to maintaining a work environment in which people of diverse backgrounds and lifestyles may grow personally and professionally. We will:

- treat everyone with care, respect, integrity and trust.
- understand the types of behaviours that are important to the ODPP and take action to prevent and stop discrimination, bullying and harassment.
- support this policy when recruiting, developing and working with people at the ODPP.
- appreciate and respect the true value of diversity that each individual brings to the workplace.

Roles and Responsibilities

All employees have a responsibility to uphold these principles when handling an employee, or making personnel decisions. The Staff Board, and HR team, has a responsibility to ensure these principles are applied across the ODPP.

Channel of Communications

All administrative and financial logistics in terms of procurement, staffing matters, asset management, leave, transportation, travel, accommodation, payments of claims, etc. should be submitted to the Director, through the HR Manager, for approval.

Harassment and Discrimination

The ODPP is committed to fostering the right of individuals to be free from discrimination and harassment while engaged in activities undertaken as part of their study, employment, or other

forms of association with the ODPP. All employees of the ODPP will be treated with dignity, courtesy and respect in accordance with the Code of Conduct for employees. Discrimination and harassment will not be tolerated under any circumstances. The ODPP will take all reasonable steps to eliminate discrimination and harassment of, or by, an employee, a member of the public, a visitor and other persons associated with the ODPP. This is a policy of 'zero tolerance'.

The ODPP will use educative approaches for the prevention of discrimination and harassment, ensuring employees know their rights and responsibilities, and to encourage the reporting of behaviour that breaches this policy. Should a complaint of harassment or discrimination arise, the ODPP will sensitively facilitate timely and appropriate action through informal and/or formal conciliatory procedural options as established by this Manual.

Key Definitions

Discrimination is to treat an individual less favourably because of an attribute, or to impose unreasonable terms or conditions with which individuals with a particular attribute are unable to comply. These attributes include: parental status, pregnancy, religion or belief, political belief or activity, marital or civil partnership status, sex, gender or gender-reassignment, lawful sexual activity, age, race or ethnicity or nationality or citizenship, impairment, trade union activity, or association with an individual having these attributes.

Harassment, including workplace harassment, is repeated behaviour, other than behaviour that is sexual harassment, that:

- a. is directed at an individual or group;
- b. is offensive, intimidating, humiliating or threatening;
- c. is unwelcome and unsolicited; and
- d. a reasonable person would consider to be offensive, intimidating, humiliating or threatening for the individual or group.

Sexual Harassment is any unsolicited, unwelcome and unreciprocated behaviour, act, or conduct of a sexual nature that embarrasses, humiliates or offends other persons. It can be a single incident or a persistent pattern, and can range from subtle behaviour to explicit demands for sexual activity, or even criminal assault, and includes, but is not limited to the following examples:

- inappropriate jokes or comments with sexual connotations;
- the display of offensive material;
- stares and leers or offensive hand or body gestures;
- comments and questions about another person's sexual conduct and/or private relationships;
- persistent unwelcome invitations;
- requests for sexual favours;
- offensive written, telephone or electronic mail or other computer system communications;
- unnecessary close physical proximity including persistently following a person;
- unwelcome physical contact such as brushing against or touching a person;
- denigrating comments regarding a person's gender or sexual preference; and
- negative behaviours, eg, intimidation or exclusions related to the sex of the recipient.

Key Information for the Handling of a Complaint

- **Grievance** is a concern or complaint about an act, behaviour, omission, situation or decision, which an individual believes is unfair or unjustified.
- **Conciliation** is the process through which the parties involved in any allegation, with assistance from a neutral person (a conciliator), discuss the issues in order to develop

options and consider alternatives with the goal of reaching a consensual agreement or outcome.

- **Conciliator** is a trained person appointed by the Director to conciliate between the parties in a non-judgmental and independent manner. In some circumstances, an external person may be appointed as a conciliator.
- **Harassment Officers** are identified employees of the ODPP, trained as required to provide support and advice on options for resolving harassment and discrimination complaints. They will not investigate or conciliate a complaint.
- **Investigator** is a person appointed by the Director to investigate a formal complaint. In some circumstances, an external person may be appointed as an investigator.
- **Natural Justice** provides that all parties must be given the opportunity to present their case, be fully informed about allegations and decisions made and have the right of representation by another person. A decision-maker in relation to the grievance should have no personal interest in the matter and should be unbiased in their decisions.
- **Respondent** is the person(s) against whom a complaint is made.
- **Responsible Officer** is the HR Manager for complaints by or against employees, visitors or contractors and the Director for complaints by or against members of the public.

Workplace Bullying

The ODPP considers bullying an unacceptable form of behaviour which will not be tolerated in the workplace under any circumstances. This is a policy of ‘zero tolerance’.

What is bullying?

Bullying is defined as:

“Workplace bullying is repeated, unreasonable behaviour directed toward an employee, or group of employees, that creates a risk to health and safety.”

The following types of behaviour, where repeated or occurring as part of a pattern of behaviour, could be considered bullying:

- verbal abuse;
- excluding or isolating an employee;
- psychological harassment;
- intimidation;
- assigning meaningless tasks unrelated to the job;
- giving an employee impossible assignments;
- deliberately changed work rosters to inconvenience a particular employee; and
- deliberately withholding information vital for effective work performance.

The list is not exhaustive. Other types of behaviour may also constitute bullying. Bullying is the word used to describe certain types of unacceptable behaviour. Unacceptable behaviour makes the workplace uncomfortable, unpleasant and often unsafe.

Bullying is not simply an abuse of power from supervisors and managers to subordinate employees: for example, employees can bully their supervisors, and bullying can occur between members of an ostensibly equal group.

What bullying is not?

Bullying is not the Director or employees carrying out their required responsibilities in relation to the investigation of complaints, or the management of unsatisfactory performance. Bullying does not include reasonable and legitimate actions of the employer in managing an employee's

performance, workload, timelines, or other duties.

What should you do if you consider you have been bullied?

Irrespective of whether you are being bullied by a colleague or manager, you should report the matter to the HR Manager who is required to act in accordance with the ODPP's policies and procedures in relation to the resolution of harassment and discrimination complaints. If you would like advice or support, you can approach a colleague or manager first who can act as a support for you through the process, and as a witness in meetings.

What if it's a single incident?

A single incident of unacceptable behaviour should be referred to the HR Manager, or the Director, as soon as possible. The complaint should then be dealt with by the HR Manager, or the Director, in accordance with the ODPP's harassment and discrimination policies and procedures.

What should you do if you consider you have witnessed bullying?

You should report the matter to an appropriate person –the HR Manager, or the Director - who is required to act in accordance with the ODPP's harassment and discrimination policies and procedures.

Electronic Information, Video Conferencing, VOIP, Email and Internet

The ODPP is bound by the IT policy of the Government of Fiji. The latest copy of this Policy can be found on the publications section of the ITC website. The current policy of the Fijian Government is that computers and internet access are for work purposes only.

To aid employees in understanding this policy, the following practical guidelines have been prepared for the electronic communications equipment used in the ODPP.

Key Principles for Computer Usage, Internet and Email

1. ODPP email accounts may not be used for private gain or commercial purposes.
2. ODPP computers and email accounts are provided for ODPP purposes, although some private use may be tolerated.
3. The privacy of emails cannot be guaranteed, and is subject in any case to scrutiny where necessary for the ODPP to pursue its normal business operations.
4. The security of emails cannot be ensured, so emails should not be used for highly sensitive messages.
5. Email content must not be offensive, harassing or discriminatory.
6. As official ODPP records, emails must be properly stored and archived.
7. Instructions given via email should be considered official and complied with. Copies should be printed and filed as an official record of the ODPP.
8. Be aware of the accepted etiquette for emailing. When sending an official email, the ODPP email policy must be complied with.
9. It is expected that all employees will respond to official emails in a timely manner.
10. Use mailing lists properly.

Key Principles for Using the Video Conferencing Facilities

1. The video conferencing facilities are to be used for official purposes only, which include interviewing witnesses remotely, delivery of training, meetings or selection interviews.
2. The facilities should be used with due economy. Consideration should be given as to the necessity of its use. Time wasting should be avoided.

Key Principles for Using VOIP

Voice Over Internet Protocol (VOIP) is encouraged as an alternative to normal telecommunication lines, especially for trunk and mobile calls. VOIP phones are placed in common areas so employees can access them as needed.

Employee Confidentiality

The ODPP also recognises that its employees have reasonable expectations of privacy with regard to the use of voice mail and email, even when the use is restricted to ODPP business and the information is stored in ODPP computers.

The ODPP reserves the right to access and disclose the contents of an employee's voice mail and email messages but will only do so when it has a legitimate business need and the urgency of the need is sufficiently strong to offset the ODPP's commitment to employee privacy.

The ODPP does not, and will not, monitor voice mail and email messages as a routine matter. The ODPP may inspect the contents of voice mail and email messages or information stored on computers in the course of an investigation or as necessary to locate substantive information that is not readily available by some other means. The ODPP may disclose a voice mail or email message or information stored on computer to law enforcement officials if the ODPP has reason to.

Document and Case Confidentiality

- All electronic documents, particularly in Microsoft Word and Excel, should be passworded. This will assist in restricting access to those authorised.
- Access to documents should be restricted to those who 'need' to have access.
- The distribution of documents via email should not be done without due consideration as to who really needs to have access to that document.
- Confidential documents should not be kept on portable devices such as laptops and mobile telephones.
- When documents are deleted, an employee should make sure the recycle bin is also emptied, particularly on portable and shared devices like laptops.
- Printed documents and emails that relate to ODPP cases should be shredded and not recycled.
- Only write email content that you are prepared to have made public and forwarded on to others as you cannot guarantee that this will not happen to your email.

Internet

Access to the internet is authorised for an employee to do research related to their work. Employees are not to visit illegal or illicit web sites using the ODPP internet server. Employees must not forward or transmit offensive or inappropriate email content using government email or internet. Emails should have a white background with black prints. Email should not contain any phrases, proverbs or quotations. The undersigned particulars should contain only name, designation and contact details, and the ODPP disclaimer where the email is being sent by or on behalf of the ODPP.

Computers

All computers should have up-to-date virus and spyware protection. Employees are not permitted to load software onto their computers without authorisation from the Systems Analyst. This is to ensure virus and spyware protection is maintained.

What if an employee violates this policy?

If an employee violates this policy then it is within the ODPP's right to take disciplinary action.

Violations that involve offensive or crude materials being received or transmitted to others, inappropriate use of the internet or email, or breaches of confidentiality will be considered according to the seriousness of the breach. Employees are reminded of the ODPP Values and Code of Conduct and its relevance, as violations of Government email and internet policies are considered a violation of the Code of Conduct and disciplinary action may be taken.² Consideration will be given to the nature of the content, impact on the professionalism and reputation of the ODPP, and criminality of the offence. Penalties recommended to the Director may include a written warning, suspension, or in extreme or repeat cases, termination.

Occupational Health, Safety and Environmental Policy

General Policy

The ODPP believes that all injuries, industry related diseases and property damage are preventable. The underlying vision of the ODPP is to ensure that all employees, volunteers and contractors comply with the OHSE legislative requirements as a minimum, and strive to continuously improve OHSE management beyond that minimum legislative requirement.

Objectives

In order to fulfill this policy, the ODPP will:

- comply with all applicable laws and regulations related to OHSE management, and strive for higher standards;
- treat health, safety and environmental issues equally in all business activities;
- ensure volunteers and contractors understand and adhere to the ODPP's OHSE policy and standards, and encourage their concern and respect for OHSE;
- monitor and plan to reduce OHSE risks or incidents to a practical and acceptable level;
- develop and maintain procedures that minimise the impact of OHSE risks and incidents;
- assess all potential OHSE effects before conducting new activities; and
- provide OHSE related training to employees, volunteers and contractors on their responsibilities to OHSE management.

Strategies

In order to fulfil these objectives, our strategies are:

- All supervisors are to demonstrate that these objectives are being met by both employees and contractors.
- To delay or halt work where effective controls are not in place to manage identified hazards.
- To design our workplace to minimise risks to employees and personnel, and ensure that work practices are developed to further reduce risks as low as reasonably practicable.
- To ensure the competence of employees and contractors.
- To recognise OHSE performance that exceeds expectations.

Management Commitment and Responsibilities

The Executive Management of the ODPP is committed to OHSE and gives OHSE equal priority to other primary business objectives. The Executive Management is responsible for ensuring this policy is implemented and that its effectiveness is reviewed annually.

All personnel are responsible for applying the OHSE policy.

²PSC Circular 32/2007 – Government Information Technologies (IT) Policies for Govnet Users (dated 29/08/2007)

Alcohol and Other Drugs

As part of the ODPP's ongoing commitment to a safe and healthy workplace, we maintain a drug-free workplace policy. Under this policy a drug is any illicit substance, alcohol or kava (yaqona). Abuse will be considered to be any usage that affects the performance and reputation of the ODPP.

Any employee who reports to work while under the influence of drugs or alcohol runs the risk of endangering his or her safety and the safety of others, destruction of or damage to personal or ODPP property, and a loss of productivity and workplace morale.

All employees of, and volunteers at, the ODPP are required to understand and comply with this drug-free workplace policy. Any failure to comply with the guidelines of this policy can result in disciplinary action which may include immediate termination of employment. Employees and volunteers either in our offices or conducting business on behalf of the ODPP regardless of location are prohibited from all of the following:

- unauthorised use, possession, purchase, sale, manufacture, distribution, transportation or dispensation of any controlled or illicit substance.
- reporting to work while under the influence of alcohol or any other controlled/illicit substance. Controlled substances include but are not limited to narcotics (e.g. heroin, morphine), cannabis (e.g. marijuana, hashish), stimulants (e.g. cocaine, amphetamines), depressants (e.g. tranquilizers), sedatives (e.g. kava, yaqona), and hallucinogens (e.g. PCP, LSD), except by a doctor's legitimate and legal prescription.
- use, possession, purchase, sale, manufacture, distribution, transportation or dispensation of any legal substance in an illegal manner.
- reporting to work while impaired by the use of a legal drug whenever such impairment might substantially interfere with job performance, pose a threat to the employee's safety or the safety of others, or risk significant damage to ODPP's property.
- using any of the above substances on the premises including alcohol, controlled/illicit drugs and kava/yaqona. A rule of reason applies to the use of kava/yaqona at the ODPP.

Conviction Notification

An employee who is convicted of violating a criminal drug law must inform the Director or HR Manager within five (5) working days of the conviction. Failure to inform the ODPP will result in disciplinary action up to, and including, termination of employment.

Substance Use Education and Treatment

The ODPP offers regular information to supervisors and managers to assist in identifying and addressing substance abuse on the job. In addition, the ODPP periodically offers education programs to employees on the dangers of substance abuse in the workplace.

The ODPP supports all employees who seek help in overcoming drug and alcohol problems. An employee who voluntarily seeks substance abuse treatment will not be penalised or discriminated against in any way by the ODPP. The HR Manager will assist employees with information about community resources for treatment.

Smoking

Smoking is not permitted in any ODPP offices or vehicles. Smoking areas have been designated and smokers are asked to demonstrate consideration to their fellow employees when they choose to smoke in these outside areas. Smokers are asked to consider other people and not smoke close to entrances, exits or open windows as smoke may blow back into the building. It is also important for smokers to be aware of the public perception and image of the ODPP when smoking, for example being seen for long periods outside and not working by members of the public is not acceptable. If

smoking outside, it is expected that the employee will take no more than five (5) minutes to complete their cigarette to avoid significant lost productivity across the work day.

The ODPP encourages all our employees who smoke to quit. If you are interested in a smoking cessation program then please contact the HR Manager who can refer you to those services available.

HIV/AIDS and Other Life-Threatening Illnesses

At the ODPP we believe that employees with life-threatening illnesses (including but not limited to cancer, HIV or AIDS, heart disease, diabetes, asthma and multiple sclerosis) should continue to work for as long as their condition allows them to do so in a safe and satisfactory manner. In the case of chronic illnesses such as asthma or gout, an employee should be able to work as long as their condition allows before they take any sick or medical leave. When an employee does need to stop work they should refer to the ODPP policy regarding sick leave and long term medical leave.

We believe that a supportive and caring work environment is an important factor in maintaining quality of life for an employee with a life threatening illness. We ask all our employees to be sensitive to the needs of colleagues facing such an illness. Managers should provide ill employees with referrals to available services and assist them with personal support appropriate to the work environment.

Upon request, the ODPP will provide reasonable accommodation to an employee with a life-threatening illness to enable them to continue to work. This might include flexible schedules to accommodate medical treatments and tasks that do not require physical exertion. Through continuing education and communication, we will attempt to create a supportive, open and informed work environment in which anyone with a life-threatening illness will feel free to come forward in the knowledge that he or she will be met with respect, understanding and care.

An employee with a life-threatening illness is under no obligation to disclose that condition to the ODPP. If an employee chooses to discuss a life-threatening illness, any such conversation will be considered strictly confidential and will not be disclosed to others without the employee's permission (except as required by law). Unauthorised disclosure of confidential information relating to health status will lead to disciplinary action, up to and including dismissal.

In summary, the ODPP will always aim to balance work performance with respect, care and consideration for an employee's personal circumstances.

Privacy Policy

Preface

These guidelines have been developed to provide information to employees on how their personal information will be collected, used, stored and reviewed.

Collection of Personal Information

Whenever we collect personal information from you, we will do so in a lawful manner. We will advise you how, and who, you can contact to discuss the information we collect. If we collect information from a third party we will take reasonable steps to promptly advise you of that collection. We will tell you why we are collecting the information and the third parties to whom we usually disclose that information. If you do not wish to provide the information we request, we will

tell you what impact this will have.

Use and Disclosure of Personal Information

All information we collect will be related to your role in the workplace. Disclosure of your personal information will only be done with your written consent. At times, there may be a requirement by law to reveal your information. You will be informed in such an event.

The information collected may be used for the ODPP's research purposes. When research is conducted, the information is de-identified and grouped together with other data, so that an individual's information cannot be reconstructed or recognised.

Security and Lifespan of Personal Information

We are committed to protecting your privacy and will take reasonable steps to ensure that the information we collect is protected from loss and misuse and from unauthorised access, modification and disclosure.

Hard copies of collected personal information are archived in secured cabinets. Access to these files is restricted to specific employees and these employees are only authorised to access personnel files for the purposes of filing and checking information. They cannot change or remove anything from anyone's file.

Access control measures have also been put in place for electronic records through the application of user-passwords and the restricting of access to only those authorised. The ODPP keeps all employee records for 6 years after they have exited the ODPP.

Accuracy of Personal Information

The ODPP takes all reasonable precautions to ensure that the personal information you have provided is accurate, complete and up-to-date. To assist in this endeavour, we would appreciate any update on any changes made to your personal details, such as your name or address.

Access of Personal Information

You have a right to access your personal information. You may view your file in the presence of the HR Manager. It cannot be removed from the premises. Employees are allowed to make copies from their own file. For security reasons, you may be required to put your request for information to the HR Manager in writing.

The exception to this is access to an employee Annual Confidential Report (ACR). The content of the ACR may be discussed by the manager with the employee in order to provide feedback to the employee on their performance and behaviour in the workplace. They are to document this discussion in a brief memorandum and attach a copy of this to the ACR.

Further Advice

Should you require further advice on any of the above issues, please approach a member of the HR team, or the HR Manager, in the first instance.

Whistle Blowing Policy³

The ODPP has adopted the Public Service Whistle Blowing Policy. All ODPP employees are required to read, familiarise themselves and comply with this policy, which is reproduced below.

Purpose of this Policy

It is in the public interest that the ODPP provides services fairly, equitably and without discrimination or coercion. The purpose of this policy is to provide an employee with the means of disclosing incidents of serious wrongdoing or malpractice.

What are the issues you would report?

Whistle blowing issues include:

- non-compliance with legal obligations such as Acts, Regulations, Instructions;
- large scale financial or non-financial maladministration, malpractice, impropriety, fraud;
- criminal offences;
- academic or professional malpractice;
- risk to health or safety to an individual or member of the community;
- environmental damage;
- miscarriage of justice;
- improper conduct;
- unethical behaviour; and
- attempts to suppress or conceal any information related to the discovery of issues noted here.

What does it not Cover?

Whistle blowing will not cover personal grievances concerning terms and conditions of employment, working relationships, complaints of mistreatment and disciplinary matters. These are more appropriately addressed in the existing relevant procedures.

When to should I Report?

Employees should disclose information under this policy to the ODPP HR Manager, or the Director, when they have reasonable grounds to believe that a serious malpractice has occurred. In doing so, whistle blowers are assured of their protection from victimisation and from other forms of unfair treatment.

What are the Procedures for Blowing the Whistle?

Employees should review Appendix 1 of the PSC Circular outlined here as it sets out the requisite procedure.

What Protection is there for Whistle Blowers?

The ODPP will ensure that any employee who makes a disclosure in such circumstances will not be penalised or suffer any adverse treatment. If a person feels they have suffered adverse treatment because of their disclosure, they should submit a formal complaint under the grievance procedure. The onus is on the employee to show reasonable grounds that the adverse treatment was done in retaliation for disclosing information. If a person is found to have suffered adverse treatment, harassment or victimisation because of the disclosure, then disciplinary action will be taken against the perpetrator.

³ PSC Circular – Public Service Whistle Blowing Policy (dated 30/08/2005).

What Protection is there for those who are the Subjects of Whistle Blowers?

Principles of natural justice apply to disclosures. All parties have a right to privacy and confidentiality during the investigation process, and an investigations process must be conducted and all parties given a chance to respond to the information presented. The investigation process must be conducted as sensitively and speedily as possible. The investigations process should follow the steps as set out in the PSC Circular noted above.

Whistle Blowers are reminded that they could face disciplinary action if the disclosed information was found after investigation to be misleading, false or was meant for some personal gain or advantage.

Personnel Management

The following terms and conditions of employment apply to all permanent, part-time, casual, volunteer and fixed-term employees, and are minimum level terms and conditions. All terms and conditions will be detailed in the contract or letter of employment.

Hours of Work

- The ODPP working hours are from 8.00am to 4.30pm from Monday to Thursday and 8.00am to 4.00pm on Fridays with lunch between 1pm-2pm. The lunch hour may be staggered between 12.00pm and 2.00pm to allow the office to remain open between 1.00pm – 2.00pm.
- All employees are to punch-in to the Attendance Matrix Machine each morning. You must also punch-out the same day. Any absence will be recorded in red by the supervising officer. If employees are running late, they are to call in and advise the HR Manager. Preferably they should confirm this the day before. The aim of this procedure is to ensure there is fairness and equity in work hours as well as setting standards regarding the professionalism and reputation of the ODPP.
- Any absence not properly accounted for may result in forfeiture of salary and/or result in disciplinary action or both.
 - (i) **Late arrivals:** Every month, management will add up the accumulated number of minutes/hours of late arrival, and if the total equals or exceeds one (1) hour, salary will be deducted.
 - (ii) Any absence from duty occasioned by late arrival to or early departure from work except in respect of sickness shall be deducted from the employee's salary if the accumulated absence in one month equals or exceeds one hour.
 - (iii) Failure to improve attendance following a written warning from the HR Manager will result in referral to the Director who may discipline the employee.

Absenteeism/Punctuality

- Any employee who is unable to attend work for any reason, whether due to illness or an emergency, or by way of late arrivals, must notify the HR Manager by 8.30am. The HR Manager will advise the Director, Managers, and other employees accordingly on a daily basis.
- Should the employee be on sick leave, he/she must indicate how many days they will be absent and the expected date of resumption of duties.
- Upon resumption of duties, the employee is required to formalise the absence by filling out the leave application form; forwarding it to their Manager for endorsement; and submitting it to the HR Manager for onward transmission to the Director for his approval.
- The sick sheet should be attached with the leave application form when applying for leave once the employee resumes work.
- An employee must use the office movement board when going out temporarily or on scheduled leave or official business.
- Flexi Hours: The PSC has issued a circular regarding flexi hours; however the ODPP has decided not to implement a policy of flexi hours at this time.

Overtime Policy

Overtime refers to official work done after or before normal working hours for employees who are eligible for overtime, and who have been granted overtime status by the Director.

Overtime work shall be approved, only in essential circumstances, by the Director following recommendations from the HR Manager.

This is to keep track of workloads, ODPP and employee security as well as the budget to pay any allowances and subsistence employees are eligible for.

All employees shall be paid meal allowances under the following circumstances:

a) Day Worker – All Employees

- (i) If required to work or undertake official travel two (2) hours before or beyond normal working hours.
- (ii) If required to work or undertake official travel during the lunch meal period during normal working days.
- (iii) An additional meal allowance for each successive period of five (5) hours continuous work performed immediately after the initial meal break at (a) (i) above.
- (iv) In respect of Saturdays, Sundays and gazetted Public Holidays, the employee shall be paid a meal allowance if he/she is required to work and/or undertake official travel continuously for each period of not less than five (5) hours.
- (v) An additional meal allowance for each successive period of five (5) hours continuous work and/or official travel immediately after the initial qualifying period at (a) (iv) above.
- (vi) Employees in roles graded below SS04 can claim overtime hours and take days offs in lieu of overtime.
- (vii) Employees in roles graded above SS04 and the Legal Cadre (LG05-LG01) cannot claim overtime hours but they can only claim subsistence.

Public Holidays

- Employees are entitled to the following paid public holidays:
 - a) New Year's Day
 - b) Good Friday
 - c) Easter Saturday
 - d) Easter Monday
 - e) Prophet Mohammed's Birthday
 - f) Sport Day
 - g) Fiji Day
 - h) Diwali
 - i) Christmas Day
 - j) Boxing Day
 - h) Any other public holiday that may be gazetted by the minister.

- Public holidays are celebrated on the day on which they fall, except for New Year's Day, Christmas Day, Boxing Day and Prophet Mohammed's Birthday, which are observed on the following Monday/Tuesday if they fall on a Saturday or Sunday.
- Employees are entitled to be paid on public holidays if that day would otherwise be a working day. Employees are paid for the number of hours they would normally work at the rate of pay specified in their contract of employment.

Termination of Employment

Period of Notice

- All contracts of employment, except in the case of (casual employment⁴), may be terminated by the employee or the ODPP upon giving 30 days written notice, unless the terms of employment states otherwise.

Resignation

- Once an employee has resigned, during the period of notice the employee is not allowed to proceed on any leave (except sick leave). This is to allow for proper handing over, and for Executive Management to identify a suitable replacement.
- The employee is required to handover all official documents and other items issued by the ODPP. The handover check list is to be completed and a handover note prepared and signed by the employee, the Allocations Manager and the HR Manager. The Director's endorsement will need to be obtained once the requisite checks have been made. Any loss will have to be made good. Recovery may be made from the employee's outstanding owed payments.
- The employee is also required to clear any debt owing to the Government. Employees serving a bond have to complete the bond before their resignation can be accepted by the Director.
- The ODPP will compensate all outstanding leave, etc to the employee's credit. If the employee is migrating, a statement of earnings (P4 – 1) will be issued for tax clearance purposes. A Certificate of Service will also be issued.
- All employees exiting the ODPP are required to complete the Handing Over Statement Form.

Deemed Resignation

- The process for an employee absent without contact is outlined in the Leave Section.
- An employee's appointment will be terminated should he/she be absent from work, without reasonable cause or without the consent of the Director, for a continuous minimum period of 7 consecutive days. In such cases, the employee will be deemed to have resigned and forfeits all rights and privileges accrued.

⁴Refer to JIC for terms and conditions of employment

- The employee cannot be re-employed at the ODPP without the prior approval of the Director. A proper submission with full justification will be required to be made.
- Upon termination of employment, an employee must:
 - immediately return all official documents/property which belong, or relate, to the ODPP; and
 - not retain copies of any documents or other property which belong, or relate, to the ODPP.

Discipline

- A breach of the ODPP Code of Conduct is grounds for disciplinary action. In the event of serious misconduct by an employee, the ODPP is entitled to terminate an employee's appointment. See the Disciplinary Procedure outlined later in this document for more information.

Codes, Policies, Procedures and Manuals

- Employees are required to comply with the provisions of all the ODPP codes, policies, procedures, prosecution handbook, internal circulars and the human resource manual. These are in addition to adopted provisions from the PSC Act 1999, PSC Regulations 1999, General Orders, Finance Management Act, Supplies & Service Instructions, Office Finance Manual, Office Manuals and other publications issued by the Director from time to time. The ODPP may also vary documents from time to time, and when doing so will advise employees accordingly.

Confidentiality

- During the term of employment or thereafter, employees will not divulge any information concerning the business, financial matters, transactions, or affairs of the ODPP except in the proper course of duties and with the approval of the Director. All employees and volunteers upon appointment are required to sign the Official Secrets Act⁵.
- Employees must at all times treat information obtained through the course of employment in the strictest confidence and must not use that information to seek any personal advantage.
- An employee must never disclose any information to the Media unless authorised to by the Director.

⁵ See the Official Secrets Act Manual.

Leave Policies and Procedures

- The following outlines the requirements for all types of leave available when working at the ODPP. The processes should be followed by employees and by decision makers to ensure effective personnel management.
- **No Employee Contact:** Should an employee make no contact with the ODPP and fail to advise the HR team that they are taking leave or having trouble getting to work, then the ODPP can take the following action. This process is designed to be fair and equitable to both the employee and the ODPP.
 - **Step 1:** After 3 days of no contact the HR team will try and contact the employee. If no contact is made then they proceed to step 2.
 - **Step 2:** If an employee is still absent for seven (7) consecutive days and does not contact the HR Manager, the employee would then be deemed to have resigned.
 - **Step 3:** The ODPP can proceed with termination proceedings. A letter should be written to advise them of the termination and the grievance process available to them should they wish to lodge an appeal.
- Further details of “Deemed Resignations” are outlined in the Termination of Employment section.

Annual Leave

Accrual

1. Annual Leave shall be granted as follows:-
 - (i) Category A: 18 working days
 - (ii) Categories B, C & D: 21 working days
- All full-time employees who work thirty-seven (37) hours a week are entitled to annual leave after one (1) year of service.
- Leave accrued will be on the basis of eighteen (18) or twenty-one (21) days per year depending on the position held.
- Part-time workers will accrue annual leave on a prorated basis.
- Leave should be utilised within three (3) months of falling due. Exceptions to this policy, based on extraordinary circumstances, require the approval of the Director.
2. Employees may be allowed to carry over up to a maximum of ten (10) working days leave entitlement from one leave year to the next.
3. Annual Leave shall normally be taken when due. The Director shall ensure scheduling of leave to avoid bulging of leave entitlements at any time of the year otherwise ten (10) days leave will be forfeited from his/her leave entitlement.

Taking Leave:

- Employees are not permitted to take any leave in the first three months of joining the service. Leave can be taken one (1) year after joining the ODPP unless you have urgent business in which case employees can take leave on a prorated basis.
- Management shall advise employees whenever their leave is due.
- Employees must make arrangements to take leave when they are so advised.

- Employees must submit a leave application five (5) working days in advance and obtain approval for their leave prior to proceeding on annual leave.
- State Counsel will need to obtain clearance from the Allocations or Divisional Manager for any pending cases and court appearances and the HR Manager for leave availability.
- If travelling overseas whilst on leave, clearance from the ODPP is required before proceeding on leave. An employee must make satisfactory arrangements to clear any debt to the Government before the ODPP will grant clearance to travel abroad.
- Employees entitled to time off can utilise this time off together with their annual leave.
- Applications for leave of any sort must be made to the Director, through the HR Manager, for approval.

Leave Application

- Any employee who wishes to proceed on Annual Leave is to first consult the leave section for their leave entitlement balance.
- Employees are to plan their leave with their respective Managers before applying for leave.
- The employee is then required to formalise the leave application and submit to the Allocations or Divisional Manager or HR Manager for endorsement.
- Any employee who wishes to proceed on more than one (1) week leave is to apply for that leave two (2) weeks in advance to allow for ample time to sort out the responsibilities of the interim/relieving employee.
- For **State Counsel**, the leave application is to be forwarded to the Allocations or Divisional Manager for clearance on CASES. For **Corporate Staff**, the leave application is to be forwarded to the HR Manager.
- Employees are to then submit the endorsed leave application form to the HR Manager for her comments and onward transmission to the Director for his consideration and approval. Upon the endorsement of the Director, the leave application will be submitted back to the leave section for processing.
- No employee is to proceed on leave without proper authorisation and approval.

Sick Leave

Accrual

Outpatient Sick Leave

- An employee shall be entitled to outpatient sick leave up to 21 days in any one leave year of service. This leave cannot be accumulated.
- All full-time employees who work an average of thirty-seven (37) hours a week or more accrue sick leave from the first day of employment.
- Sick leave accrued will be on the basis of fifteen (15) days per year and requires a medical certificate from a certified medical practitioner. A further six (6) days without a medical certificate may be taken for illnesses but this leave cannot be taken consecutively.
- Part-time workers will accrue sick leave on a prorated basis.
- Sick leave cannot be carried forward from one year to the next.

Inpatient Sick Leave

- In addition to the outpatient sick leave allocation, all full-time employees are entitled to 60 days inpatient sick leave (hospitalisation) on full salary upon production of a medical certificate.

- On the recommendation of a medical board, inpatient sick leave on full salary may be extended up to a maximum of one hundred and eighty days (180) days. Thereafter, sick leave with or without full salary shall be at the discretion of the Director.

Taking Sick Leave

- An employee can take a single day off work on a piece meal basis without a medical certificate for up to six (6) days a year. Employees are expected to call the HR Manager and their Manager and advise them they are unwell and will not be at work. Upon resumption of duties the employee is required to submit a sick leave form to the HR Manager for the Director's approval.
- For illnesses requiring more than one (1) day off work, employees are required to get a medical certificate from their doctor and submit this with their sick leave form. This form and certificate must be submitted either during the absence or on the first day back at work.

Maternity Leave

Accrual

- All full-time female employees, whether permanent or temporary, are eligible for eighty-four (84) consecutive days paid maternity leave (includes probation period).
- Part-time workers will accrue maternity leave on a prorated basis.
- Maternity leave cannot accrue. It must be taken with each pregnancy or not at all.

Taking Maternity Leave

- All employees must submit a leave application prior to going on leave, in order to gain approval for their maternity leave. This form should be submitted at least thirty (30) days in advance of the planned leave. A medical practitioner should issue a medical certificate to allow female employees to proceed on maternity leave. The certificate should indicate the date on which an employee is to proceed on leave and the number of days of leave expected.
- On the first three occasions, employees both permanent and temporary will be granted maternity leave on full salary and for the fourth (4th) and subsequent births the employee shall receive fifty percent (50%) of her normal salary.⁶
- If after the 84 days, an employee has not fully recovered after the birth, the Director can approve a leave of absence for a further period of 60 days. No allowance will be paid.

Bereavement Leave

Accrual

- All full-time employees are eligible for three (3) days paid bereavement leave per year.
- Part-time workers will accrue bereavement leave on a prorated basis.
- Bereavement leave cannot accrue. It must be taken within each work year or is lost.

⁶

Employment Relations Promulgation, 2007 and General Orders (1993 Edition). Para 714

Taking Bereavement Leave

- Employees can take bereavement leave prior to submitting a leave form but are expected to call their manager and advise them they will not be at work. A leave form should be submitted on the next day back at work.
- Bereavement leave must be taken in the year it is allocated as it cannot accrue from one year to the next.

Overseas Leave

- All employees wishing to leave Fiji for reasons other than official duties are required to obtain the prior written approval of the Director. The steps to follow are:
 1. Write a minute to the Director indicating the duration of the intended absence from the country. The minute must be first submitted to the HR team for them to check your leave entitlements and note it on the minute.
 - State the reason(s) for the travel and indicate the country to be visited.
 - Applications must be handed in a month in advance.
 - Applications must be within the eligibility of the employees leave entitlements.
 2. Applications are processed by the leave section and submitted to the Director after verification of the following details:

The employees leave entitlement:

- A check to see if the employee is serving a bond or is a guarantor.
- A check to see if the employee has any loan obligations with the Government (provide details if any) GO 901 (f) 26.
- An explanation of how the duties of the post will be carried out in the absence of the employee.

Other types of leave are subject to the discretion of the Director:

- Study Leave.
- Leave for Sporting Tours.
- Leave without Pay.

Salaries and Remuneration

Setting of Salaries

- Salaries for each position are set by the Director by way of a three (3) year contract.
- Normally the HR Manager will conduct a Job Evaluation Exercise for each role and a salary assessment is made based on the demands of the job as outlined in the position description and as compared to the market rate for a similar role.
- The Job Evaluation process to determine the salary bands for all roles is a fixed process and is conducted by the Director in conjunction with the HR Manager. This process is explained in more detail in the Job Design and Job Evaluation chapter.
- **Entry into the Job:** Normally an employee will be placed on the minimum of the salary band. The Director's approval will be required for any variation to the grant of a salary at a different rate. It is critical that the salary set is equitable compared with other similar roles within the ODPP, and against roles above and below the vacant role. Equity between employees is critical for retention as well as ongoing morale, performance and productivity reasons.
- **Cost of Living Adjustment:** The ODPP also adjusts salaries yearly, based on the inflation rate termed as "cost of living adjustment". The revised salary rates are issued via a PSC Circular but remains at the Director's discretion.
- **Payment of Salaries:** Salaries are payable fortnightly at one twenty sixth ($1/26^{\text{th}}$) of the annual salary. Payment in respect of a broken period will be on a prorated basis. Salary is normally directly deposited in an employee's bank account.
- **Merit Pay:** The Director may also allow for payment of either a one off bonus, or salary increments based on an employee's annual performance assessment. Each employee will be required to complete an annual performance assessment form individually, and to be assessed by their supervisors or managers. After the annual performance review a salary review meeting of the Staff Board will be held to discuss the awarding of merit payments/salary increments for those employees who were rated as having performed above the required performance levels. The Staff Board should be consistent in making decisions and ensure equity in process across employees.
- **Recovery:** Any monies owing by the employee to the ODPP will be recovered in reasonable installments by giving prior notice in writing.
- **Forfeiture of Salary:** An employee who is on unauthorised absence will forfeit salary. Similarly an employee whose late arrival accumulates to a minimum of an hour in a month will forfeit salary. If this becomes habitual, disciplinary action will also be taken. An employee who is absent from duty owing to his own impropriety or misconduct, or owing to ill health caused by own negligence or misconduct may be required to forfeit salary.
- **Adjustment of Salary on Promotion:** Salary adjustments will be made by the Accounts Section upon the receipt of an official notification from the Director. Adjustments are done in the next available pay period through a computerised system. Manual payments will not be made unless it is in respect of a previous year. The effective date of an employee's promotion is normally the date they assume the duties of the post, provided they have fully met the selection criteria and MQR of the role.

Allowances

Official Duties

- **Local Movements:** When on official duties in the local area the ODPP will reimburse employees for taxi fare and will provide a meal allowance. Employees must keep receipts.
- **Acting Allowance:** is payable when an employee is appointed by the Director to perform duties of higher posts in the absence of the post holder. No allowance will be paid if the acting appointment is for less than a month. During the period of acting if the employee is absent from duty for fifteen (15) consecutive days, the acting allowance will cease.
- **Transfer Allowance:** is payable at the applicable rate when an employee is transferred from one station to another involving a change of residence and is for not less than three years. If the transfer is for less than three (3) years, a transfer allowance will be paid on a prorated basis. In addition, the ODPP will pay passage for the employee and their family. Cartage of household effects will also be paid.

The allowances will be paid at the following rates:

- (a) Single Officer - \$190.00.
 - (b) Married Officer - \$395.00.
 - (c) Transfer allowance shall be paid seven (7) days before a transfer takes place.
 - (d) The above allowances shall be subject to review from time to time.
- **Subsistence:** is payable when an employee on official duty is required to stay overnight at an outer station, and hotel accommodation is not provided. Subsistence is payable at \$30.00 per day. Subsistence allowances shall be subject to review from time to time.
 - **Travel and Accommodation:** Prior to travelling, an employee must liaise with the Accounts Section to book travel and accommodation. This must be done with adequate notice – at least within one (1) week of travel. The Accounts Officer will organise payment to hotels based on invoices received upon the return of the employee. An employee may be given an accountable advance to cover the cost of other expenses expected to be incurred in the normal course of duties when travelling to outer stations. The employee is required to clear the advance within seven (7) days of returning to the Office. If this is not cleared, deductions will be made from the employee's salary. All other expenses like taxi fares will be reimbursed. The employee must keep receipts.
 - **Meal Allowances:** is payable when an employee is required to work during lunch hour or more than two (2) hours before/after normal office hours or on the weekends and public holidays. Prior approval from the Director is required to work beyond normal office hours. An employee seeking approval needs to apply through the HR Manager. Meal Allowance is payable at \$9.00 per meal
 - **Mileage Allowance:** is payable for use of a private vehicle for official purposes, and employees are required to get prior approval from the Director. Employees seeking approval need to apply through the HR Manager.

Accountable Advance⁷

Applying for an Advance

1. Employees travelling to outer stations or overseas for official purposes (travelling employees) may apply for a travel advance.
2. The Director shall approve all overseas travel advances.
3. The Director shall approve all local travel advances.
4. When applying for a travel advance, the travelling employee must provide the following information:
 - i. travel itinerary.
 - ii. estimated costs of travel including accommodation and meals.
 - iii. purpose of travel and employee who approved the travel.
5. The travelling employee shall attach supporting documents (for example, air fare quotes, hotel rates, etc) to the application.
6. It shall be the responsibility of the Accountant to ensure that a travel advance for an employee is not approved if he/she had taken an earlier advance and it has not yet been cleared.

Accounting for Advance

1. Once the approval has been obtained, the application shall be sent to the Assistant Accounts Officer (AAO) for processing of the advance payment in accordance with payment procedures.
2. The payment voucher shall include a signed statement from the Accountant requesting the travelling employee to submit an acquittal together with supporting documents within seven (7) days after returning from travel.
3. The travel advance shall be charged to the advances account until cleared through submission of the acquittals.
4. The AAO must also record the travel advance in the debtors register.

Recouping Advance

1. A travelling employee shall recoup the travel advance with seven (7) days of completing the travel submission of an acquittal report with supporting documents.
2. If an advance has not been fully expended, the travelling employee must repay the balance within seven (7) days of completing travel.
3. If actual expenses incurred were more than the advance, the travelling employee may be refunded the additional amount. The refund shall only be paid after supporting documents substantiating the additional expenses have been provided.

⁷Refer to HR Toolkit Manual Page 22

4. Where an advance has not been acquitted within seven (7) days of travel, the Accountant shall effect recovery through a salary deduction from the concerned employees' salary within six (6) fortnights.
5. Interest on all advances will accrue at the rate set by the Minister of Finance from time to time. The current rate is 12% per annum.
6. Upon clearance of the advance, the AAO shall update the debtors register, offset the advance account and debit the appropriate expenditure account.

Government Quarters

- The Director is entitled to government quarters.
- Employees in Grades LG03 and above are not automatically entitled to government quarters.
- Employees are eligible when they are transferred from their originating place of employment.
- Employees transferred to another station will be eligible to occupy government quarters, if they are available, upon the approval of PSC.
- Employees are required to pay rental of 8% of their annual salary.
- If government quarters are not available and accommodation is rented by the Government on your behalf, you may be required to pay a Bond to the landlord which is refundable to you at the end of your tenancy.
 - When government quarters are not available, the HR team is tasked with finding suitable accommodation. They will ask the Lands Department to issue a valuation report and will advise PSC and the relevant Commissioner's Office when one is found.
- The employee is responsible for the proper care and use of all items issued to them and they are responsible for the cost of damages to any of these items.

Insurance

Medical and Life Insurance⁸

- PSC provides Group Life & Medical Insurance coverage for all civil servants at a competitive rate. The current life insurance provider is BSP while Dominion Insurance provides medical cover. The insurance providers are renewed on a yearly basis. A PSC Circular is normally issued to inform all civil servants whenever changes are implemented.
- The scheme is voluntary; deductions towards premiums are taken from net salary prior to payment. An employee wishing to join is to consult the Senior Administrative Officer who is also the designated Departmental Insurance Liaison Officer. A form is required to be completed with passport size photos for the employee and spouse.
- **Medical:** Civil Servants and their family members are covered for consultations with private medical practitioners and for medications (conditions apply).

⁸PSC Circular 48/2007

- **Medical Treatment Overseas:** an employee may choose to pay for this benefit. This includes coverage for the family members as well.
- **Life:** The sum insured is only payable upon the death of the employee to nominated dependents and the range of coverage is from \$12,000 - \$500,000. Employees can determine their own level of cover.
- **Other Benefits:** include coverage for dental, optical, maternity protection, total and permanent disability and personal accident benefit. Again this is at the discretion of the employee.

Vehicles

- **Vehicles and 3rd Party Cover:** Government currently self-insures motor vehicles.

Vehicle Usage

- In all cases it is the policy of the ODPP to use an ODPP vehicle where ever possible. A valid driver's licence plus a defensive driver's course certificate is required to drive an ODPP vehicle.
- ODPP vehicles are to be used for official purposes only.
- **Drivers:** Employees employed to drive for the ODPP will need to be authorised by the Director to drive ODPP vehicles, and must comply with the rules and regulations of the Transport Policy at all times.
- Drivers are to submit running sheets to the Transport Officer daily.
- Drivers are to maintain ODPP vehicles and keep them clean at all times. They must report to the Transport Officer any repairs and maintenance that need to or have been made.
- **Other employees:** Should an employee need to use an ODPP vehicle, they will need to inform the Transport Officer two to three (2-3) days in advance by submitting an ODPP Vehicle Request form to the HR Manager for approval.
- Should an ODPP vehicle not be available, the employee should use a taxi. The ODPP will reimburse an employee for these trips upon production of a receipt. Should petty cash be used to pay for taxi fares employees will need to produce receipts.
- Should an employee plan a trip (i.e. a site visit) that extends to rural settings, then the ODPP will make available a suitable vehicle (probably a 4-wheel drive) for the trip (one owned or hired). The Transport Officer requires at least two (2) weeks warning of the intended trip to make suitable arrangements. Employees should organise their work schedule so that there is no conflicts and no late requests.
- Only government employees are allowed to be carried in government vehicles.
 - A private person can be carried in the vehicle while on an errand of mercy, at the discretion of the driver and supervisor.
 - If an employee of the ODPP is representing the office on an official function and his wife /husband is accompanying the employee, they may travel together in the vehicle.
 - Civilian witnesses and the Investigating Officer may be conveyed in ODPP vehicles upon the prior approval of the HR Manager.
- **Exception:** Employees working in remote locations may need to use their private vehicle if there is currently no ODPP vehicle in location. Use of private vehicles for official purposes requires the approval of the Director and the employee will be reimbursed for the distance travelled. The current rates for reimbursement are outlined in the Finance Manual.
- **Accidents and Incidents:** All incidents and accidents need to be reported to the HR Manager, and the employee should complete the appropriate accident form and forward it to the appropriate authority.
 - Employees are liable to be charged part or all costs if they are shown to be negligent.

Transport

- All transport requests are to be forwarded to the HR Manager, one day in advance to avoid collision of runs.
- Urgent runs will supersede the existing transport bookings.
- In unforeseen circumstances, if an ODPP vehicle is not available, the employee is to use a taxi and immediately claim for reimbursement upon their return.
- Payment for reimbursement of taxi claims will be processed only upon production of a taxi receipt.
- All employees are to communicate with the Transport Officer directly and not to the driver particularly when respective employees are committed to the runs.
- Taxi claim forms can be collected from the reception at Ground Floor Gunu House or from the HR team.

Security of an Employee

- At times members of the public and offenders may pose a security risk to an employee and the ODPP premises. It is the responsibility of all employees to monitor and report security risks to the HR Manager. The HR Manager will then notify the Director who will direct the investigations of all reported risks. The Director is responsible for doing what is practicable to ameliorate those risks (see OHS policy and procedures).

Office Security⁹

- All reception areas should have a physical barrier between the employee and the public, preferably a reception desk.
- All inter-leading doors between waiting areas and the employee should be kept closed or locked if possible/practical.
- When working late an employee should move cars so they are easily accessible when leaving (i.e. closer to the building's exit) and should lock all doors to ensure they are not surprised by people coming in after dark and walking through the unattended reception areas.
- Any employee wishing to work late or during the weekends or on public holidays must obtain prior approval from the Director, through the HR Manager.
- Employees should indicate the exact time of arrival and departure in the Attendance Register as it acts as a security record.
- When leaving the ODPP at the close of the work day, the employee is responsible for switching off the lights, air conditioner and personal computer, and closing the windows of their own Offices.
- The last employee to leave must ensure that:
 - on that floor all lights, air conditioners, personal computers in common areas, etc have been switched off;
 - windows have been closed including windows in toilets;
 - activate the security alarm;
 - lock the doors;
 - return the keys to the Security Desk at Government Buildings; and
 - note and record anything left on or unusual, if necessary, and bring it to the attention of the HR Manager.

⁹based on the ODPP Circular Memorandum – Office Security (dated 12/07/2007)

Personal Security

- When working with victims, witnesses, offenders and members of the public all employees should balance confidentiality and personal security. If they feel there is any risk, they should not see that individual alone (i.e. have another lawyer present) or should carry a personal alarm.
- When visiting violent offenders in custody, lawyers should ensure the offender is restrained where possible during consultations. They should also carry a personal alarm.
- Alert the ODPP and seek Police assistance, when required, when visiting witness, victims or offenders.
- Use the proper liaison procedure worked out with the Police Liaison Officer (PLO) based at the ODPP for security issues.

Staff Board¹⁰

Role and Purpose of the Staff Board

- The Staff Board is an advisory body to the Director. They review selection information, promotion applications, transfer applications and discipline reports to provide analysis and recommendations to the Director.
- The Staff Board provides an independent panel for personnel and human resource decisions. The Staff Board should work on the 'merit' principle for all decisions – ensuring the best person for the role is selected, promoted or transferred. They should also ensure all processes used within the ODPP are open, transparent and capable of review.
 - **Processes relevant to the Staff Board:** Recruitment and Selection; Promotion and Succession Planning; Transfers; Discipline; Salary Scale Movements.
 - For recruitment and promotion, it is recommended that the Staff Board appoint a selection panel of those best placed to assess the suitability of candidates. This should be the manager of the role in question, at least one other person who has direct knowledge of the role (ie. supervisor from another section who works with that role) or a senior lawyer, and an HR representative for process and administration advice and support.

Guiding Principles

- All personnel decisions made within the ODPP and recommendations by the Staff Board should be guided by the following principles¹¹ :
 - the need for an effective, efficient and economic prosecution service.
 - appointment (including recruitment and promotion) based on merit as stipulated.
 - adequate and equal opportunities for training and advancement for employees of both sexes and all ethnic groups.

Make-up of the Staff Board

- The Staff Board is constituted on the authority of the Director. Hence the Director should issue official departmental memorandums when appointing an employee to the Staff Board. All members of the Staff Board are considered equal as they bring different competencies to the committee (i.e. legal expertise, ODPP expertise, HR expertise).
- Within all relevant manuals and directives the Staff Board may set and regulate its own processes.
- It is preferable that the Director is not a member of the Staff Board. This leaves the Director free to be independent when reviewing information and finalising the decision. This provides further clarification and transparency should there be a complaint.

¹⁰ These guidelines are based on the Staff Board Practice and Procedure Guidelines developed by the Public Service Commission for Government agencies (dated November 1997).

¹¹ Public Service Act 1999, Part 2, Section 4

Staff Board Process

- Recommendations made to the Director are the collective responsibility of the members of the Staff Board. Preferably these recommendations should be made by consensus. In the event of differing opinions, the Chairperson has the deciding vote.
- Recommendations should be backed by a summary of the evidence used to justify the recommendations.
- When analysing the information gathered on candidates for appointments (recruitment or promotions) the Staff Board can:
 - identify if there is a suitable candidate (and potential second choice if possible);
 - after analysis of the information collected they may decide not to recommend any candidates if the candidates fail to meet the requirements of the role;
 - if there are still unanswered questions about candidate suitability (ie. not enough information for making a recommendation) or if it is difficult to choose between two equally competent individuals, they can require a second interview following up on those outstanding questions raised during deliberations. This second interview may include members of the Staff Board.
- In the case of disciplinary proceedings, the Staff Board considers the information and evidence collected in the case and ensures it follows due process and employs the principles of natural justice. Once they are convinced there is enough information to make a recommendation to the Director they may do so.
- The Chairperson presides over meetings and provides guidance to the Staff Board and the Director in line with the guiding principles listed above. The Chairperson will then ensure consistent and appropriate recommendations are made to the Director for final decision.
- Key issues:
 - **Confidentiality:** Staff Board members should consider all meetings, deliberations and decisions of the Staff Board to be confidential and should not discuss these outside the meetings with non-Staff Board members.
 - **Conflict of Interest:** Staff Board members should ensure no conflict of interest exists or appears to exist between their public duty and other interests. Any conflict of interest in relation to any particular agenda item should be declared or made known to the Chairperson as soon as possible.
- Minutes and Notes: The Secretary should develop an agenda for each meeting and should collate or prepare all relevant documents which should be sent to members at least seven (7) days before the date of the meeting. Minutes should be written and sent out within forty-eight (48) hours of the meeting.
- Meeting Frequency: The Staff Board should be convened at regular intervals depending on the volume of Staff Board business. The Secretary should draw up a schedule of meetings in consultation with the Chair. It is expected that the Staff Board will need to meet:
 - when there are selection decisions to be made so timely feedback and offers can be made.
 - at the end of the performance year to agree on salary scale movements.
 - when there is pressing disciplinary or termination decisions to be made which cannot wait for the next scheduled meeting.

- **Records and Reports:** The Secretary should produce the agendas and minutes of meetings, and keep accurate records and statistics of Staff Board activities.
- The Staff Board should acknowledge the importance of involving all relevant individuals and information in decision making, and so should consider recommendations from the following key informants at Staff Board meetings:
 - **Selection and Promotion:** recommendations from the Selection Panel, shortlisting assessments, reference checks, other assessments completed on candidates.
 - **Salary Reviews:** recommendations from the manager as they review employees in the Performance Review process.
 - **Transfers:** recommendations from the managers resulting from them following the Transfer Process.
 - **Discipline:** recommendations from the managers resulting from them following the Disciplinary Process.
 - **Termination:** recommendations from the managers resulting from them following the Disciplinary Process.
- **Appeals Process:** The grievance process outlined in this manual provides an open and transparent process for the review of HR decisions. The Staff Board provides a last stop for review and decision but the Director intends that with clear and transparent procedures based on merit and justification, issues should rarely arise, and with an internal process for review, concerns could be handled quickly with a lower level of frustration.

Workforce Planning

Purpose and Policy

Having jobs that meet the needs of the ODPP while at the same time providing diversity in tasks, challenge, satisfaction and engagement is a core component of most HR processes. It is important to ensure that the structure of the ODPP, i.e. the number of roles at each level, allows for the ODPP to meet its mission, vision and goals without waste (excess employees) or overload.

What are the Objectives of Human Resource Management?

To understand the value and contribution of Workforce Planning, it is important to first understand the entire Human Resource Management process so you can see where and how workforce planning fits in.

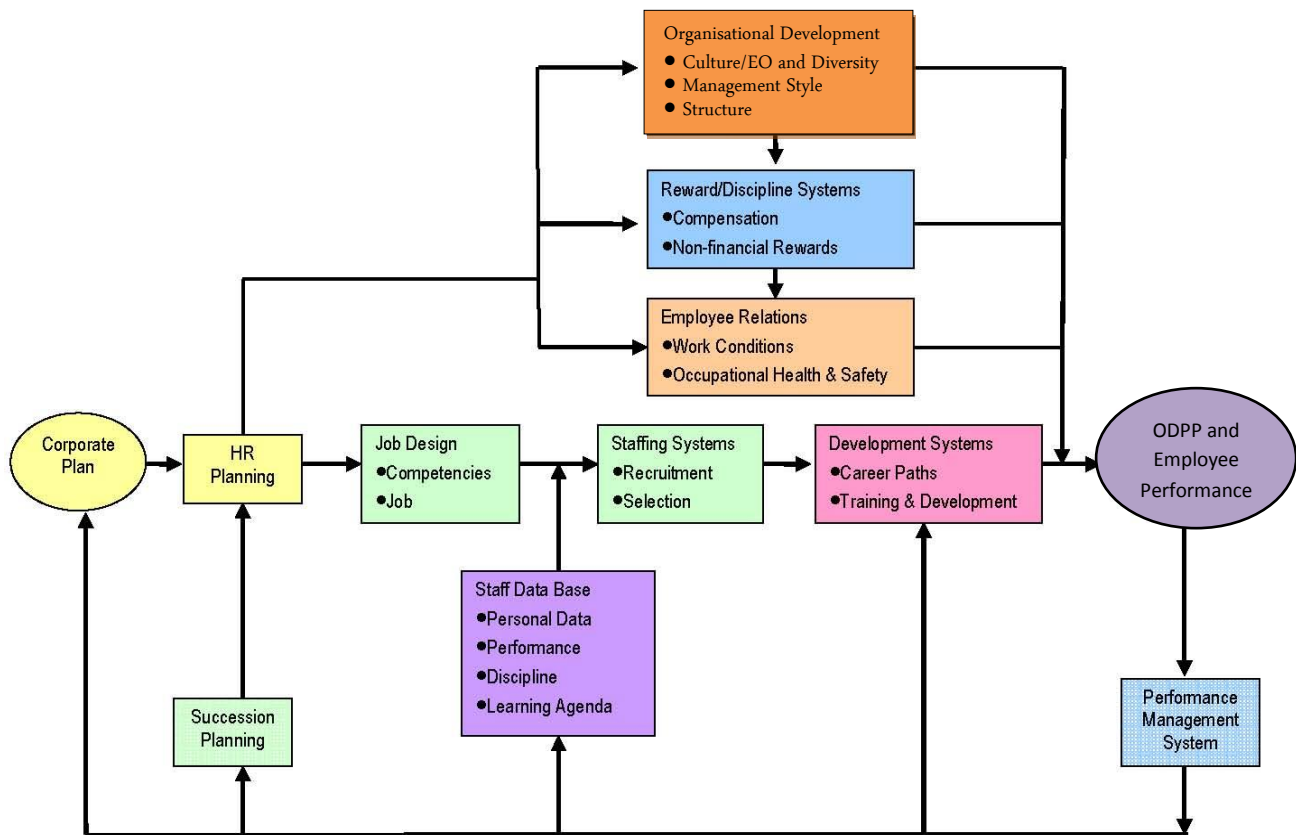
The goals of Human Resource Management are three fold, to:

- Attract the right people
 - Make sure we know what we are looking for
 - Skills, knowledge, and abilities
 - Make sure applicants know what they are applying for
 - Good image and reputation
 - Appropriate management style
 - ODPP culture
 - ODPP climate
 - Looks after their people
- Retain good employees
 - Good work conditions
 - Salary, training, transfers, and promotions
 - Treated fairly and respectfully
 - Job satisfaction
 - Growth and development
- Motivate employees for high performance
 - Fulfillment of psychological needs of individuals
 - Management skills
 - ODPP's goals
 - Work environment and job design

What are the HR Policies and Practices that help us meet these Objectives?

In order to attract, retain and motivate the right employee to high performance, the HR team must ensure there are good HR practices in place. There are a number of practices and procedures the HR team manage, and these are all interlinked. The following figure (Figure 3) outlines how the HR practices and procedures link to one another.

Figure 3: Human Resource Management Framework



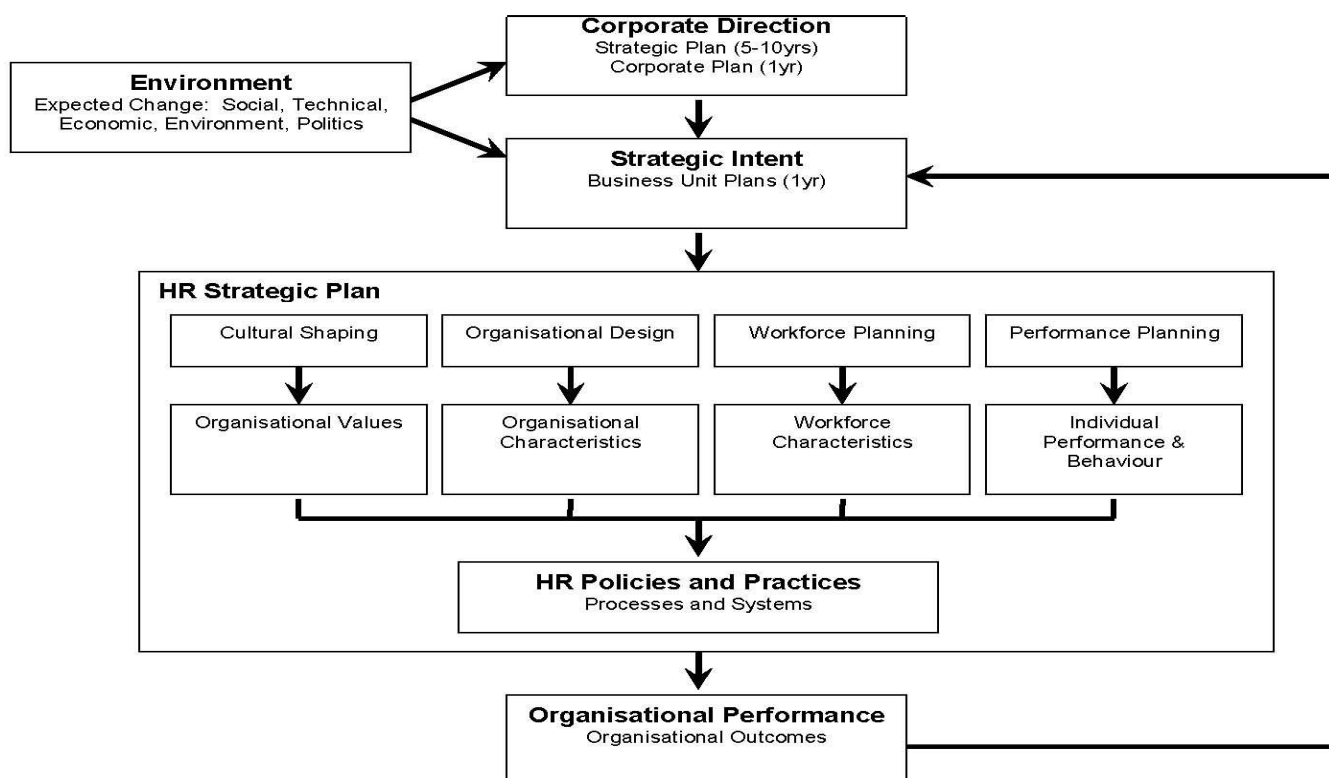
Key	HR Activities	HR Functions
	Planning	<ul style="list-style-type: none"> • HR Planning/Employment Planning <ul style="list-style-type: none"> – Plan and forecasting the ODPP's short and long term human resource requirements. – Analysing the jobs in the ODPP to determine KSA that are needed in the future. – How Do We Go About Doing That? <ul style="list-style-type: none"> • Collecting HR data for demand and supply purposes • Look at external environmental considerations (eg. social, demo-factors) • Job Design <ul style="list-style-type: none"> – Design jobs to accommodate the needs of both the individual and the ODPP. – Determining the work value for compensation activities. • ODPP Development <ul style="list-style-type: none"> – Ensure you select the best person for the role (equal opportunity) and a range of different people. – (Diversity) so the ODPP culture can be refreshed and not cloned. – Develop management styles so managers are flexible and have a range of tools to more effectively address staffing issues. – Ensure the structure of the ODPP meets the workload.

	Staffing	<ul style="list-style-type: none"> Recruitment <ul style="list-style-type: none"> Identify and attract a pool of qualified candidates. Ensure the <u>best</u> applicants. Selection <ul style="list-style-type: none"> Pick the applicant/s who best meets the selection criteria. Succession and Promotion. <ul style="list-style-type: none"> Plan the development of employees so they are ready for promotion.
	Appraising and Compensating	<ul style="list-style-type: none"> Performance Appraisals <ul style="list-style-type: none"> Sets expectations (allows control and competence development: remember the motivation theory) A development tool Compensation <ul style="list-style-type: none"> Salary and overtime etc.
	Improving	<ul style="list-style-type: none"> Training and Development <ul style="list-style-type: none"> Training needs analysis (it must bridge the gap, it is not a wish list) For performance issues For succession planning Safety And Health <ul style="list-style-type: none"> OHSE Welfare services
	Establishing and Maintaining	<ul style="list-style-type: none"> Industrial Relations <ul style="list-style-type: none"> Determination of awards Employee Management relationships Employee Rights
	Monitoring	<ul style="list-style-type: none"> Employee Database <ul style="list-style-type: none"> Allows HR and managers to keep track of employees and their progress within the ODPP. ODPP and Employee Performance <ul style="list-style-type: none"> Allows management to regularly track how performance is aligned to the direction and higher level goals of the ODPP.

The Contribution of Human Resources to Corporate Direction and Performance

The Human Resource function of the ODPP is critical to how well the ODPP will meet its mission and vision (the direction it has set) and how well the strategies and performance objectives are achieved. Figure 1 below provides a pictorial representation of the relationship between corporate direction, performance and HR activities.

Figure 1: A Framework for Human Capital Strategic Planning¹²



If we look in more detail at the contribution of the HR Strategic Planning Process (the main box in Figure 1) we can see there are a number of activities and tools the HR team uses to help them strategically plan their contribution to the ODPP.

Table 1: HR Tools that contribute to the HR Strategic Planning Framework

HR Planning Functions	HR Tools You Use
ODPP Values and Behaviour	➤ Competency Framework – each position description should profile the knowledge, skills and behaviours required for the role
ODPP Structure	➤ Functional Descriptions ➤ Position Descriptions for all Roles
Workforce Planning	➤ Workforce Scenario Planning ➤ HR Data ➤ Trend Analysis
Performance Planning	➤ Business Unit Plans ➤ Individual Performance Plans ➤ Training Needs Analysis ➤ Individual Development Plans
HR Policies and Procedures	➤ Policies ➤ Systems ➤ Practices and Procedures

¹² Adopted from Emmerichs, R. M., Marcum, C. Y. and Robbert, A.A. (2004). *An executive perspective on workforce planning*. Santa Monica: RAND National Defence Research Institute.

The aim of Strategic HR Planning is to ensure that all HR activities, strategies and processes are aligned and contribute to the ODPP's strategic objectives. In summary, Strategic HRM Planning is concerned with defining the philosophy, objectives and strategies of the HR Function. Once we have this direction then workforce planning, i.e. employment planning concerned with forecasting employee supply and demand, allows us to be sure we have the right people, in the right places, in the right jobs, at the right time to achieve the performance objectives that have been set for individuals, teams and the ODPP.

Workforce Planning

In both the public and private sectors, a high performing workforce – with the appropriate knowledge and skills – is essential to the efficient and effective delivery of quality services¹³. Successful organisations are managing the 'people factor' in a way that directly contributes to their capacity to deliver services and products. Successful organisations shape their workforce to achieve current and future business directions and goals. Workforce planning is a crucial element of this approach and its success.

Workforce planning is a continuous process of shaping the workforce to ensure that it is capable of delivering objectives now and in the future. It is a crucial element in planning how to get the ODPP from where it is now to where it needs to be in the future¹⁴. In simple terms, workforce planning aims to have "the right people in the right place at the right time, all the time". Workforce planning should be an ongoing annual process with four main steps:

1. Analysis of the current status of the ODPP and its services/products/programs (Annual Corporate/Business Planning, analysis of HR data).
2. Environmental Analysis (analysis of the current situation that may impact on us).
3. Forecasting (analysing supply of employee and demand for services/products/programs).
4. Strategies (developing strategies for moving the ODPP forward).

The key things to remember about workforce planning are¹⁵:

- it is an ongoing process and should be linked to the ODPP's planning processes.
- supervisors and managers within the ODPP are in the best position to assess their organisational and related workforce needs, and therefore have overall responsibility for workforce planning within the ODPP.
- in undertaking workforce planning, attention should focus on the principal issues, and not attempt to address every job classification within the ODPP. Workforce planning is most useful when focussed on job classifications with the largest number of incumbents, or the greatest turnover, or other key issues.

¹³ Para taken from page 2 of Planning for Capability – Disability Sector. Disability Services Queensland, Queensland Government, Australia. (October 2001).

¹⁴ Para taken from page 6 of Planning for Capability – Disability Sector. Disability Services Queensland, Queensland Government, Australia. (October 2001).

¹⁵ Para taken from page 7 of Planning for Capability – Disability Sector. Disability Services Queensland, Queensland Government, Australia. (October 2001).

Benefits of Workforce Planning¹⁶

The overall success of workforce planning will depend to a large extent on how effectively it can be integrated with other planning processes within the ODPP. When effectively integrated, the main benefits to be derived from the workforce planning process are:

- employees to meet future needs are being recruited or developed.
- reduced staffing costs through appropriate staffing levels.
- reduced staffing costs by correcting skill imbalances before they become unmanageable and expensive.
- improved identification of employee development needs.
- improved capacity for career management.
- improved employee productivity through better job design.
- increased job satisfaction.
- improved employee relations.
- reduced skill shortages.
- reduced labour turnover.
- employees whose capabilities are not likely to meet future needs can be retrained, redeployed or separated.
- employee utilisation can be improved through assigning employee to the highest value work they can perform.
- new or emerging job roles can be planned for through specific recruitment or training initiatives.
- the process enhances the capacity of employee to perform higher value work.
- HR initiatives are consistent with and complementary to business plans.

Outcomes of Poor Workforce Planning¹⁷

The following are possible outcomes of poor or non-existent workforce planning practices:

- objectives are not met because of shortage of essential skills.
- poor morale, affecting service provision, because of uncertainty about possible career paths.
- poor quality, or non-existent understanding, of available employee skills.
- excess employees are unable to be matched with areas of shortage.
- employee may not be posted to areas of most work meaning there are some who may be not-too-busy and others who are overloaded.

Workforce Planning Model

The following Figure 2 provides the sequence and steps necessary for workforce planning. Workforce planning requires the HR team to spend time analysing the current state of the ODPP and its staffing, comparing this to the future direction of the ODPP, analysing the demand for services/products/programs in the future (workload) and forecasting the future supply of applicants and demand (workload), before developing strategies for change.

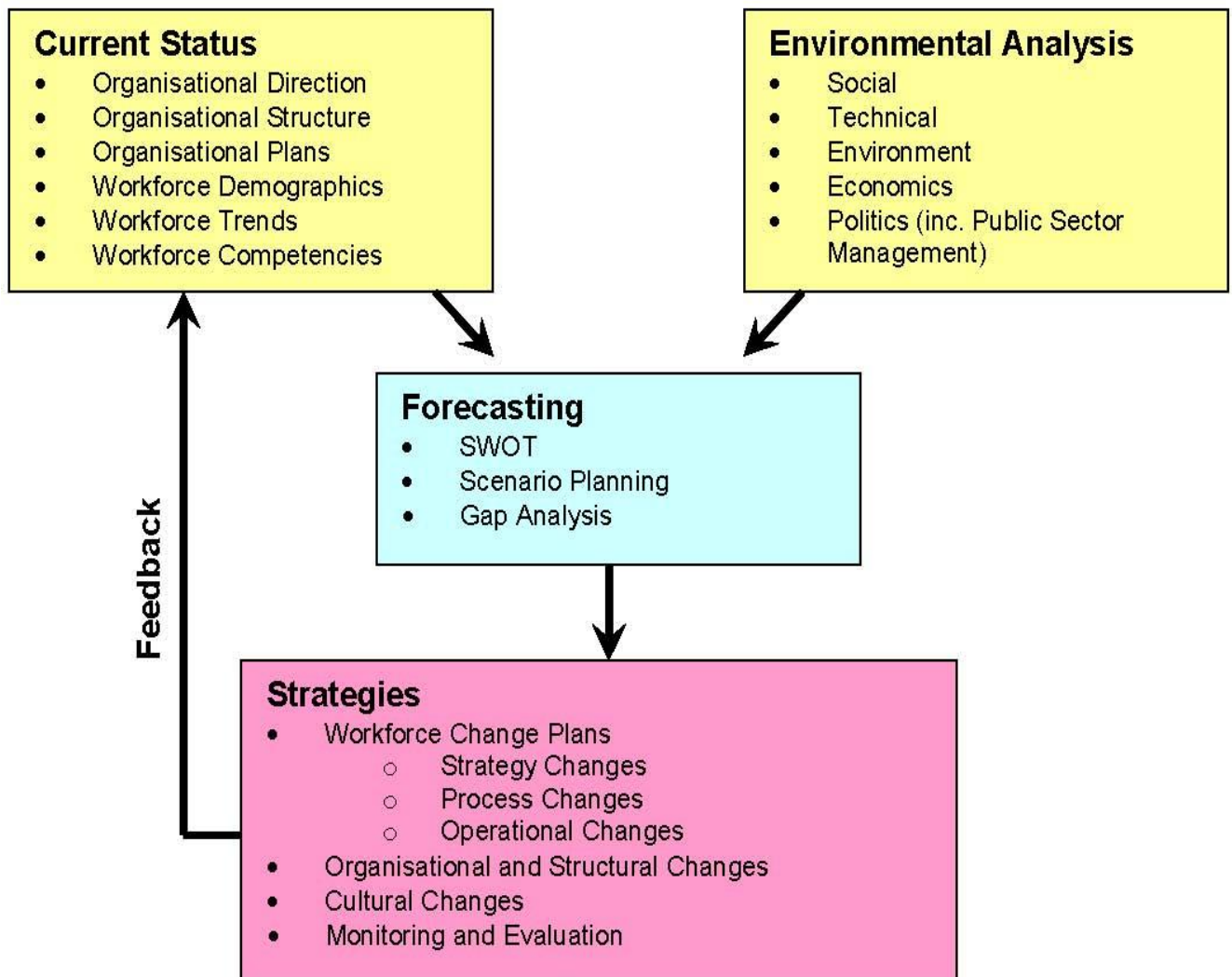
¹⁶

Para taken from page 10 of Planning for Capability – Disability Sector. Disability Services Queensland, Queensland Government, Australia. (October 2001).

¹⁷

Para taken from page 11 of Planning for Capability – Disability Sector. Disability Services Queensland, Queensland Government, Australia. (October 2001)

Figure 2: Workforce Planning Model



There are different types of workforce planning models – some are qualitative in that you work your way through questions and narrative analysis to develop your strategies, others are more quantitative and require more ODPP data and figures to assist in the analysis. The model proposed here is a combination of these two approaches in an effort to make the workforce planning process as useful and relevant as possible. It is also presented in a way that should be simple and easy to follow.

Table 2: How to Do Workforce Planning

Step	By the end of this step you should have:
<p>Step 1: Current Status</p> <ul style="list-style-type: none"> • Review your strategic plan to understand the direction and goals of the ODPP. • Review the annual corporate/business plan you set to see what you are trying to achieve annually. • Review what other ODPP plans or targets/KPIs you might have in place or other commitments you have made with government/donors/etc. • Review the current ODPP structure to determine what roles you have, in what locations. • Review your HR statistics – look at the demographics of your workforce. Who are they? Where do they tend to come from? • Review the trends in your HR Data – look to see what your recruitment statistics are like, your retention rates, leave, absenteeism, etc. • Review the competencies of your workforce – what capabilities (KSAs) do they bring? What training or development have they had? 	<ul style="list-style-type: none"> • A good understanding of where you need to be heading as the ODPP and what types of jobs you will need to help you get there. • A good understanding of what you are trying to achieve as an organisation. • A good understanding of what people (human capital) resources you have currently to help you get there – the demographics of your employees, their capabilities, etc. • A good understanding of the employee characteristics you will need in the future. • A good understanding of where the gaps may be for the ODPP – what people, resources, relationships/ partnerships or other inputs you may need to help you achieve your objectives.
<p>Step 2: Environmental Analysis</p>	
<p>Step</p> <ul style="list-style-type: none"> • Conduct a STEEP analysis – ask yourself what factors impact on how we do our work? What factors will impact in the future on how we do our work? Think about the factors in each of these categories: <ul style="list-style-type: none"> ○ Social ○ Technical ○ Environment ○ Economics ○ Politics (inc. Public Sector Management) • Review how demographic factors may impact on the ODPP and its services/products/programs? Will your potential applicants be different? Will your customers be different/have different needs? • Review how ODPP factors may impact on the ODPP and its services/products/programs? Will the culture of the ODPP change? Will the culture of the ODPP need changing? Will management structures be changing? 	<p>By the end of this step you should have:</p> <ul style="list-style-type: none"> • A good understanding of what internal and external factors you may need to consider when developing and delivering your services/products/programs in the future.
<p>Step 3: Forecasting</p>	

<p>SWOT Analysis</p> <ul style="list-style-type: none"> • Conduct a SWOT analysis so you fully understand what your employee's strengths, weakness, opportunities and threats might be. <p>Scenario Planning</p> <ul style="list-style-type: none"> • Ask yourself what are the 2-3 potential futures for the ODPP? The following questions may help you frame these scenarios. <p>Supply</p> <ul style="list-style-type: none"> ○ Is there excessive turnover in any group/location? ○ Is there too little turnover or mobility in any group/location? ○ Is there a proper balance (employee mix) of managerial, professional/technical and supporting personnel in each group? ○ Are qualified (competent) recruits available in the market? ○ Is the ODPP able to recruit competitively for desired talent? <p>Demand</p> <ul style="list-style-type: none"> ○ What will our client's needs be in the future? ○ What workloads are we expecting in each location? <p>Gap Analysis</p> <ul style="list-style-type: none"> • Review where you are now (SWOT) and where you think you might be (the scenarios) and see where the gaps lie in your staffing. 	<ul style="list-style-type: none"> • A good understanding of what potential applications you may be able to attract, what employees you may need to recruit, what training or development you may need to have in place, what locations you may need to place your employee in order to meet the needs of stakeholders and the workloads in each location.
Step 4: Strategies	
<ul style="list-style-type: none"> • Develop Workforce Change Plans: <ul style="list-style-type: none"> ○ What strategic changes do you need to make? ○ What HR Policy and process changes do you need to make in: <ul style="list-style-type: none"> ▪ planning ▪ staffing ▪ appraising ▪ compensating ▪ training and development ○ What operational changes will you need to make to: <ul style="list-style-type: none"> ▪ Key policies ▪ Standard Operating Procedures ▪ Template documents • What organisational and structural changes will you need to make? • What cultural changes will you need to encourage? • How will you monitor and evaluate these new strategies? <ul style="list-style-type: none"> ○ What HR information is required to support the changes? 	<ul style="list-style-type: none"> • Developed strategies for attracting, selecting, managing, and training, compensating and placing employees across the ODPP. • Developed your HR Information System to collect the HR data you need to monitor and keep track of your employees.

HR Information Systems – Your HR Data

A critical part of monitoring the ODPP is keeping track of your employees and their behaviour, needs and expectations. A Human Resource Information System (HRIS) allows you to collect employee information and produce reports that provide you with useful data for analysis and review. This HR data is also critical information you need in steps 1 and 3 of the workforce planning process as it provides you with valuable information as to the current functioning and behaviour of your employees.

This information is recommended to be collected on an ongoing basis and reported to the Director monthly.

What should we be collecting and reporting?

HR should ensure it collects and reports on key HR statistics monthly.

Employee distribution overall and per location/division

- Employees
- Contractors

Gender

- % legal employees by gender
- % legal employees by level by gender
- % support employee by gender
- % support employee by levels by gender
- % employees vs contractor legal employees by gender

Attrition

- Attrition rate for legal employees (males vs females)
- Attrition rate for legal employees (by location)
- Support employee attrition rates (males vs females)
- Support employee attrition rates (by location)

Transfers

- Number of voluntary transfers into an area (number of applications)
- Number of voluntary transfers out of an area (number of applications)

Promotions

- Number of legal employees promoted for each level by gender (in the quarter)
- Number of support employees promoted for each level by gender (in the quarter)

Sick Leave

- Sick leave usage (work related and non-work related and males vs females)

Leave liability (average hours)

- Annual leave liability
- Long service leave liability
- Other leave taken – eg. maternity, bereavement

Occupational Health and Safety

- % work related injuries
- Number of hazard and incident reports
- Completed OHSE activities – eg. drills, health promotion presentations, etc
- Completed OHSE Audits

Disciplinary Actions

- Number of disciplinary actions by level and by location
- Types of disciplinary actions taken

Training and Development

- Number of employee who have completed the required training/development for their role
- % of people in each level completed courses
- % satisfied with training/workshops delivered

Grievances

- Number of harassment complaints made by gender (in the quarter)
- Number of privacy concerns lodged (in the quarter)
- Number of other grievances lodged (in the quarter)

Client Complaints

- Number of client complaints lodged by location
- Type of complaints made by location

Job Design and Job Evaluation

Purpose and Policy

Having jobs that meet the needs of the ODPP while at the same time providing diversity in tasks, challenge, satisfaction and engagement to individuals is a core component of most HR processes. It is important to ensure that the structure of the ODPP, the number of roles at each level, allows the ODPP to meet its mission, vision and goals without waste (excess employees) or overload (too few employees). Hence workforce planning and job design are closely linked.

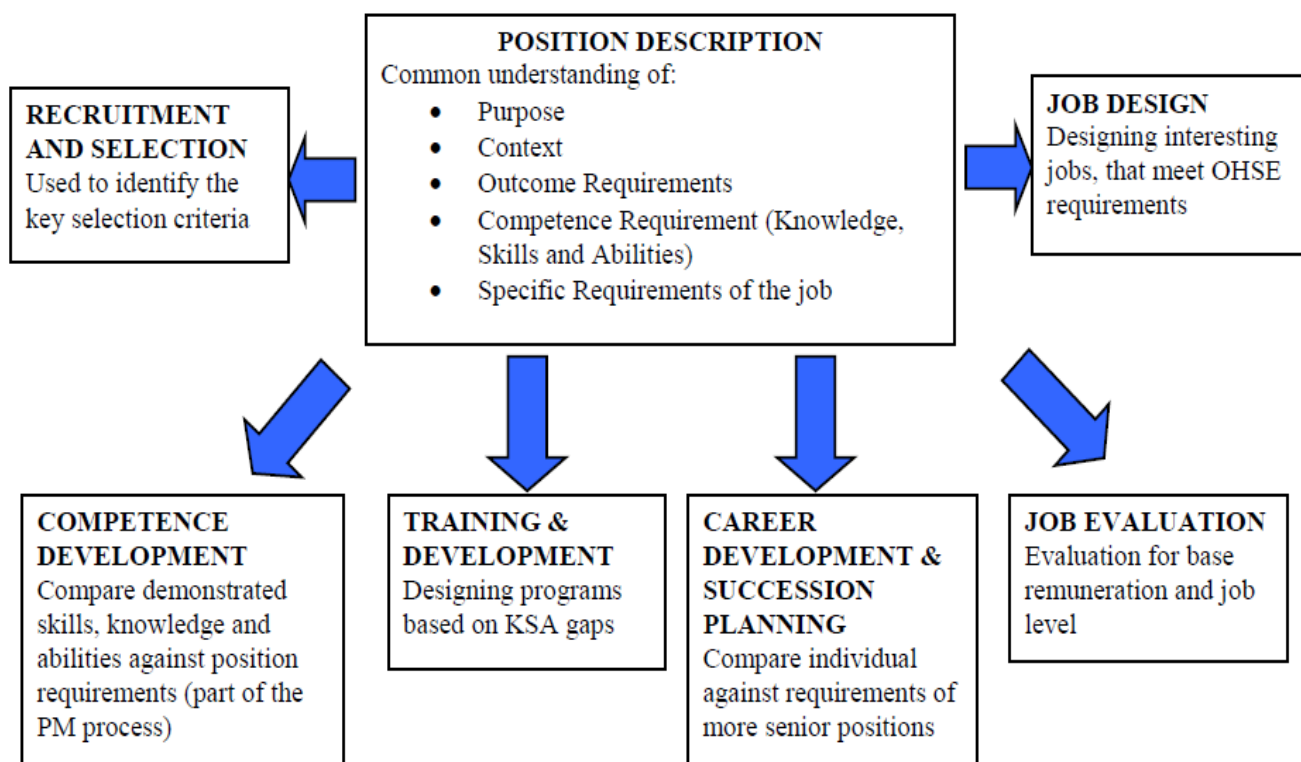
It is proposed that the position description process for the ODPP focus on defining the role and providing clarity regarding the competence requirements of the role and what is expected to be achieved. By outlining these core aspects of the role, there is clarity regarding the needs of the role which is critical for designing relevant and objective selection and promotion processes and for assessing potential for future roles. It also provides guidance for the setting of performance targets as part of the performance review process. For the ODPP, the position description provides a foundation for conducting job evaluations to ensure each job level and salary bands are appropriate for the roles and responsibilities bundled together while at the same time providing guidance to benchmark and to ensure equivalence across roles, functions and departments.

Relevant Documents

Documents Relevant To This Process Include:

- Position Description

Links to other HR Processes¹⁸



¹⁸Adapted from Dessler, G. Griffins, J. Lloyd-Walker, B and Williams, A. (1999) Human Resource Management. Australia: Prentice Hall

Procedure

Writing Position Descriptions – For Job Families

1. Identify the similar roles within the ODPP. (e.g. legal officer, senior legal officer, divisional manager)
 - If there are existing PDs for these roles, then ensure copies are available to all those present at the workshop.
2. Have all the supervisors and current incumbents of the job family get together in a workshop. Facilitated by HR, work through the PD proforma and complete a draft for that job family – i.e. what are the basic common elements they all have in the role irrespective of location.
 - PDs should stand alone from the current incumbent in the position and reflect the role not the person. The idea is to establish the requirements of the position regardless of who it is filled by.
3. After the workshop, ask each supervisor and incumbent to review the draft and tailor it to their area and role.
4. Ask the supervisor of the role and the current incumbent to brainstorm together and draft the position description. This can be workshopped.
5. HR to review all completed PDs and benchmark similar roles to ensure consistency in requirements and levels.

Writing Position Descriptions – Individual Roles

1. Identify if there is an existing PD for that role and for similar roles. Have them available at the meeting.
2. Ask the supervisor and the current incumbent to meet and work through the PD proforma and develop a PD for the role. HR to facilitate this meeting.
 - PDs should stand alone from the current incumbent in the position and reflect the role not the person. The idea is to establish the requirements of the position regardless of who it is filled by.
3. HR reviews the draft and compares the PD to other similar roles at that level to ensure consistency in requirements and levels.

Job Evaluations

- The above processes allow the ODPP to do two things. First, consult widely enough to ensure each position description accurately reflects all aspects of each role, and second, to conduct internal benchmarking to ensure roles and responsibilities are equivalent at each level across the ODPP and that there is a clear change in responsibility and accountability as you move up in job levels.

- It is critical that the Director receives position descriptions and job analysis questionnaires that provide him with the information he needs to accurately assess the complexity, size and scope of each role to ensure salaries are appropriate. Currently the ODPP uses a technique to evaluate jobs called the Cullen Egan Del Job Evaluation System. This system assesses the information provided and allocates points to the role in 3 areas. The salary bands set for that role are based on the total score the job receives.

These assessment criteria are:

- Expertise
 - knowledge and experience
 - breadth
 - interpersonal skills
- Judgment
 - job environment
 - reasoning
- Accountability
 - independence and influence
 - impact – direct/indirect, advice, service
 - involvement

Recruitment and Selection

Purpose and Policy

The purpose of the recruitment and selection policy is to fill vacant positions within the ODPP with the most competent and competitive candidate for the role.

The principle of 'merit' based selection underpins the recruitment policy so that the best possible candidate is sought for a role. From those applicants that meet the competence requirements for the role, the best candidate will be selected. Hence this is a competitive process based on the assessment of competency and performance potential, not one based on seniority, promises or tradition.

It is important to remember that the Equal Employment Opportunity and Diversity Policy applies in this recruitment and selection process and that this policy is consistent with the above statements as it states that appointments and promotions will be based on merit using an open and competitive selection process, and all employees (men, women, and all ethnic groups) will have adequate and equal opportunities for training and advancement.

In assessing an applicant for recruitment or promotion, the following work-related criteria may be used to assess and identify the most suitable candidate:

- Knowledge, skills and abilities (competencies) relevant to the role;
- Qualifications, training and other relevant competencies (ie. driver's license, senior first aid);
- Standard of previous work performance (particularly relevant in promotions);
- Capacity to perform at the level required;
- Demonstrated potential for further development; and
- Ability to contribute to team performance.

Relevant Documents

Documents relevant to this process include:

- Position Description Template.
- Letters: Acknowledgement Of Application, Invitation To Interview, Rejection Letter, Letter of Appointment.
- Application Form.
- Shortlisting Proforma.
- Interview Proforma.
- Reference Checking Proforma.
- Candidate Comparison Matrix.
- Selection Panel Report for the Staff Board.

Links to other HR Processes

RECRUITMENT & SELECTION

What are the required:

- Qualifications
- Knowledge
- Skills
- Abilities or Behaviours

INDUCTION

- Should be conducted as soon as they start work.

TRAINING AND DEVELOPMENT

- The Competency Assessment completed as part of the recruitment process is invaluable as an initial assessment of their training needs.
- A Development Plan should be created with their manager as soon as they start work to address these needs.

PERFORMANCE MANAGEMENT

- The Manager should set performance targets and clarify role expectations as they start to provide them with objective measures to assess their performance and to enable retention decisions at the end of the probation period.

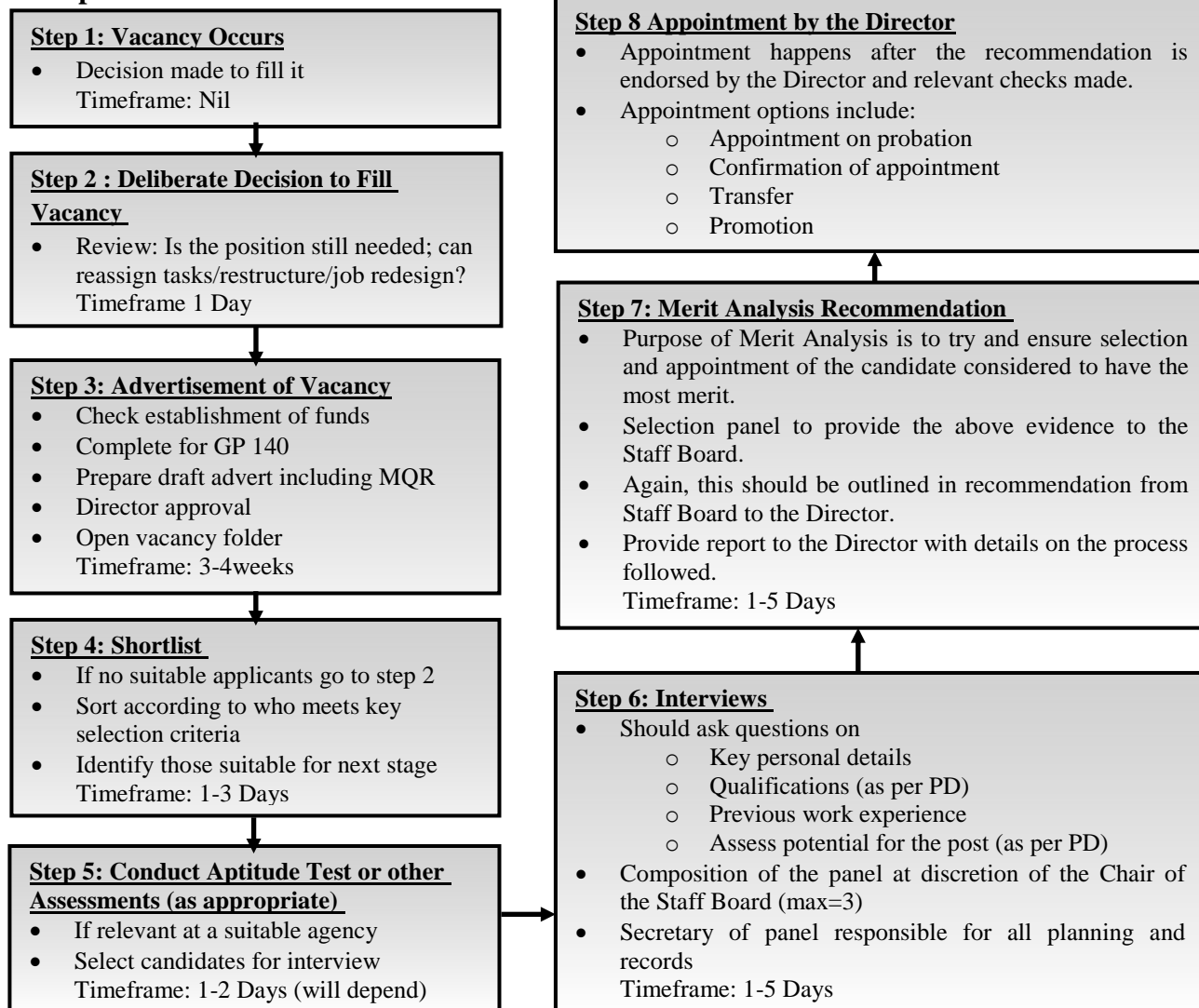
PROMOTION

- This is another way to fill a vacancy. Promotions should follow this same process – merit based and competitive process.

CAREER PLANNING

- The Competency Assessment completed as part of the recruitment process and initial discussions will provide an indication of their potential and will help with the creation of their career plan.

Steps and Procedures



Points to Note – Additional Tips

Step 1: Vacancy Occurs

- If known will be well in advance can proceed to steps 2 and 3 without waiting for the vacancy to actually occur.

Step 2: Deliberate Decision to fill vacancy.

- Good to reinforce the need for organisational review and consideration of alternatives like job redesign or task reassignment.

Step 3: Advertisement

- At least 3 weeks for applications

Step 4: Shortlist

- Make sure you use selection criteria
- This time too short – 5 days more reasonable

Step 5: Aptitude testing and other Assessments

- As relevant – check selection criteria
- Can help narrow the candidates as you see them in task more relevant to the job

Step 6: Interviews

- Personal info – confirm this information
- Qualifications and experience – confirm this
- Behavioural interviewing around key selection criteria (points 3-4)

Step 7: Merit Analysis and Recommendations

Step 8: Appointment

Key Selection Criteria

- It is important that every selection process is designed and run based on searching for evidence that this candidate meets the requirements of the role. Hence the advertisement, application, interview, performance and aptitude tests and reference checks are based on what competencies the person will need to achieve the tasks and duties of the role.
- The Staff Board should appoint a Selection Panel who will work with HR to refine the position description, identify the selection criteria, draft the advertisement and conduct the interview.
- The purpose of the selection criteria is to:
 - Provide a common standard for all applicants.
 - Provide disciplined structure for assessing applicants.
 - Minimise the possibility of inappropriate measures and judgments being used, such as who you know and whether you are male/female, white/black, etc.
- Selection criteria are identified by reviewing the position description and identifying what knowledge, skills and abilities are essential to the role and what is desirable (ie. what can you develop once they are in the job)
 - **MQR:** provides you with a minimum standard. It helps you select those who do not meet the minimum. The MQR does not help you then sift through the applicants to find the most suitable/competitive one.
 - Selection criteria based on what knowledge, skills and abilities are needed for the role, allow you to assess the competence of the remaining candidates and determine based on their past performance, who is the most suitable for the role.

Collecting Evidence

- The steps and procedure outlined above provides the Staff Board with a number of opportunities to collect evidence against their selection criteria.

For example:

- **At Application:** by asking the candidates to address selection criteria and outline how they meet the MQR and other special requirements. The assessment is made in step 4 above – “Shortlisting”.
- **Aptitude and other Performance Assessment:** by asking candidates to complete appropriate tasks and tests to gather more evidence against the selection criteria. This could include presentations, case studies, administrative tasks that simulate samples of work and aptitude tests. The assessments must gather evidence relevant to the selection criteria and add value to the process. They must seem on their face reasonable to the candidates.
- **Selection Interview:** this is the most common method of assessment. Interview questions must be relevant to the selection criteria and gather evidence relevant to their future performance in the role. Guidelines on the conduct of the interview are provided in the HR Toolkit.
- **Reference Check:** can be done in person, via mail, email, telephone or letters of reference. The purpose is to verify information collected, to predict job success, and to uncover background information that may not have been provided earlier or identified by

the selection techniques used. The value of a reference check is that it often serves more as a basis for negative selection – finding out information you can use to select candidates.

- **Medical Examination:** a medical examination is conducted on the preferred candidate to determine whether “the employee is capable of performing the duties of his/her post or of any post to which it may be proposed to transfer the employee.”
- **Criminal Record Check:** all employees who are at the ODPP need to have a clear criminal record. A criminal record check needs to be completed before appointment. One way to ensure this is to ask applicants to provide a recent police clearance at the time of application (this will cost them) or the ODPP can have this done free of charge through the government system. Whilst waiting for this clearance the ODPP can appoint employees on the condition they receive a satisfactory police clearance.

Selection Interview Panel

- The Staff Board is a group of individuals appointed to oversee HR decision making within the ODPP. Selection Interview Panels should be made up of those people who have the greatest knowledge of the role. Staff Board members should not be a member of an interview panel unless they fit this criterion – this will leave the Staff Board free to act as an independent review panel of all selection information collected including the selection process.
- Interview panelists should be those with the most knowledge of the role – usually the manager of the position, another senior manager who works with the role or a senior lawyer, and an HR representative who brings knowledge of the process and best practice selection to the panel.
- It is important to have a panel that can assess the candidates and not to have too many people on the panel such that it becomes difficult to manage roles and responsibilities and it intimidates the candidates (i.e. 5 people or more).

Staff Board Deliberations

- The Selection Interview Panel provides evidence on each candidate to the Staff Board who combines this with other assessment information to make a recommendation to the Director.
- The recommendations made by the Staff Board should include justification for their recommendation of the preferred candidate (ie, outline the selection evidence) and starting salary.
- If the Staff Board feels there is not enough evidence to make a decision they may decide to conduct a second interview and have one or more Staff Board members on that interview and/or conduct further reference checks. It is important that all recommendations can be justified with evidence so that there is a logic trail to explain decisions to the Director.

Authority to Appoint

- **All Employees:** The decision is made by the Director. The Letter of Appointment is prepared by the HR Manager.
- Appointment of the Director is made by the President on the recommendation of the Judicial Services Commission following consultation by the Judicial Services Commission with the Attorney General.

Approvals

- Authority to approve the filling of a vacancy and the placing of an advertisement rests with the Director.

Appointments and Probation Period

Appointment

- Appointment should be made as soon as possible after the candidates were interviewed. Best practice suggests not more than 2 weeks later as it is important that good quality candidates are not lost through poor process and inconsiderate handling.
- The Letter of Appointment should provide the date of appointment (the date on which the employee assumes duty) as well as where and who they should report to on their first day.

Probation

- It is important to appoint people on probation to allow you time to see how they actually perform in the role.
- The ODPP views the probationary period as an extension of the selection process and during the probationary period credentials can be reviewed and an employee's performance, enthusiasm, behaviour, attitude and conduct evaluated by the ODPP to assess their suitability to perform their duties.
- In order to make objective and appropriate assessments of their performance on the job it is critical that the Executive Management sets performance targets and clarifies expectations when they first start the role. This will enable them to provide accurate feedback to the employee on probation regarding their performance in the role and will enable more objective assessments to be made regarding their retention post probation.
- The period of probation is twelve (12) months.
- Whilst on probation the employee's performance and behaviour in the role must be assessed and reported on to the Director. Reports are made:
 - At the six (6) month point; and
 - One (1) month prior to the end of the probation period.
- Recommendations should be made regarding:
 - the employee's suitability to be confirmed;
 - if the period of probation should be extended; and
 - if the employee's appointment should be ended.
- It is important that the principles of 'natural justice' be applied to these recommendations. This means that the employee:
 - should be told of the recommendation;
 - be given time to state their views on the recommendation; and
 - those views must have been considered in making final recommendations.

- At any time the Director may confirm the employee's appointment even prior to the end of the probation period.
- During the probationary period the employee's appointment may be terminated by either the Director or the employee by giving the required notice of thirty (30) days.

Induction

Induction is usually conducted for new appointees/recruits, to familiarise them with the ODPP system and the program is prepared by the Training Officer in conjunction with the HR Manager. The Induction Course is usually conducted for five (5) days and the Principal Legal Officers assist in the various legal topics to be covered.

The Corporate Services Division will be assigned a day and time to present Administrative and Financial topics.

The following topics are covered:

1. Appointments
2. Leave
3. Salaries
4. Contracts
5. Communication Channel
6. Dress Codes (Administrative Staff)
7. Code of Conduct, Values and Ethics

Purpose and Policy

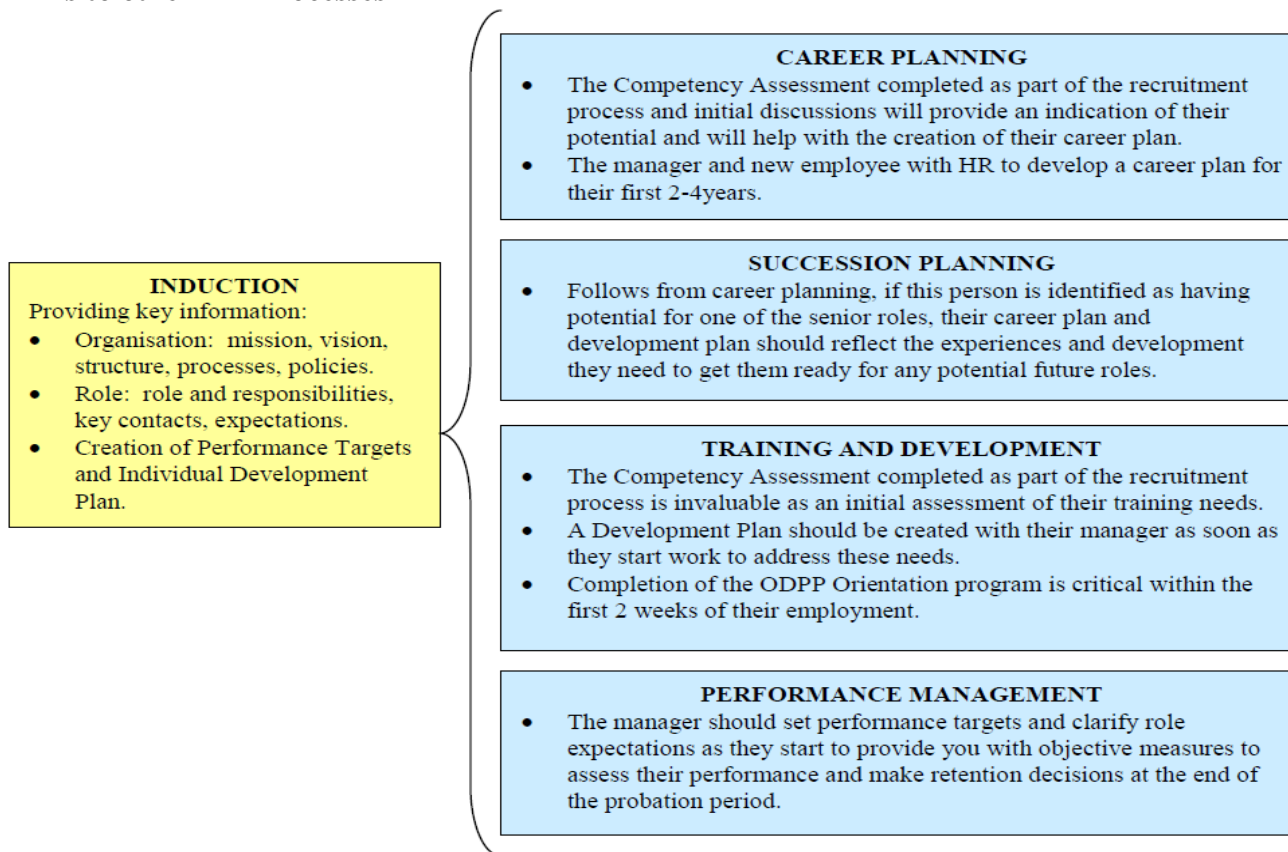
The purpose of an induction is to provide key information to employees when they first start work at the ODPP. It is to ensure they understand the behavioural and cultural expectations of the ODPP as well as making the details of their role, its responsibilities and performance expectations clear to them.

Checklist and Documents

Documents relevant to this process include:

- Training Needs as identified in the Selection Process -Interview Guide, other assessments.
- Training Needs Analysis Questionnaire or Competence Review.
- Position Description.
- Induction Checklist.
- Orientation Program for the ODPP.

Links to other HR Processes



Procedure

- At the ODPP there are two (2) processes involved in inducting employees:
 1. **Orientation Program:** This is a mini-workshop where basic generic information about the office and its procedures is presented to the new employees. It ensures standardised and consistent information is presented to all new starters and is designed to help guide the new employee in their adjustment to the workplace – its culture, values, behaviour, policies and procedures. Often delivered by a range of employees that covers topics and information relevant to their areas of expertise.
 2. **Induction Checklist:** This is usually a more job specific process and involves one-on-one support to the new employee and talking them through the job requirements and administration specifically relevant to them in their new role. It allows them to ask specific questions and get clarity on what is expected of them. Consequently it is important that the induction be conducted in part by the manager of the new employee as well as HR to ensure both job requirements and ODPP requirements are outlined.

Before they start

- HR and the manager should agree on the process for their induction. For example who should they first report to and when will they meet with key individuals. Key information should be provided in their letter of appointment giving them directions for their first day.
- The manager and HR should review the ODPP induction checklist and update it as required depending on where this person works and the requirements of their role. They should add in steps and information important to this person in this role.

Their First Day

- Work through the induction plan and checklist as agreed.

After their First Day

- Continue providing them with the experiences and introductions they need.
- Manager to provide regular informal feedback and support as well as formal feedback via the performance review process.
- Manager and Training Department to provide development opportunities as per their development and career plans.

Within their First 2 Weeks

- The Training Officer is to arrange an orientation program providing them with the core generic information all employees need to know about the ODPP.

Training and Development

Purpose and Policy

The aim of the training and development policy and procedures is to provide development options to managers and employees that meet real training needs. It enables managers and employee to assess their real needs, identify development activities and options and link this to career and succession plans so that the individual's and the ODPP's needs are met.

The creation of the Individual Development Plan forms part of the Performance Review Process which is completed annually. This should enable managers and employees to action in respect of development needs as required ensuring they can meet their performance expectations. Identification of training needs should be done in a structured way that is focused on whether the person has the required competencies needed by their actual role. Hence the ODPP has developed two (2) processes to assist managers in identifying training needs and passing these to the Training Officer to develop a comprehensive and strategic training plan.

These two (2) processes are complementary; managers can do one or the other:

- Complete a Competence Review as part of the Initial Discussion they have with employees in the performance Management process; or
- Complete the Training Needs Analysis Questionnaire relevant to the position their employee holds.

The Training Plan developed annually for the ODPP collates all the training needs of employees as identified in their Individual Development Plans and prepares training and development activities that strategically address these needs whilst utilising the available resources appropriately. At times a more structured training needs process may be required and managers will be asked by the Training Officer to complete a Training Needs Analysis Questionnaire for the position the employee holds.

Checklist and Documents

Documents relevant to this Process include:

- Annual Training Plan.
- Position Description.
- Training Needs Analysis Questionnaire.
- Individual Development Plan.

Training Plans and Calendars

- The Training Department should on an annual basis collate the training needs of the ODPP and prepare a training plan and calendar addressing common or group needs.
- Training needs may be identified by collating the completed Competence Review forms from the Performance Review. If a manager does not complete one, then the Training Department can ask the manager to complete a Training Needs Analysis Questionnaire relevant to the role the employee holds.
- Managers should consult this plan and calendar when working with individual employees to create their development plan so they access development opportunities available.

Individual Development Plans

- All employees should have an individual development plan. It is the manager's responsibility to create one with the employees:
 - when they enter the ODPP (during induction); and
 - at each performance planning session (annually).
- Each manager and employee should actively refer to this document and work during the year to achieve the development goals set. They should make contact with HR and the Training Department for support and advice.
- Each development plan should be based on the actual needs of the employee. These can be identified using different tools:
 - A Training Needs Analysis (using a formal questionnaire or the Competence Review);
 - Discussion of their performance (during their performance review); and
 - Observation in the workplace.
- Outside of the Induction process, all other Individual Development Plans will be created as part of the Performance Review Process using the Competence Review Form or a Training Needs Analysis Questionnaire.

Training and Development Options

It is important to realise that training is not just about attending formal courses. Training and development can be achieved through activities on-the-job as well as formal learning events. Some of the options available to a manager include:

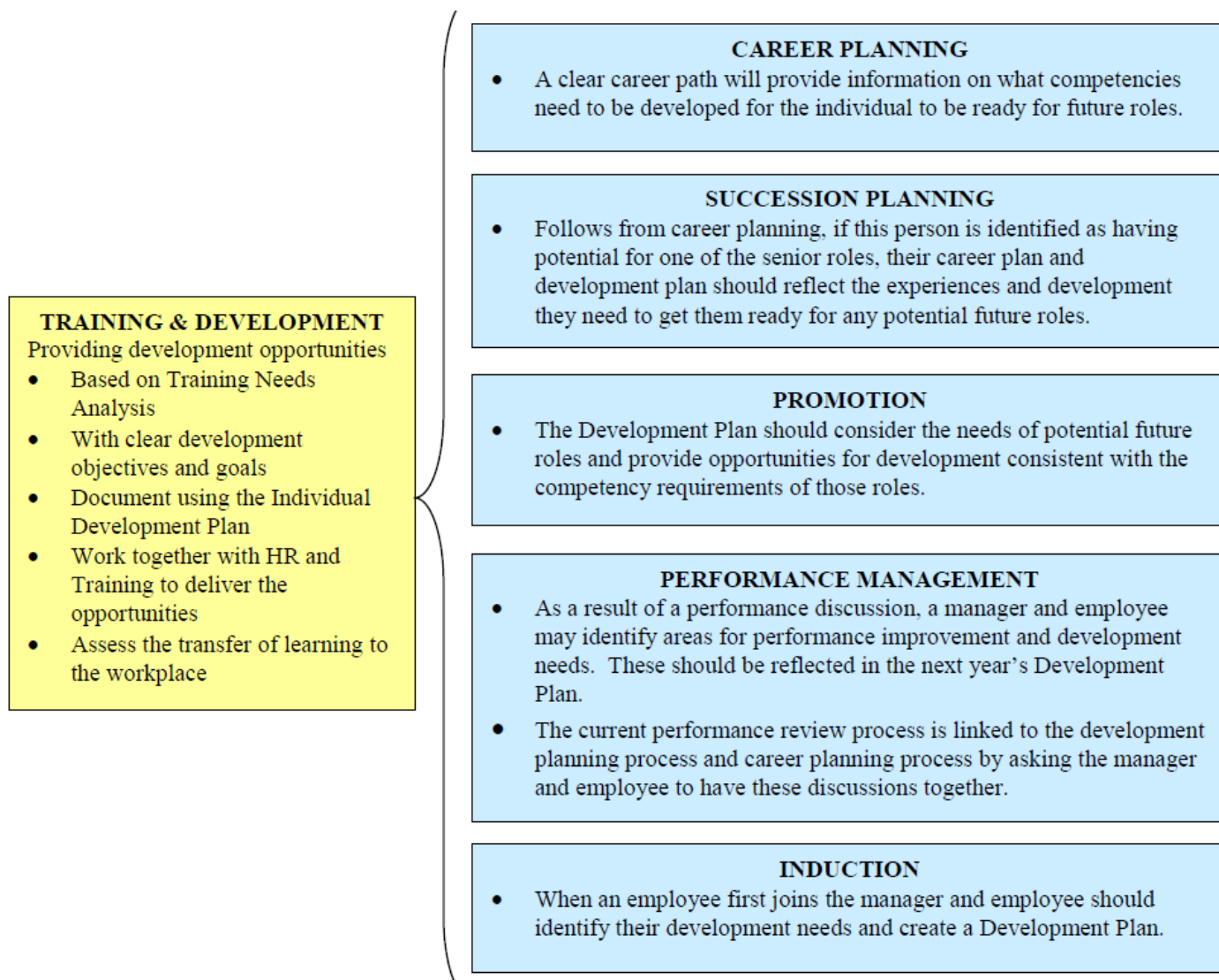
Training Methods and Techniques ¹⁹	Advantages	Disadvantages
On-the-job Training <ul style="list-style-type: none"> • Coaching / mentoring: trained by an experienced worker • Job rotation: to increase the experiences the worker will have • Special Projects: first-hand experience working on real problems/projects • Apprenticeship: structured process to acquire skills with components off the job too 	<ul style="list-style-type: none"> • Inexpensive • Learn while doing so increases chances of transfer and get immediate feedback • Increases experiences and opportunities 	<ul style="list-style-type: none"> • Need to have competent trainers to ensure they support and reinforce the required KSAs • Need to have the required materials • May not be possible with some roles and KSAs
Off-the-job Training <ul style="list-style-type: none"> • Courses, Workshops • Programmed Instruction • Conferences • Lectures • Books • manuals 	<ul style="list-style-type: none"> • Two-way dialogue options like conferences and workshops create shared learning etc • Cost effective in delivering content / knowledge / process / sequence 	<ul style="list-style-type: none"> • May hamper transfer • May be general to meet all audience needs • Sometimes difficult to apply • One-way dialogue if lectures • Costly to rewrite/re-video if content needs changing • Costly in direct cost of the program and indirect costs of loss of time at work
Other Technology Options <ul style="list-style-type: none"> • Computer Aided Instruction • Interactive CD ROMs • Equipment Simulators • Video conferencing 	<ul style="list-style-type: none"> • Self-pacing • Active practice or rehearsal • Flexibility, immediate feedback • Continuous monitoring and assessment of learning • Diagnosis of learning problems • Remedial assistance • Sometimes safer/easier/cheaper to use simulator than real thing 	<ul style="list-style-type: none"> • Time and expense to develop • Whether person is familiar with technology • Does the technology cope with the task
Managerial Options <ul style="list-style-type: none"> • Leader Match (Mentoring/ Coaching) • Behavioural Role-Modeling • Rater Training: for selection, performance reviews • Simulations and Business Games • Case Studies • Learning Journals • Action Learning • 360 degree feedback 	<ul style="list-style-type: none"> • Good for developing the less obvious capabilities like 'thinking' abilities (decision making, judging, what-if thinking) • Good for thinking through application to the job and applying principles in different environments 	<ul style="list-style-type: none"> • Lack of evidence for the behavioural role modeling

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Adapted from Dessler, G. Griffiths, J., Lloyd-Walker, B. and Williams, A. (1999). *Human resource management*. Australia: Prentice Hall. And Goldstein, I.L. & Gessner, M.J. (1988) Training and development in work organisations. In C.L. Cooper & I.T. Robertson (eds) *International Review of Industrial and Organisational Psychology*. Chichester: Wiley.

- Adult learning theory suggests that you should:
 1. Choose the technique that will best develop/encode the KSAs you are trying to develop.
 2. Make it practical to have the person develop actively – enhances encoding and transfer.
 3. Use feedback that is accurate, credible, timely and constructive.
 4. Ensure the method enhances self-efficacy and trainee expectations that it will be successful (i.e. start simple and get more complex).
 5. Adapt methods to the individual's trainee aptitudes and prior knowledge.
- Remember the goal is for this person to not just develop but to improve their performance and productivity in the workplace. Aim for techniques and approaches that will encourage transfer back into the workplace. As a result when you identify their training needs and agree on the training objective, you should also think about the way you will measure/evaluate the effectiveness of the training. Be sure you clarify these criterion measures up front, before you start, to be sure you have your benchmarks and skill transfer expectations clear.

Links to other HR Processes



Procedure

For Managers -Individual Development Plans for your Employees

- Identify Training Needs:
 - At induction using recruitment and selection assessment.
 - During a performance review using the Competence Review Form.
 - Using a formal Training Needs Analysis Questionnaire.
- Create the Individual Development Plan (at the Performance Planning session of the performance review process).
 - Manager and employee together as part of the Performance Review Process.
 - Consulting with HR and Training Department to set clear development goals and performance expectations.
 - Manager, employee and Training Department to each keep a copy of the plan.
- Implement the plan and monitor performance against the plan regularly.
 - Manager and employee meet regularly to see how they are progressing against the plan. Provide coaching and support as required.
- At the end of the plan, reviews progress and how performance may have improved as a result of this development (at the end of the year in the final performance review discussion).
 - Carry forward to the new development plan any outstanding areas for improvement.

For the Training Department – Development of the Annual Strategic Training Plan

- Collect the training needs of employees in the ODPP by collating data from:
 - The Competence Review completed as part of the Performance Planning session and the draft Individual Development Plan the manager and employee have prepared together; or
 - If managers have not completed a structured Competence Review, have them complete a Training Needs Analysis Questionnaire for the employee so you have comparable data to competence reviews.
- Collate the training needs of all employees according to job level, for example, collate all the ADPP, PLO, SLO, LO and Admin staff needs. Develop an annual training plan of formal activities that address the development needs of the majority. Work with managers to develop options for those with individual needs.
 - Review the training needs and identify where there are common ones that require a formal solution such as a training course, workshop, seminar or conference.
 - Where there is only 1, 2 or 3 people needing development in a certain area, then look at on-the-job options for development such as mentoring, project work, and coaching or job rotation.
- Ensure all employees who are delivering formal training have a clear understanding of:
 - the purpose of the session;
 - the target audience;
 - the learning objectives for their session;
 - the time available, venue, materials available;
 - the assessment criteria and methods suitable; and
 - the follow-up development/practice/assessment required.

- Assist presenters to deliver the workshop. Ensure you complete an evaluation for the workshop can be improved and the training plan reviewed at the end of the year to see if it was successful.
- Collect all follow-up assessments from the workplace to ensure employees are using their “new skills/knowledge/abilities” in the workplace effectively.
- Conduct a review at the end of the year to determine the effectiveness of the training plan and its ability to ‘close competence gaps’.

Overseas Travel and Training

➤ Nominated by the Director for Overseas Training, Meetings, Conferences and Seminars

- Step 1:** The ODPP receives invitation for overseas event attendance.
- Step 2:** The HR Manager on the advice of the Director circulates the invitations to the staff of the ODPP inviting expressions of interest to attend.
- Step 3:** HR Manager generates a list of potential employees and provides information on their training needs and what training or development they have completed in the past.
- Step 4:** HR Manager considers potential attendees using the following selection criteria:
- Event should be relevant to the purpose of the ODPP and the role of employee(s) under consideration.
 - Potential attendees should be identified based on whether they have competence gaps relevant to this event.
 - Repeat invitations for similar events should be rotated between appropriate and relevant employees.
 - The event should be targeted at the right level for the employee and the role.
 - The above information should be collected and assessed in consultation with the managers involved and the training and performance records of the employees.
- Step 5:** Director confirms the nomination.
- Step 6:** Applications/registrations should be formalised by the nominee in liaison with the coordinators of the event. The HR Manager is to be involved in this process to ensure documents and required information is transmitted within the timelines.
- Step 7:** Confirmation of funding is to be done by the HR Manager in liaison with the Director and the event coordinators if fully funded.
- Step 8:** Airfare quotations are formalised in liaison with the event coordinators and the funding agencies. To be confirmed, are the travel route and the formalising of visa applications where necessary, including transits.
- Tentative accommodation bookings are made as per the travel schedules.
- Step 9:** The employee must complete the respective Embassy’s Visa application form, attach all required documents, supplementary information requirements, including passport and submit to the HR Manager to formalise the respective visa.

- Visa expenses to be borne by the ODPP for official travel.
- Passports and renewals are the employee's responsibility including all required documentation issues.

Step 10: The HR Manager requests the Ministry of Foreign Affairs, to issue a Third Person Note (TPN) to the respective Embassy or High Commission to formalise the request for visa at the government level. A letter from the Director could be attached to accompany the visa application as reinforcement to the application.

- Once the TPN is received the HR Manager submits the same to the respective Embassy or High Commission for Visa processing.

Step 11: When funded by the ODPP through departmental funding the HR Manager is to ensure per-diem allowances are paid within the approved rates of the ODPP.

Step 12: It is **mandatory** for selected candidates to submit a report on the event attended within fourteen (14) days of returning from the event.

They are to indicate on the report the date they propose to complete a workshop or seminar on the content – this should usually be within one (1) month of their return.

The report should include details of:

- Presentation/seminar methodology to be indicated.
- Time needed.
- Any other special requirements to be indicated.
- She/he needs to indicate in the report, the proposed date to present the report in the monthly training.
- The report should include details of presentation methodology and any other special requirements that would be beneficial to enhance personal and training development to the ODPP.

A hard copy of the written report should be forwarded to the Director with a copy to the HR Manager to be retained for the departmental records. The employee should liaise with the HR Manager to book the seminar and the equipment/materials they require.

➤ **Extra Time in Country:** Some employees may want to take a few days extra leave to spend abroad after the official trip. The responsibility for any amendments to their visa, differences in airfares due to dates of the flights, extra accommodation and other expenses during the leave period is the responsibility of the employee.

- It is the employee's responsibility to:
 - Check the flight schedules, ticket purchase timelines and dates (suitability for the traveller).
 - Check that accommodation fits with flight schedules.
 - Check that transportation, both local and abroad, and related expenses are catered for in daily allowances (e.g. pickup from airport, accommodation venue to training venue).
 - Check registration fee payments (registration should be within timelines for early bird discounts to be utilised).

- Final checklist for the employee:
 - Director's Approval;
 - Visa;
 - Registrations for attendance;
 - Air tickets;
 - Accommodation;
 - Allowances;
 - Transportation; and
 - Personal necessities.
- Employees must keep in mind that they are representing the ODPP and Fiji when attending events abroad and should uphold the ODPP code of conduct at all times under all circumstances and behave ethically and professionally.

Self-Nomination to an Overseas Event

- Prior approval must be obtained from the Director to enable formalisation of the existing overseas travel procedures as noted in Step 4. The Director will be looking for this event to be relevant to the nature of the employee's work and likely to benefit the ODPP should leave be granted.

Overseas Leave

- The overseas leave policy applies for travel related to overseas training, conferences, workshops, meetings or seminars.

Performance Management

Purpose and Policy

The aim of the performance management policy and procedures is to develop the relationship between managers and employees so that performance expectations are clearly expressed, understood and reported. The process recognises success, allows learning from mistakes, and where required, confronts poor performance and attitude. It is a difficult aspect of a manager's role, but is essential to building the ODPP as an organisation that is committed to the development of its employees.

Linked to the Performance Review Process are the Individual Development Plan and Career Plan which are both completed annually. This should enable managers and employees to action development needs as required ensuring they can meet their current and future performance expectations.

At the ODPP the policy is for managers to meet with their employees at least twice a year to discuss their performance and behaviour in the role. As noted above, this is providing some concentrated time to discuss their current performance as well as future plans and development needs. In order to facilitate this discussion the ODPP has its own Performance Review Form which acts as a record of the conversations. At the end of each performance year the manager needs to finalise this form as well as complete the Annual Confidential Review or ACR. This dual process should not burden the Divisional Manager, HR Manager or Manager – in effect if they have been having the above meetings with their designated employees and recording evidence and performance on the Performance Review Form, then they have all the evidence they need to quickly complete the ACR and submit this for to HR for processing.

Relevant Documents

Documents relevant to this process include:

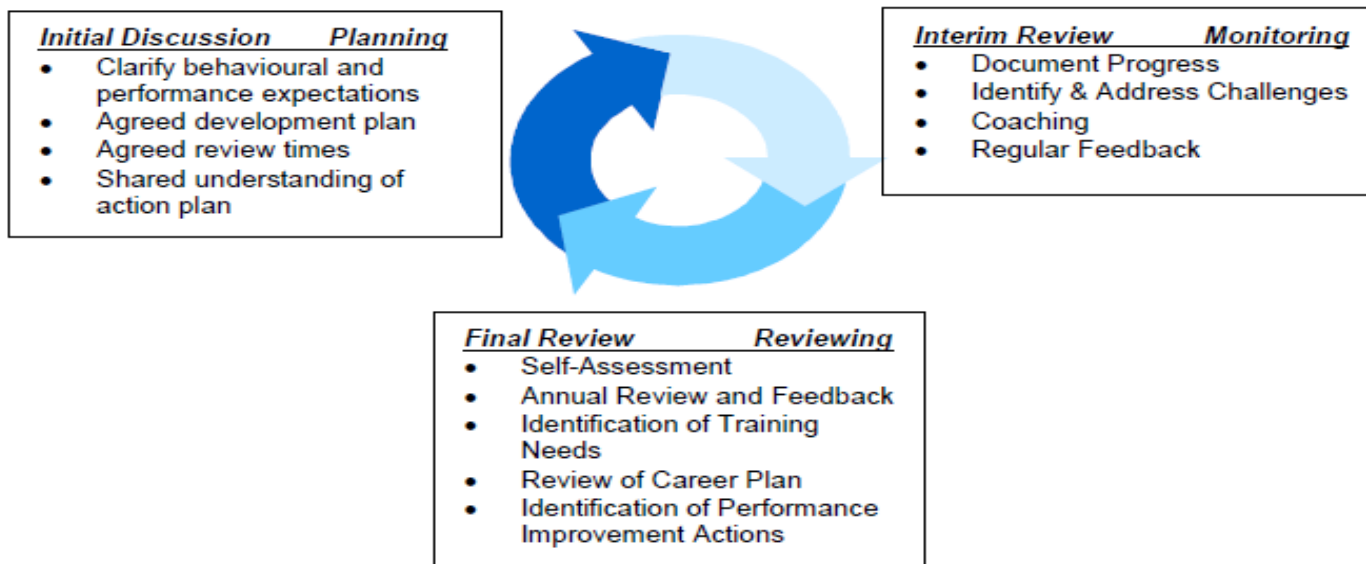
- Position Description.
- Performance Review Form.
- Individual Development Plan.
- Annual Confidential Report (ACR).

The Performance Review Cycle

Best practice review processes have a number of key elements to ensure their success.

- Setting performance standards at the start of the year so you have a benchmark for comparison and points for feedback later.
- There is ongoing feedback to provide support, coaching and remedial action. This also means 'no surprises' at the end of the performance year.
- Self-assessment by the employee so they participate in the learning process and so it is more of a shared discussion (two-way communication) than a one-way process.
- Links current and future career plans and development to performance achieved to date. This process outlined for the ODPP aims to provide the Reviewer and the Reviewee with suggested standards for the following year in terms of work targets or tasks, behavioural change (performance improvement activities) and development needs (competence development activities). It provides at least one opportunity for monitoring and coaching before an end of year review.

The Review Cycle



Links to other HR Processes

PERFORMANCE MANAGEMENT

Providing opportunities to

- Clarify behavioural and performance expectations
- Provide staff with feedback and coaching as required
- Develop the relationship between managers and staff
- Document using the Performance Review Form
- Provide specific and relevant information for making HR decisions such as promotion, salary band movement and discipline.
- Combine linked processes (performance review, career planning, training needs analysis) into a single meeting between managers and staff to ensure integration and time management.

CAREER PLANNING

- A clear career path will provide information on what competencies need to be developed for the individual to be ready for future roles.
- The current performance review process is linked to the development planning process and career planning process by asking the manager and employee to have these discussions together.

SUCCESSION PLANNING

- Follows from career planning, if this person is identified as having potential for one of the senior roles, their career plan and development plan should reflect the experiences and development they need to get them ready for any potential future roles.

PROMOTION

- Specific, consistent, comparable and objective information is necessary for making fair and transparent decisions regarding promotion. This process provides this objective benchmark.

TRAINING AND DEVELOPMENT

- As a result of a performance discussion, a manager and employee may identify areas for performance improvement and development needs. These should be reflected in the next year's development plan.
- The current performance review process is linked to the development planning process and career planning process by asking the manager and employee to have these discussions together.

DISCIPLINE PROCESS

- A defensible disciplinary process requires 3 things: Documentary evidence of clear performance and behavioural standards; a fair process of feedback, support and monitoring; documented ongoing poor performance. The performance review process and its records provides this critical evidence trail.

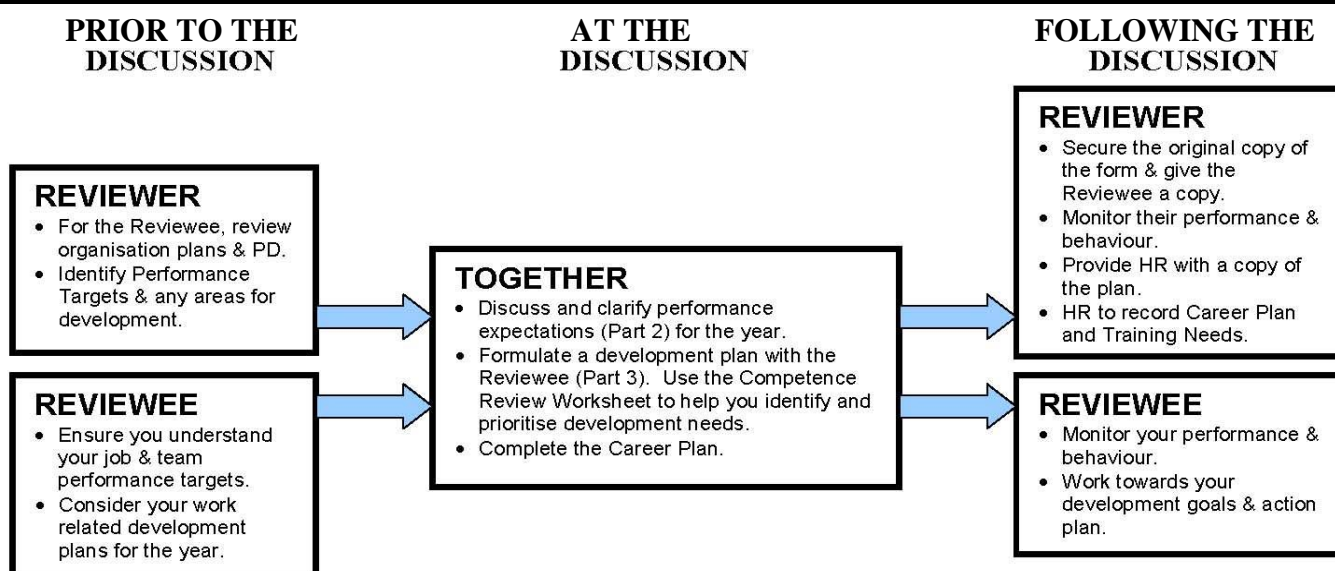
SALARY BAND MOVEMENT

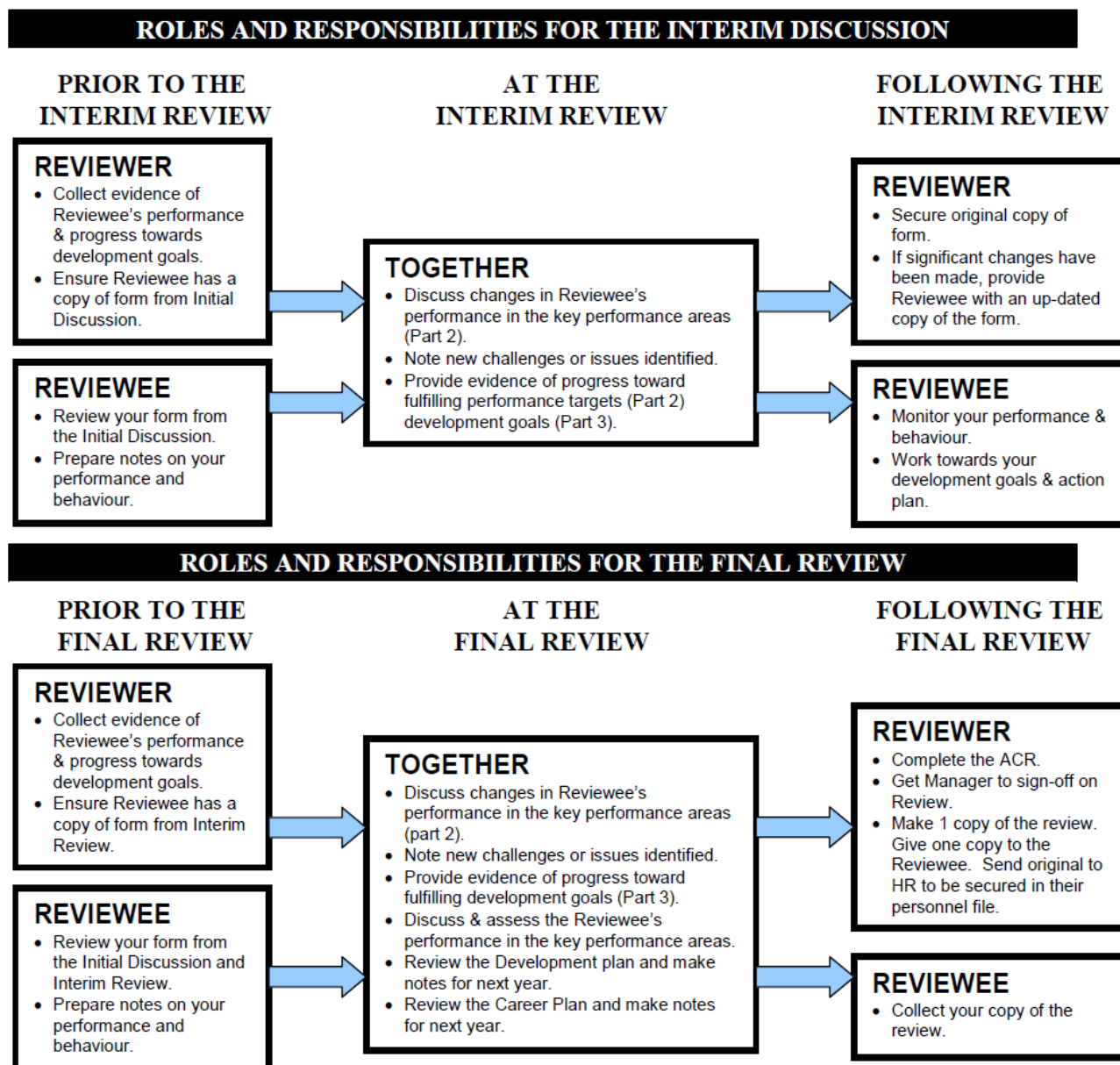
- Specific, consistent, comparable and objective information is necessary for making fair and transparent decisions regarding salary band movement. The performance review process and its records provides the evidence justifying an increase.

Procedure

- The following steps and diagram outline the process to be used in the performance discussions. It is important to remember that these conversations should be two-way – it should be a dialogue between the employee and manager, not a one-way process where performance targets and performance feedback is ‘imposed’ in the employee with no discussion.
- Steps and Diagram:
 - Initial Discussion (Start of the Performance Year): Reviewer (manager) and Reviewee (employee) sit together and discuss their job for the year.
 - Expectations should be made clear about the performance and behaviour expected. Specific tasks or projects should be detailed and discussed. (Record these on the Performance Review Form). Provide HR with a copy of this plan so they can collate the training needs for the ODPP.
 - Complete the Competence Review Worksheet and identify priority areas for development that will equip the Reviewee to meet their performance targets. Record the planned development goals in the Individual Development Plan.
 - Discuss any career aspirations and goals and provide some realistic plans for the next 2-5 years. Record the career discussion in the Individual Development Plan.
 - **Interim Review (6 months):** Review progress towards the performance targets and development goals. Discuss any support, coaching or assistance the Reviewee may need. Document key points from this discussion in the appropriate columns of the Performance Review Form.
 - **Final Review (End of Year):** Discuss how the year has progressed and outline where the Reviewee has met or exceeded expectations. Document any learning points or ideas for the future. Discuss an overall performance picture for the year. Document this conversation in the Performance Review Form and complete the final signature section.
 - After the final discussion, the Reviewer then completes the ACR and submits both completed forms to HR for processing.

ROLES AND RESPONSIBILITIES FOR THE INITIAL DISCUSSION





- Poor Performers:** This process allows employees to get clear direction from their managers about what is expected in the workplace (performance and behaviour) and how they are progressing against these expectations. Employees who do not meet expectations will be given at least two (2) opportunities (2 review discussions) to improve their performance. This ensures they have adequate opportunities for feedback and time to show improvement. If their performance or behaviour is still below expectations at the third review, then the manager should proceed to the Disciplinary Process. See the 'poor performance' procedure outlined in the Disciplinary Process.

Annual Confidential Review

- The ACR form is GP 36.
- The reporting period for the ACR as for the Performance Review process is 1 January to 31 December.
- Reports are due to HR within one (1) month of the end of the reporting period.

- The ACR is designed to provide detailed information on the performance and behaviour of employee as defined by the ODPP.
- The Director requires ACRs to be completed with detailed information and evidence to enable him to make decisions regarding employees.
- When completing the ACR it is important that the detail of the report is kept confidential and the completed ACR is not shown to the employee. However, managers are expected to discuss with the employee the substance of the report and provide them with constructive feedback and coaching on their performance and behaviour in the job. A copy of this discussion should be documented in a memorandum and attached to the ACR. As managers in the ODPP are expected to complete Performance Reviews with employees, they have a perfect opportunity to both collect their evidence for the ACR (the monitoring and documenting all year performance and behaviour) by using the performance review process outlined here and use the final review to discuss the content they propose for the ACR with the employee. This can all be done as one conversation in the final review.
- Reports are released under the following circumstances:
 - to senior managers on a “need to know” basis;
 - to the ODPP Staff Board; and
 - at the discretion of the Director.
- Completed forms should be submitted to the HR Manager by the due date who will then liaise with the Director.
- The Managers are to complete Part 1 of the form only. The Director then completes the next part of the form.
- **Study Leave:** If an employee is on leave for extended periods, a letter should be placed in their personnel file referring to this absence and why they have not had any ACRs completed for them during this period
- **Probation:** As noted in detail in the Recruitment and Selection section, six (6) monthly and a final first year report are to be submitted to the HR Manager for all employee on probation.

Career Planning

Purpose and Policy

The aim of the career planning policy and procedures is to provide strategic information for planning purposes to central HR as well as allow development plans to be put in place to ensure employees are equipped for future roles.

The creation of the Individual Development Plan forms part of the Performance Review Process which is completed annually. Career planning is part of this process.

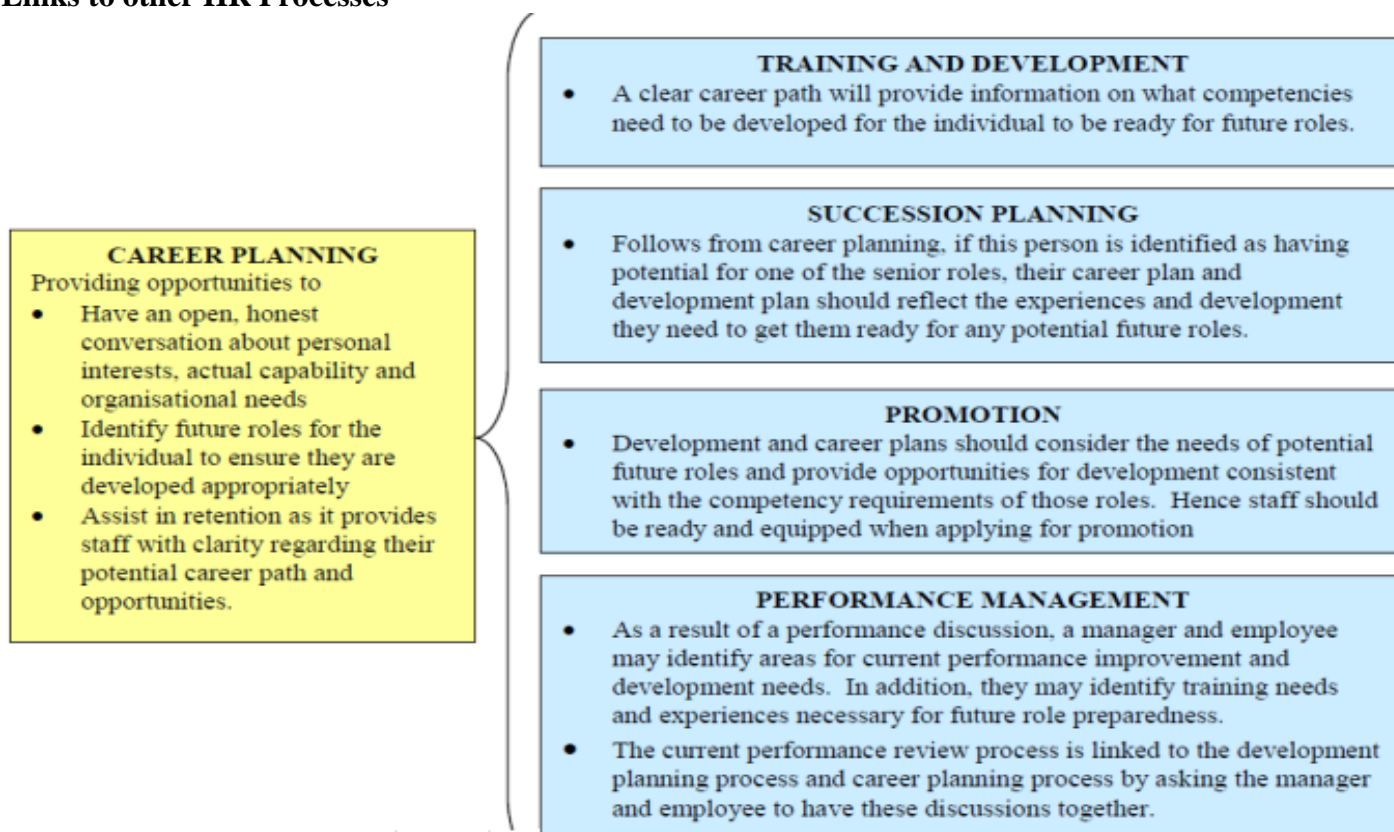
It is important for all employees to have a plan regarding their career path within the ODPP. Particularly for support employee, this can be difficult as transfer and promotion opportunities may often mean movement outside of the ODPP as the department is not large enough to offer a progression of roles for promotion. For legal employees, there is a clear career path possible within the ODPP and the Executive Management have a responsibility to ensure employees can see there is a plan so they are more committed and engaged within the ODPP. Succession for key and senior roles is also a critical process and hence these discussions are important for employees, managers and HR to effectively plan for an employee to be ready (competent with the right kinds of operational experience) to effectively meet the requirements of their roles.

Documents

Documents relevant to this process include:

- Position Description.
- Performance Review Form.
- Individual Development Plan.

Links to other HR Processes



Procedures

- Identify career interests and goals:
 - Manager and employee together as part of the Performance Planning Process document career aspirations on the Individual Development Plan. Discussion should be about what is realistically possible in 2-5years.
 - Consulting with the HR and Training Department set clear development goals and performance expectations.
 - HR to feed this information into the Succession Planning Process.
 - Manager, employee and the HR team to each keep a copy of the plan
- Implement the development plan and monitor performance against the plan regularly.
 - Manager and employee meet regularly to see how they are progressing against the plan. Provide coaching and support as required.
- At the end of each year, at the Performance Review, the career plan and interests are reviewed and updated.
 - Carry forward to the new development plan ongoing career thoughts and interests.

Succession Planning

Purpose and Policy

The aim of the succession planning policy and procedure is to ensure the ODPP has a sustainable approach to filling positions, particularly critical ones. Hence the careers of individuals can be planned and managed to optimise the ODPP's needs and the individual's aspirations. Succession within the ODPP is based on identifying employees with the potential and motivation to progress and expending resources to develop them. As a result there should be a pool of suitable candidates to choose from as critical roles become vacant.

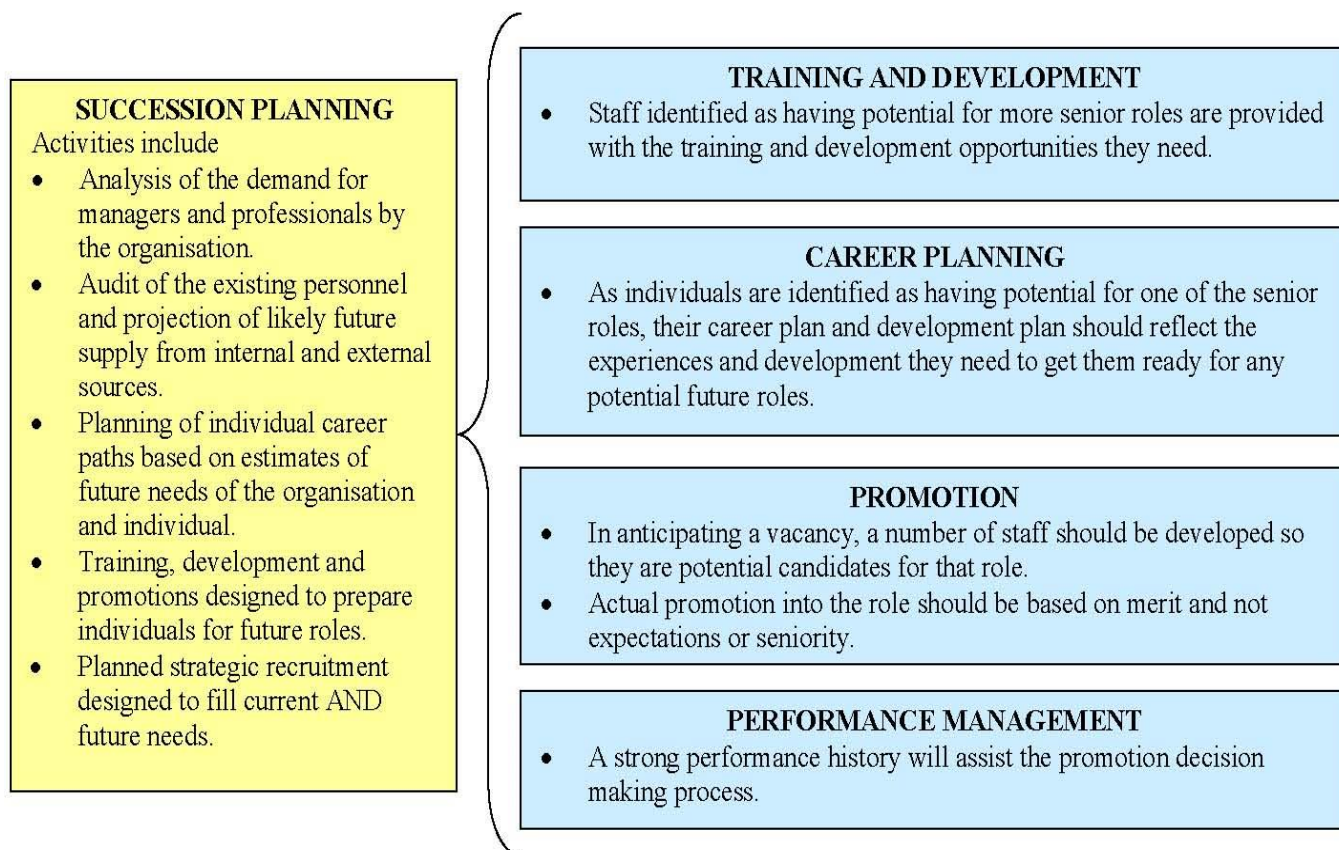
When filling positions, equity and merit are the underlying principles for this program where employees are developed and progress based on whether they have the required performance history and competency requirements for the vacant role, not whether they have the seniority or connections.

Documents

Documents relevant to this process include:

- Performance Review.
- Succession Planning Schedule.
- Succession Planning Grid.

Links to other HR Processes



Procedure²⁰

Planning for Critical Roles

- Analysis of the demand for managers and professionals by the ODPP.
 - Conduct a Workforce Planning Exercise – analyse current and future needs (ODPP strategy and direction, current workload, future workload) against supply of suitable employees.
 - Identify key positions within the ODPP that will need to be resourced properly.
- Audit of the existing personnel and projection of likely future supply from internal and external sources.
 - Your Workforce Planning exercise will give you some of this.
 - Review performance review documents – investigate career aspirations and the potential of employees (as assessed against the competency requirements of key roles and whether they have a performance history showing they are constant high performers). You can use the Succession Planning Grid as a worksheet to identify those with potential for accelerated development.
- Planning of individual career paths based on estimates of future needs of the ODPP and the individual.
 - Complete the Succession Planning Schedule for key roles.
 - Ensure this is reflected in individual development and career plans.
- Training, development and promotions designed to prepare individuals for future roles.
 - Ensure your Training and Development options reflect the development required by an employee.
 - Provide development promotions and secondments as required to assist in employee development.
- Planned strategic recruitment designed to fill current and future needs.
 - When recruiting new employees ensure you think about the ODPP's future needs and whether the candidates have potential to assist in filling those needs.

²⁰Adapted from Dessler, G. Griffiths, J., Lloyd-Walker, B. and Williams, A. (1999). Human resource management. Australia: Prentice Hall.

Promotions

Purpose and Policy

The aim of the promotions policy and procedures is to ensure the ODPP obtains the best talent available within the ODPP to fill more senior positions, and to provide employees with the opportunity to advance their careers within the ODPP in line with the opportunities available. The ODPP values promotion-from-within as the primary method of recruitment. This assumes that the people we hire have the potential to develop to the point where they are promotable. Should the required competencies not be available in-house particularly for specialist positions, then recruitment from outside the ODPP will be used to fill these roles.

Promotion will not be automatic when an employee meets the competency requirements of the role above them. In this case, in conjunction with good work performance, salary band movements are justified. Promotion can only occur when there is a vacancy to promote someone into.

Promotion can be vertical or horizontal. People may be promoted into roles that are equivalent in status to their current role but provide new challenges (horizontal) or people may be promoted into more senior roles (vertical).

When filling positions, equity in process and merit are the underlying principles where employees with the required competencies are selected for roles by an open and transparent process. This is consistent with the ODPP principles of 'merit' based selection so that the best possible candidate is sought for a role. From those applicants that meet the competence requirements for the role, the best candidate will be selected. Hence this is a competitive process based on the assessment of competency and performance potential not one based on seniority, promises or tradition.

It is important to remember that the Equal Employment Opportunity Policy applies in this recruitment and selection process and that this policy is consistent with the above statements as it states that appointments and promotions will be based on merit using an open and competitive selection process, and all employees (men, women, and all ethnic groups) will have adequate and equal opportunities for training and advancement

In assessing an applicant for recruitment or promotion, the following work-related criteria may be used to assess and identify the most suitable candidate:

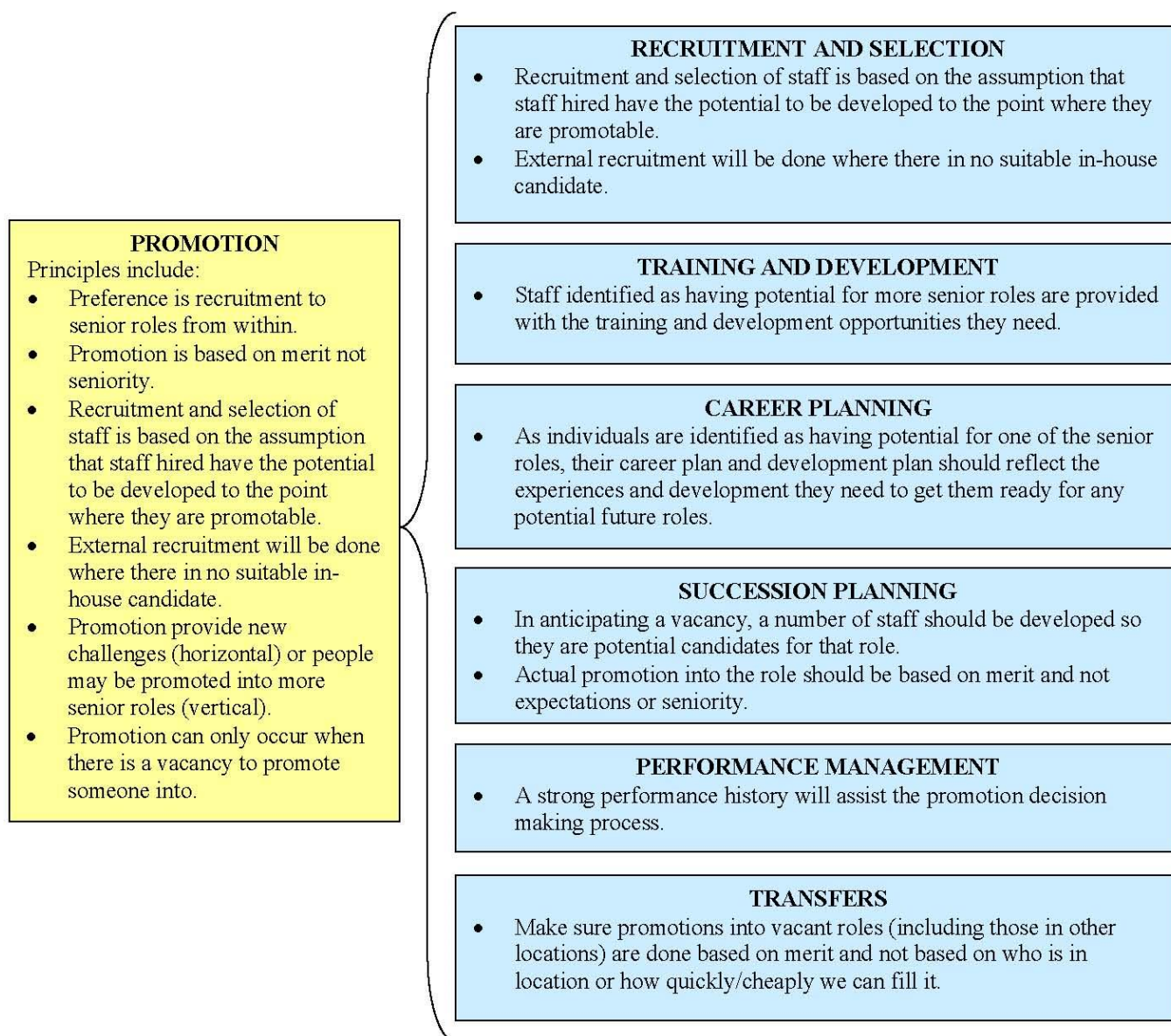
- Knowledge, skills and abilities (competencies) relevant to the role;
- Qualifications, training and other relevant competencies (i.e. driver's license, senior first aid, etc);
- Standard of previous work performance (particularly relevant in promotions);
- Capacity to perform at the level required;
- Demonstrated potential for further development; and
- Ability to contribute to team performance.

Documents

Documents relevant to this process include:

- Succession Planning Schedule.
- Performance Reviews.
- Individual Development Plans.

Links to other HR Processes



Procedure

- Promotion vacancies should be notified to the HR Manager.
- Advertise vacancies internally (and externally with the Director's approval).
- Conduct recruitment process for this position – may include using selection tools to assess their suitability for the role such as an assessment centre or selection interview. The Staff Board will agree on the selection panel and process suitable.
 - As this is internal recruitment and you have a known performance history for the candidates, review the last three (3) years of performance reviews to identify a consistent and suitable level of performance.
 - Promotion should not be halted as the result of previous disciplinary problems unless directly relevant to the potential new role (i.e. history of sexual harassment of employee and they are wanting to move into a role managing employee; history of fraud/theft and they are wanting to move into a role where they are responsible for funds).
- Appoint suitable candidates (i.e. the one who best fits the requirements of the role).

Acting Appointments

- If an employee is on leave (ie. annual, long service, sick, maternity) or posted out temporarily (ie. secondment, training), or if a substantive position is vacant then an acting appointment can only be made and/or acting allowance paid when no employee of a corresponding rank is available to fulfil those duties.
- An acting appointment is not normally made for periods of absence of less than one month. They are for longer periods where the position remaining vacant will affect the effectiveness and efficiency of the ODPP. The only exception to this rule is where there may be circumstances such as compliance with statutory provisions which may necessitate an acting appointment being made.
- Identifying employees to 'act up':
 - Employees who take on acting roles must be seen to be competent and suitable for the role and higher level duties. It should not be by default that they get 'moved up' – i.e. because they are the next in line. It should be because they are competent and/or require the opportunity for development.
 - It may be that one or more employee shares the responsibilities of the temporarily vacant post. In such cases no acting appointment need be made but a partial or shared acting allowance may be payable.
- Acting appointments do not mean 'business as usual'. Employees must be performing the duties and responsibilities of the higher role to justify the allowances and resources expended.
- When employees are 'acting up' as a means of developing them, they should be provided with the necessary support, coaching and mentoring in the higher responsibilities. They should be coached on the competencies and objectives they should achieve during the period and be given regular feedback and support.
- Acting allowances are set and will be paid from the date of commencement of the acting role until the date they relinquish the duties and responsibilities of the post.
- The Director may appoint any employee to an acting position following a recommendation by the HR Manager.

Transfers

Purpose and Policy

The aim of the transfer policy and procedures is to ensure the ODPP moves employees between locations based on ODPP needs while considering an individual's personal and professional needs. When transfers are due to ODPP need, then consideration needs to be given to the personal circumstances of the individual(s) involved. When a transfer is requested by an individual for compassionate reasons (personal or family reasons) then consideration needs to be given to the impact of this request on the ODPP. Should a transfer be considered as a means to fill a vacant post (by the ODPP or the individual), then the promotions policy should be applied and the vacancy filled using an internal recruitment process. Transfer is only relevant for horizontal movements when it is for developmental reasons (ie. job rotation).

Transfers within the ODPP must meet the following guidelines:

- employee must have 28 days' notice;
- the employee must have an opportunity to state their views about the transfer; and
- the ODPP must consider any views stated by the employee.

The ODPP policy is such that employees ideally should be regularly moved, preferably every 3 years, for development and operational effectiveness purposes. When transfers are part of a development process (ie. job rotation, transfer on promotion, and transfer for succession development) then the ODPP should consider rotating employees, ensuring that employees are competent to fill the role they are rotating into and that they are provided with the coaching, mentoring and development necessary for them to grow into the role.

Note:

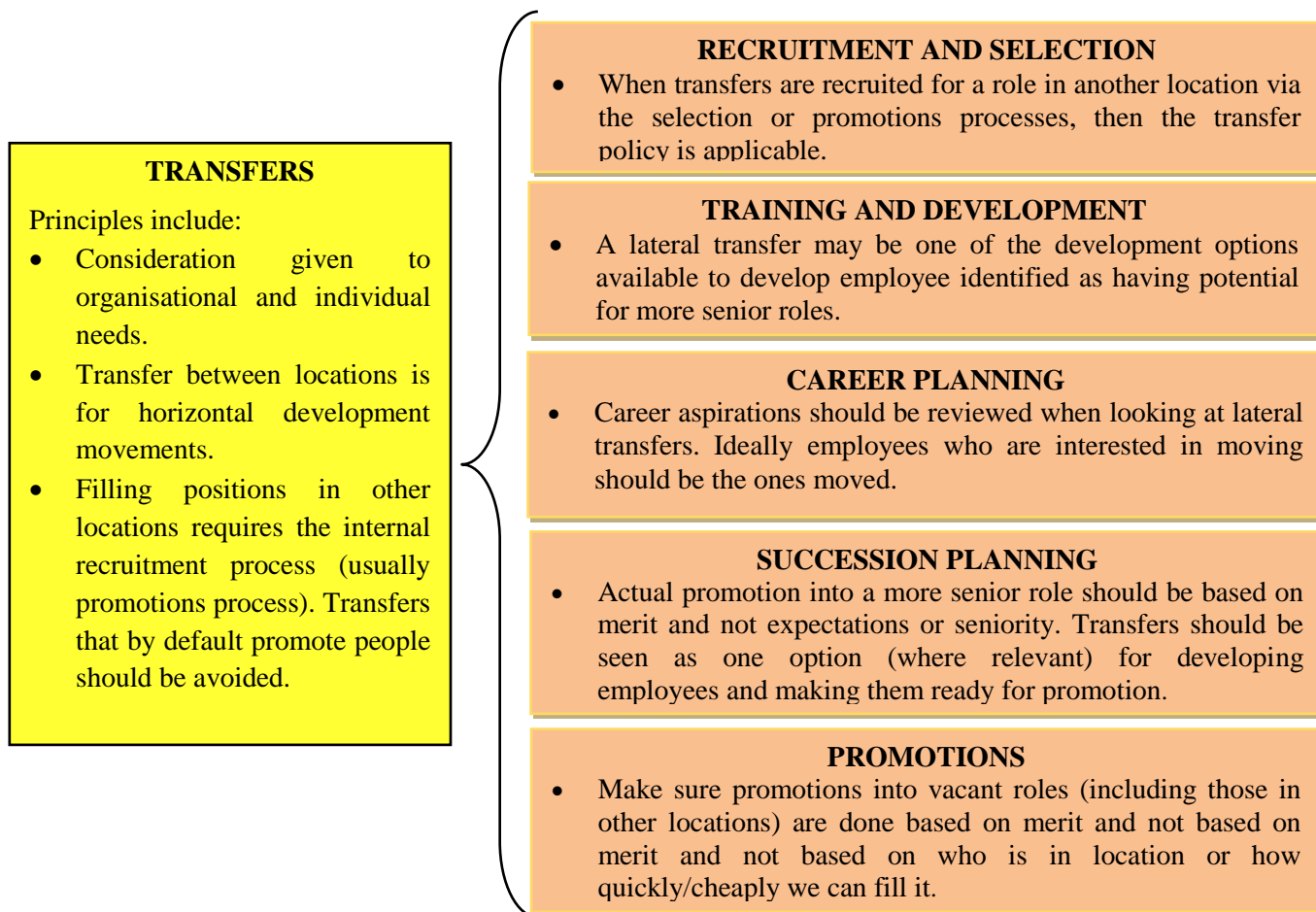
- **Transfers:** When an employee is moved from one station to another, moving residence.
- **Posting:** When employees are moved within the ODPP, without moving residence.

Checklists and Documents

Documents relevant to this process include:

- Succession Planning Schedule.
- Performance Reviews.
- Individual Development Plans.
- Handover Checklist.

Links to other HR Processes



Procedure

ODPP Needs

- Vacancy exists, manager lets the HR Manager know.
- ODPP identifies potential employee for the role:
 - Consult the succession plan
 - Review career aspirations of potential employee
 - Review performance history in performance reviews.
- Consult with the preferred candidate – see if they are interested.
 - If they are not, then move to second preference and so on till you have exhausted those identified as suitable. Do not make the mistake of considering people not competent for the role. Do not fill it with someone not suitable; rather move to an external recruitment process where you can recruit someone with the required competencies.
- If they say yes, then begin proceedings to move them.
 - The ODPP should cover the cost of removals, transport and temporary accommodations as required.
 - Minimum one (1) month notice to move but three (3) months is preferred for families to plan and accommodation to be found.
 - Completion of the handover checklist with the supervisor.

- If they say no, then consider one of the following options:
 - Unilateral decision – they are forced to move having considered their concerns;
 - External recruitment; or
 - Temporary transfer till a more permanent person can be recruited.

Individual Requests a Transfer for Compassionate Reasons

- The individual expresses a desire to move (vacancy may/may not exist).
- The ODPP reviews the situation to see if their needs can be accommodated in their current role and location.
- If not, discuss and consult with those involved in the potential transfer – current manager, manager in location, current incumbent. It may be that the current incumbent is also interested in moving if there is an opportunity.
- Assess their suitability for the role and make the decision:
 - Communicate the decision to all parties.
- Action as required. If they are moving then begin proceedings to move them.
 - The ODPP should over the cost of removals, transport and temporary accommodations as required.
 - Minimum one (1) month notice to move but three (3) months is preferred for families to plan and accommodation to be found.
 - Completion of the handover checklist with the supervisor.

Disciplinary Procedure

Purpose and Policy

The aim of the disciplinary policy and procedures is to ensure that employees are provided with a fair and transparent process when disciplinary proceedings are taken. It is important that the process and actions followed are consistent across the ODPP and that penalties are appropriate to the nature of the offence committed. Behavioural and performance expectations/standards should be clear to employees so when there is feedback regarding how they may not be meeting those standards it can be clear, specific and objective. Hence proceedings require clear documented evidence. Employees have a right to representation in formal proceedings and a right of appeal.

In the ODPP, disciplinary action can be taken when an employee is seen to have breached the ODPP Code of Conduct. The overall intent of the disciplinary process is to rehabilitate employees and provide a deterrence, not to automatically terminate or remove employees. When assessing whether an employee has breached the Code of Conduct, principles of natural justice must be applied by the ODPP in investigating and gathering evidence as well as reviewing the information and making a decision. This involves giving the employee an opportunity to present their own information on whether they have breached the Code of Conduct and what disciplinary action they think should be taken, and the ODPP must consider the information presented by the employee. The final decision in any disciplinary procedure is for the Director.

If an employee has breached the Code of Conduct penalties available include:

- termination of the employee's employment;
- reduction of the employee's grade;
- transfer or redeployment of the employee to other duties;
- deferment of a merit increase in remuneration for the employee for a specified period;
- reduction of the level of the employee's remuneration;
- imposition of a penalty of not more than \$500; and
- reprimand of the employee.

If the employee is suspended for any period (for a breach of the Code of Conduct or to ensure the integrity of the ODPP's business) then the employee is not eligible for remuneration during the suspension.

Reasons for Disciplinary Action or Dismissal²¹

The following reasons provide examples of how the Code of Conduct can be breached.

- incapacity, which covers the employee's skills, aptitude, health and physical or mental qualities;
- failure to have the qualifications for the job;
- a legal factor that prevents the employee from continuing work;
- the employee broke or repudiated any conditions of their contract;

²¹ Based on Armstrong M.(2006) A handbook of human resource management practice. 10th Edition . London Kogan Page Limited

- serious misconduct including:
 - wilful or deliberate behaviour that is inconsistent with the continuation of the employment, including theft, fraud, assault and intoxication by alcohol or drugs; conduct that causes imminent and serious risk to the health and safety of a person or the reputation, viability or business of the ODPP,
 - refusing to carry out a lawful and reasonable instruction that is consistent with the employee's position,
 - engaging in conduct or practices that can be seen as corrupt,
 - sexual or racial harassment,
 - workplace bullying, and
 - a breach of any ODPP policy or Code of Conduct.

Poor Performance in the ODPP

Principles for the management of poor performance in the ODPP include:

- being fair, streamlined and efficient;
- ensuring the employee is given a reasonable opportunity to improve;
- balancing the needs of the ODPP and the employee;
- being consistent with any applicable laws about discrimination, record keeping and privacy; and
- ensuring that an employee is given full information about job requirements, performance expectations, deficiencies in their performance and possible consequences.

Consequently, the process for managing poor performance in the ODPP involves:

- being clear from the start what the performance and behavioural expectations are;
- providing regular feedback and coaching;
- document conversations regarding expectations and possible consequences and ensuring that all parties have copies;
- giving at least three (3) opportunities for improvement before action is taken;
- employees are given opportunities for providing their own feedback and information at the discussions; and
- a grievance procedure should be in place.

Documents

Documents relevant to this process include:

- Performance Reviews.
- Individual Development Plans.
- Record of Conversation.

Links to other HR Processes

DISCIPLINARY PROCESS
Principles underpinning include:

- Only be undertaken where there is good reason and clear evidence.
- Be appropriate to the nature of the offence committed.
- Be demonstrably fair and consistent with previous action in similar circumstances.
- Employees must be aware of the standards that are expected of them or the rules with which they are expected to conform.
- Staff have the right to representation during formal proceedings.
- Staff have the right to know what charges are being laid and to respond to those charges.
- Staff have the right to appeal against any disciplinary action.

PERFORMANCE MANAGEMENT

- It is critical that all performance expectations and subsequent performance be documented using the performance management forms. Discipline and termination can only be done with evidence.
- Staff should receive clear feedback on their performance and behaviour, how it may not meet the standards set, and what they can do to improve.

TRAINING AND DEVELOPMENT

- Staff need to be equipped to meet the standards set. As a result a Development Plan should be in place to ensure they receive the required assistance and support.

CAREER PLANNING

- Previous performance including disciplinary proceedings should be reviewed when considering career steps and promotion. Staff should not be placed in positions they are not equipped for and should be treated fairly.

PROMOTIONS

- Previous performance including disciplinary proceedings should be reviewed when considering career steps and promotion. Staff should not be placed in positions they are not equipped for and should be treated fairly.
- Promotion should not be halted as the result of previous problems unless directly relevant to the potential new role.

Procedure

Poor Performance

1. There is a poor performance review.
2. **Counselling Session One:** A record of the conversation should be kept, and signed by both parties. Feedback should be provided on how the employee is not meeting the behavioural or performance standards set. The discussion should investigate the reasons why and what can be done about it. Required performance improvement action must be documented so the expectations are clear (use the Performance Review Form). Verbal (undocumented) conversations should be witnessed. The potential penalty of termination should be outlined and made clear.
3. **Counselling Session Two** (3 months): A review of their actions since the last meeting should be done. Feedback should be provided on how well they are meeting the expectations set. Again the required performance improvement actions should be documented and potential consequences if they are not met outlined.
4. **Counselling Session Three** (6 months): If you and they have done everything required from a development or process change perspective and performance has still not improved then disciplinary action and potential dismissal is reasonable. As they have had opportunities to improve and the consequences were spelled out, it is now fair to proceed with termination if they have failed to meet the expectations set.
5. The Staff Board reviews the procedure to ensure it was followed and was fair and transparent.

6. A report and recommendations are made by the Staff Board to the Director. The employee is advised of the process.
7. The ODPP implements its disciplinary review process.

Misconduct and Other Offences (as defined previously in this policy)²²

- An individual commits an offence and it comes or is brought to the attention of the Director.
- The Director has the discretion either to carry out counselling, issue a warning or reprimand verbally or in writing or lay formal disciplinary charges.
- **Disciplinary Charge Process – Minor Offences:**
 1. If the Director has reason to believe an employee has committed an offence as outlined previously, then he can charge the employee with misconduct. He does this by writing to the employee outlining the specific details as to the nature and type of offence committed to enable the employee to respond appropriately. The charges should require the employee to admit or deny the truth of the charges and to submit any relevant necessary explanations within a fourteen (14) day period.
 2. The employee has fourteen (14) days to respond by submitting an explanation. They can seek legal counsel or advice at their own expense or seek assistance from a fellow employee in responding to the charges. The employee must either admit or deny the charges and in the case of denial, make a full explanation.
 3. The Staff Board should consider the nature of the charges and any explanation offered before making a formal recommendation to the Director. If the charges have not been proved then there is no further action taken or the charges are withdrawn. Should a charge be proven, then disciplinary penalties include:
 - a caution;
 - a reprimand; and
 - a fine not exceeding \$50.00.
 4. The Director shall make a decision on whether the charge has been proved and may issue penalties as outlined above.
 5. The decision of the Director should be communicated in writing to the employee and the required action taken by those responsible.

²² This procedure is adapted from the Staff Board Practice and Procedure Guidelines developed by the Public Service Commission for Government agencies (dated November 1997).

- **Minor Offences include** (without serious consequences):
 - a. habitual late attendance;
 - b. absence from office or work area without leave or permission;
 - c. idling at place of work;
 - d. disobeying superior instructions or insubordination;
 - e. disregard of or failure to obey rules and regulations;
 - f. fighting or causing a disturbance at place of work;
 - g. concealing one's defective work;
 - h. being on duty while under the influence of drink or drugs;
 - i. negligence in the performance of duties or shoddy or defective work or work output below standard;
 - j. use of foul language;
 - k. giving wrong information; and
 - l. malingering.

- **Disciplinary Charge Process – Major Offences:**

1. An employee commits a major offence and is brought to the attention of the Director.
2. Depending on the nature and severity of the offence, the Director can:
 - transfer the employee to other duties;
 - suspend the employee on full pay or no pay pending investigations;
 - interdict the employee; or
 - report the case to the police for formal investigation.

If immediate action is considered important (in the public interest or reputation of the ODPP), the Director can immediately:

- transfer the employee to other duties;
 - suspend the employee on full pay or no pay pending investigations; and
 - send the employee on leave.
3. If the Director has reason to believe an employee has committed an offence as outlined previously as grounds for dismissal, then he can charge the employee with having committed an offence. He does this by writing to the employee outlining the specific details as to the nature and type of offence committed to enable the employee to respond appropriately. The charges should require the employee to admit or deny the truth of the charges and to submit any relevant necessary explanations within a fourteen (14) day period.
 4. The employee has fourteen (14) days to respond by submitting an explanation. They can seek legal counsel or advice at their own expense or seek assistance from a fellow employee in responding to the charges. The employee must either admit or deny the charges and in the case of denial, make a full explanation.
 5. When the charges are denied by the employee and there is a need for further investigation, the Director can constitute a Disciplinary Tribunal to hear the evidence, find the facts and make a report to the Director within twenty-eight (28) days. This panel should be made up of people who have knowledge of the ODPP and the issues raised by the charges but who are independent from all parties.

6. The Staff Board should consider the nature of the charges and any explanation offered. They can make further inquiries or investigation into the charges and their circumstances.
 7. Staff Board reviews the recommendations and information submitted before making a formal recommendation to the Director. If the charges have not been proved then there is no further action taken or the charges are withdrawn. Should a charge be proven, then disciplinary penalties include:
 - issuing a reprimand;
 - imposition of a fine not exceeding \$500.00;
 - order no merit increase in salary for a specified period;
 - order reduction in remuneration;
 - order a reduction in rank with an immediate reduction in salary; or
 - dismissal or termination of appointment.
 8. The Director shall make a decision on whether the charge(s) have been proved and will issue the penalties as listed above.
 9. The decision is documented in writing to the employee.
- **Major Offences include** (when no criminal proceedings are instituted):
 - a. conduct which discredits the ODPP or, more generally, brings the ODPP into disrepute;
 - b. arrogant, abusive or violent behaviour towards the public or other employees;
 - c. failure to exercise proper supervisory functions;
 - d. disobeying legitimate instructions or insubordination with serious consequences;
 - e. serious neglect or dereliction of duties;
 - f. violent or threatening behaviour or use of offensive or foul language towards any employee;
 - g. damage to government property;
 - h. immoral, indecent or disgraceful conduct at place of work;
 - i. misuse of government funds, property or equipment;
 - j. gross negligence at work;
 - k. tampering with or misuse of attendance sheets and records (including punch cards\clocks);
 - l. falsification or misuse of or tampering with official documents;
 - m. divulging of secret or confidential information;
 - n. unauthorised absence of more than one day\shift;
 - o. sexual harassment;
 - p. misuse of electronic equipment;
 - q. victimisation of witnesses or an officer\person lodging a report or doing his or her duty;
 - r. disregard of or failure to obey with regards to legitimate directives issued by the Director; and
 - s. other offences indicated under “Minor Offences” but having serious consequences.

Disciplinary Process

Constitution of Fiji – 117 (12) – “The DPP shall have the authority to appoint, remove and institute disciplinary action against all staff (including administrative staff) in the ODPP.”

The Desk Employee will register all complaints against any employee and will inform the HR Manager.

The HR Manager will assess the complaint and depending on the nature of the case(s) will appoint an Investigation Team on the advice of the Director and provide the team with Terms of Reference.

If the Investigating Team manages to gather enough evidence to substantiate the true facts of the allegations against the accused, a submission is to be tabled before the Staff Board.

The Staff Board will seek the Director’s concurrence on their recommendation based on the Investigation Team’s finding on whether or not to institute Disciplinary proceedings against the employee.

The authority to suspend an employee rests with the Director upon considering the recommendations of the Staff Board.

The HR Manager will prepare the draft charges which will be vetted and cleared by the Director.

If the employee admits the charges – The Staff Board will make appropriate recommendations to the Director on the appropriate penalties to be imposed and invite the employee to present Mitigation on the day decided by the Director.

If the employee denies the charges – The Staff Board will make appropriate submissions to the Director who will then advise the employee on the proceedings of the case. The Staff Board will conduct a hearing and submit its recommendation to the Director for the final decision.

Grievance Procedure

Purpose and Policy

The ODPP should achieve and maintain a workplace that encourages a productive and harmonious working environment and that is able to deal with employee concerns quickly and fairly. The ODPP is required to put in place appropriate procedures for employees to seek review of action that they consider adversely affects their employment. The procedure in place must balance the needs of the employee for a fair review and the needs of the ODPP in achieving results and managing performance.

The aim of the grievance policy and procedures is to settle any grievances as near as possible to its point of origin²³. The procedure ensures that employees are given a fair hearing by their supervisors and management concerning any grievances they may have. They have the right to appeal to more senior management against a decision made by their immediate supervisor or manager. They have the right to have another employee of their own choice accompany them when raising a grievance or appealing a decision.

Documents

Documents relevant to this process include:

- Record of Conversation

Links to other HR Processes

GRIEVANCE PROCESS

Principles underpinning include:

- Employees be given fair hearing by their immediate supervisor or manager concerning any grievances they may wish to raise.
- Employees have a right to appeal to a more senior manager against a decision made by their immediate supervisor or manager.
- An employee has the right to be accompanied by a fellow employee or representative of their own choice when raising a grievance or appealing against decision.

HR POLICIES

- This grievance process is applicable when employees wish to report or discuss violations of HR policies or processes.

HR PROCESSES

- This grievance process is applicable to the outcomes and/or decisions of all HR processes (except the disciplinary process as there is a separate review process).

OHSE PROCESSES AND PRACTICES

- This grievance process is applicable when employee which to report or discuss violations of OHSE policies or poor OHSE practices.

²³Armstrong, M. (2006). A handbook of human resource management practice. 10th edition. London: Kogan Page Limited.

Procedure

1. If the problem is with another employee, the employee is encouraged to raise this matter directly with that person in the first instance. They should be clear what the problem is, why it is a problem and what behaviour they would like instead. They could use variants on the following suggested approaches:
 - “When you..., I feel..., what I would prefer you do is...” “When you..., it causes..., what would be better practice would be to....”
2. If nothing changes, the employee should consult his or her immediate supervisor or HR Manager. The employee should set out in writing as soon as possible after the event:
 - the nature of the grievance;
 - the facts giving rise to the grievance; and
 - the remedy sought.

The HR Manager should investigate the matter and provide a response in writing giving reasons. The aim is for the HR Manager to address the issue with the parties involved.

3. If the employee is not satisfied with the outcome, the employee can request the HR Manager to forward the matter in writing to an Assistant Director. The Director should reply within fourteen (14) days of receiving the grievance.
4. If the employee is still not satisfied with the outcome, he or she can request the Assistant Director forward the grievance in writing to the Director who should respond within fourteen (14) days of receiving the grievance. If it is not practicable to respond within the time limits the Director should inform the aggrieved party of that fact and provide an outline of the process and timings they can meet.
5. If the employee is still aggrieved after a decision has been made, the employee shall thereupon be at liberty to use other avenues of resolving the grievance.

Note: When the employee has a grievance with their manager’s behaviour towards them they may take their grievance straight to the Director.

Note: If the employee is aggrieved by an instruction they can lodge a grievance but should carry out legitimate instruction unless and until the instruction is countermanded by the Director.

Registry Procedures & Regulations

1. All legal employees are to note that dispatches from them are not to be sealed in envelopes but given to the Registry unsealed. The registry staff will then envelope the correspondence after entering them in an Outward register with outward serial track numbers.
2. All correspondence received at the reception, individually by legal employees, by fax or emails are to be entered in the inward register kept at the reception desk always. This will give the correspondence an Inward Track number. All correspondence must be forwarded to the Director for vetting before it is sent to the individual employee concerned.
3. The reception is to be occupied at all times except during 1.00pm to 2.00 pm when the service of documents and inward receipt will be done by the registry staff. The registry is open during lunch hours. The reception staff takes lunch from 1.00pm – 2.00pm.
4. Police dockets are not to be received by individual legal employees. In all cases police dockets must be received by registry staff who then forwards them to the individual case employees. Police dockets entering and exiting the ODPP are to be input on CASES.
5. All visitors (police officers, public, complainants, victims, witnesses and family members) are to be accompanied by individual employees from the main door of that particular floor to their respective rooms and after the meeting should be accompanied back to the door. This should be a practice for all employees.

Employees should note that non-compliance with the procedures established hereto can result in disciplinary action. If disciplinary action is instituted the procedures established by this Manual will apply.

Registry – Inward Correspondence

Purpose

The purpose of this instruction is to provide guidance on how to correctly receive and distribute all inward correspondence.

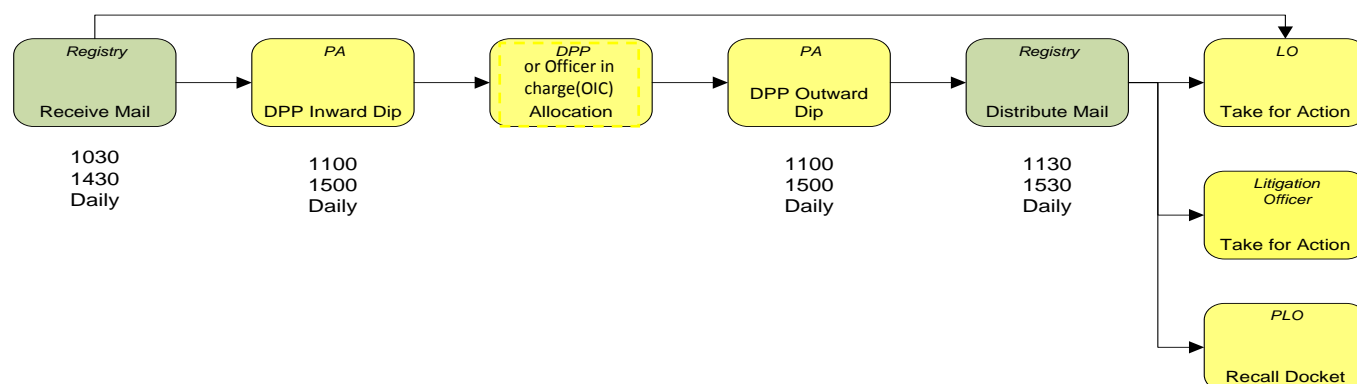
Audience

All division based registry staff.

Related Documents

Number	Title
Nil	Nil

Process



Receive Mail

Mail will be delivered to the registry by the messengers to the Inward Mail Dip (at approx. 1030 and 1430 daily). All mail is to be actioned immediately upon arrival to prevent delays of urgent correspondence.

1. **Open and Stamp** the mail.

- Open** each piece of mail and discard the envelope.
- Stamp** the correspondence using the “received stamp” (Clerical Employee’s Dip).
- Complete** the date, time and receiving employee’s initials.
-

<p>RECEIVED by DPP’s Office</p> <p>Date.....</p> <p>Time.....</p> <p>Sign.....</p>
--

2. **Enter** details of each piece of correspondence in the “Inward Register” (stored near the Dip).

Serial No.	Reference No.	Inward		Outward		Subject
		Date Received	From	Date Sent	To	
Numerical order based on previous entry	Their reference no. AND The ODPP file number (if one exists already)	Date received as stamped.	Name & postal address of sender	Not Used	Who the correspondence is addressed to in the office.	Title of the letter as written.

3. **Check** Criminal Advocacy Support & Enquiry System (CASES) to determine whether a file already exists for each piece of correspondence.

- a. Search for an existing file
 - i. Open CASES
 - ii. Select the “Matter Management” button
 - iii. Enter the name of the person in the correspondence (i.e. the accused person) into the “Surname and Given Name” box.
 - iv. Select “Search” button.

The screenshot shows the 'Matter Management' window. At the top, there's a toolbar with icons for Search, Reset, Print, Screen, Help, and Select All, along with a 'Show Criteria' checkbox. Below this is the 'Matter Search' section with various input fields:

- Matter No: 2013 (with a dropdown arrow)
- Ext Ref: (empty field)
- Type: (dropdown menu)
- Surname: KOROI
- Given Name: RUSIATE
- CRO Number: (empty field)
- Related to Matter as: Subject (dropdown menu)
- Matter Name: (empty field)
- Practice: (empty field)
- Charge Cat: (dropdown menu)
- Venue: (dropdown menu)
- Centre: (dropdown menu)
- State: (dropdown menu)
- Listed At: (dropdown menu)
- Between: / / 19 (date picker)
- And: / / 19 (date picker)
- Listing Type: (dropdown menu)

 Below the search section is a table titled 'Matters'. The table has columns: DPP No, Name, Rel, Type, Venue, Centre, Charge, Practice, and State. The table is currently empty, showing only the header row.

b. If no file found (go to step 4)

The screenshot shows the 'Matter Management' application window. At the top, there is a toolbar with icons for Search, Reset, Print, Screen, Help, and Select All, along with a 'Show Criteria' checkbox. Below this is a 'Matter Search' section with a status bar indicating '0 Matter(s) Found'. The search criteria are as follows:

- Matter No: 2013 (with a dropdown arrow)
- Ext Ref: (empty field)
- Type: (empty dropdown)
- Surname: KOROI
- Sound Match: ☐
- Given Name: RUSIATE
- CRO Number: (empty field)
- Related to Matter as: Subject (dropdown)
- Matter Name: (empty field)
- Practice: (empty dropdown)
- Charge Cat: (empty dropdown)
- Venue: (empty dropdown)
- Centre: (empty dropdown)
- State: (empty dropdown)
- Listed At: (empty dropdown)
- Between: / / 19 (dropdown)
- And: / / 19 (dropdown)
- Listing Type: (empty dropdown)

Below the search criteria is a tab labeled 'Matter'. Underneath this tab is a table titled 'Matters' with a status bar indicating '0 Matter(s) Found'. The table has the following columns: DPP No, Name, Rel, Type, Venue, Centre, Charge, Practice, and State. The table is currently empty.

c. If a file is found

- i. Write the DPP File Number on the front page top right hand corner of the correspondence.
- ii. Note the file number in the “reference no.” column of the “Inward Register”.

Matter 201011606 VUNIQUMU.P

Refresh Search Send Reports Screen Edit Attach Email Time Help

201011606 VUNIQUMU.P MCI NAUSMC CSA

Filecover Pages

- Filecover
- Subjects
- Victims
- Witnesses
- Charges
- Bail
- Related

People

- Subjects
- Victims
- Witnesses
- Investigating Off.
- Police Witnesses
- Informers

Matter Data

- History
- Charges
- Listings
- Practice
- Tasks
- Events
- Related Matters
- External Refs

Notes

- Admin
- Serial Interest

Matter Details:

Matter Name: **VUNIQUMU.P** DPP No: **201011606**

Court Venue: **NAUSMC** Mag. Court at Nausori

Matter State: **MCI** Magistrates Court-Indictable

Charge Category: **CSA** Child Sexual Assault

I.O.: **Corporal YACA S**

I.O. Location: **NAUSORI POLICE STATION**

External References:

- 2011606
- NSR101/10
- EDPEP337/09
- CF448/12

Duration:

Hearing: **1**

Matter Size: **M**

Weighting: **1**

Listings:

Date	Type	Venue	Assigned	Duration
------	------	-------	----------	----------

Practice: **LG064**

DPP Legal Officer: **KORODRAU.A**

Practice Telephone: **3479274**

DPP Centre: **NAUSORI**

Due tasks:

- Thu 08May2014 Decision re qst of acquittal appeal
- Fri 09May2014 Decision re qst of acquittal appeal

Filecover Subjects Witnesses Victims Facts Charges Bail Related

- iii. Select the “Assigned Legal Employee” button
- iv. Write the initials of the LATEST assigned legal employee on the front page top right hand corner of the correspondence.

4. Deliver Correspondence

- a. **If a file was found, deliver** the correspondence immediately to the relevant case employee. If the case employee is unavailable:
 - i. If the office is unlocked: place the correspondence on the employee’s chair.
 - ii. If the office is locked: slide correspondence under their door.
- b. **If a file was NOT found,**
 - i. **Place** the correspondence in the “Inward Mail Folder”.
 - ii. Once all correspondence has been processed
 1. **Deliver** the “Inward Mail Folder” to the Director’s inward Dip in the PA’s office
 2. **Collect** the previous “Inward Mail Folder” from the Director’s outward Dip in the PA’s office.

Note: To be done by 1100 and 1500 daily.

Distribute Mail

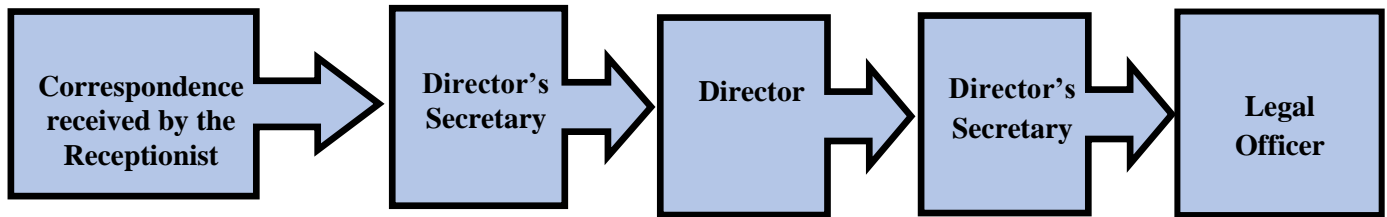
There are always two “Inward Mail Folders” in circulation at any one time. When delivering an “Inward Mail Folder” to the Director’s inward dip, the previous “Inward Mail Folder” must be collected from the Director’s outward dip and must then be actioned as follows:

1. **Read** the instructions on each piece of correspondence and act accordingly.
2. **Sort** into three piles
 - a. Police Liaison Officer (PLO)
 - b. Legal Officers
 - c. Litigation Employees
3. **Deliver** correspondence to each area immediately
 - a. PLO (place in inward dip)
 - b. Legal Officers (to them personally in their office)
If the case employee is unavailable:
 1. If the office is unlocked: place the correspondence on the employee’s chair.
 2. If the office is locked: slide correspondence under their door.If the case employee is not based in Suva
 - c. Litigation Employee (in the inward dip)

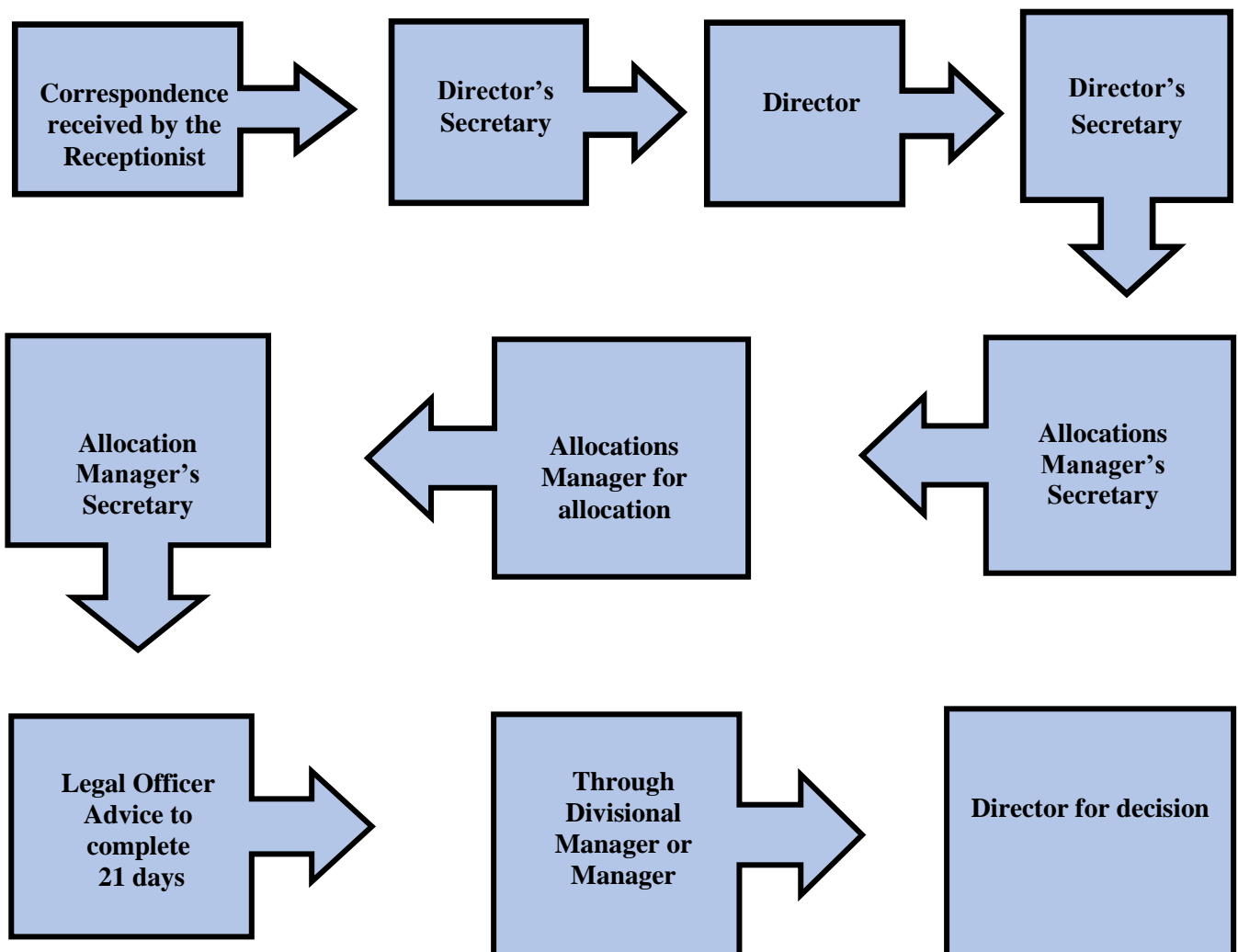
Note: To be done by 1130 and 1530 daily

Correspondence Flow Chart

All official correspondence to be addressed to the Director of Public Prosecutions

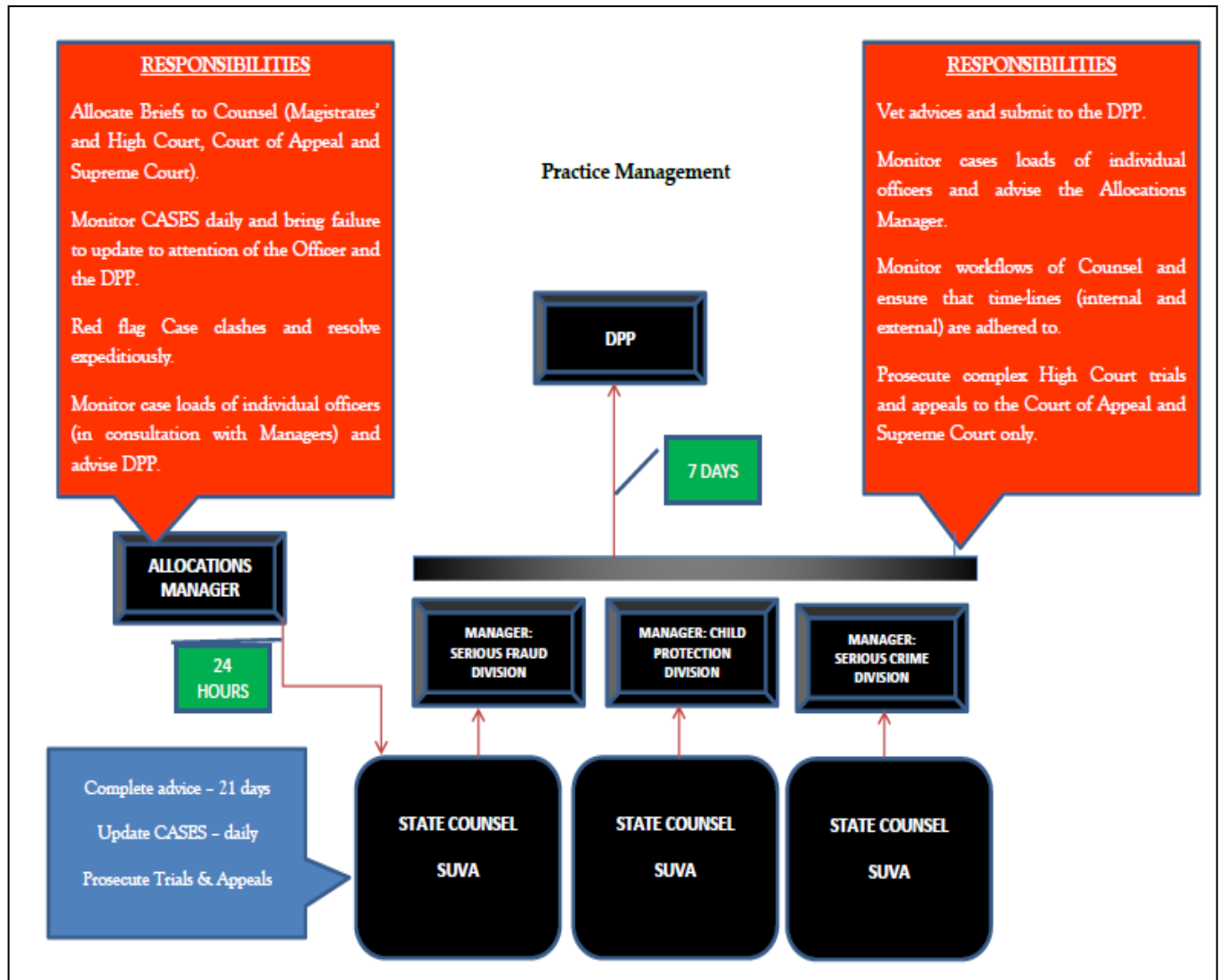


Advice



Responsibilities of Divisional Managers

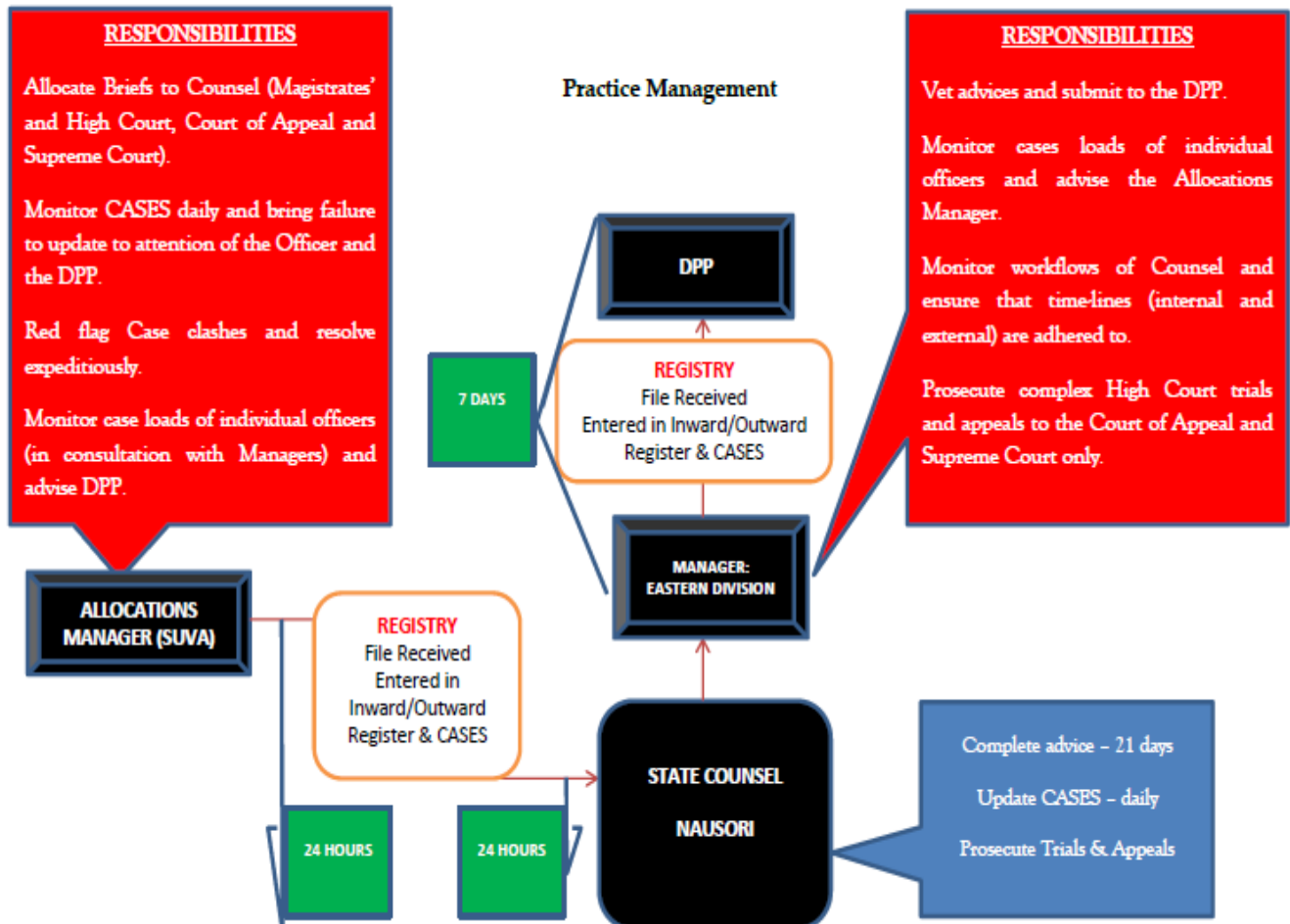
Head Quarters



- Court of Appeal and Supreme Court work shall be undertaken under the directions of an ADPP.

Responsibilities of Divisional Managers

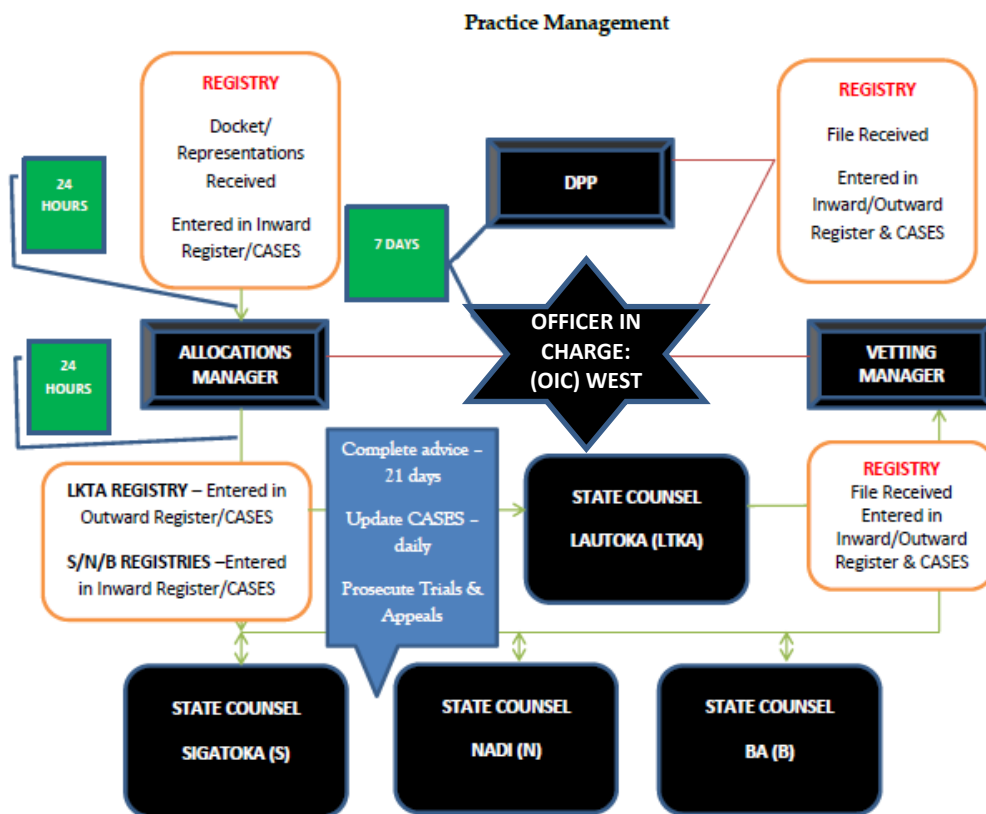
Nausori Office



- Court of Appeal and Supreme Court work shall be undertaken under the directions of an ADPP.

Responsibilities of Divisional Managers

Western Division



RESPONSIBILITIES

OFFICER IN CHARGE:

Holds the dual role of Allocations & Vetting Manager. Allocate Briefs to Counsel (Magistrates' and High Court, Court of Appeal and Supreme Court). Vet advice files and send to DPP.

Monitor CASES daily and bring failure to update to attention of the Officer and the DPP.

Red flag Case clashes and resolve expeditiously.

Monitor case loads of individual officers and advise the Allocations Manager.

Monitor workflows of Counsel and ensure that time-lines (internal and external) are adhered to.

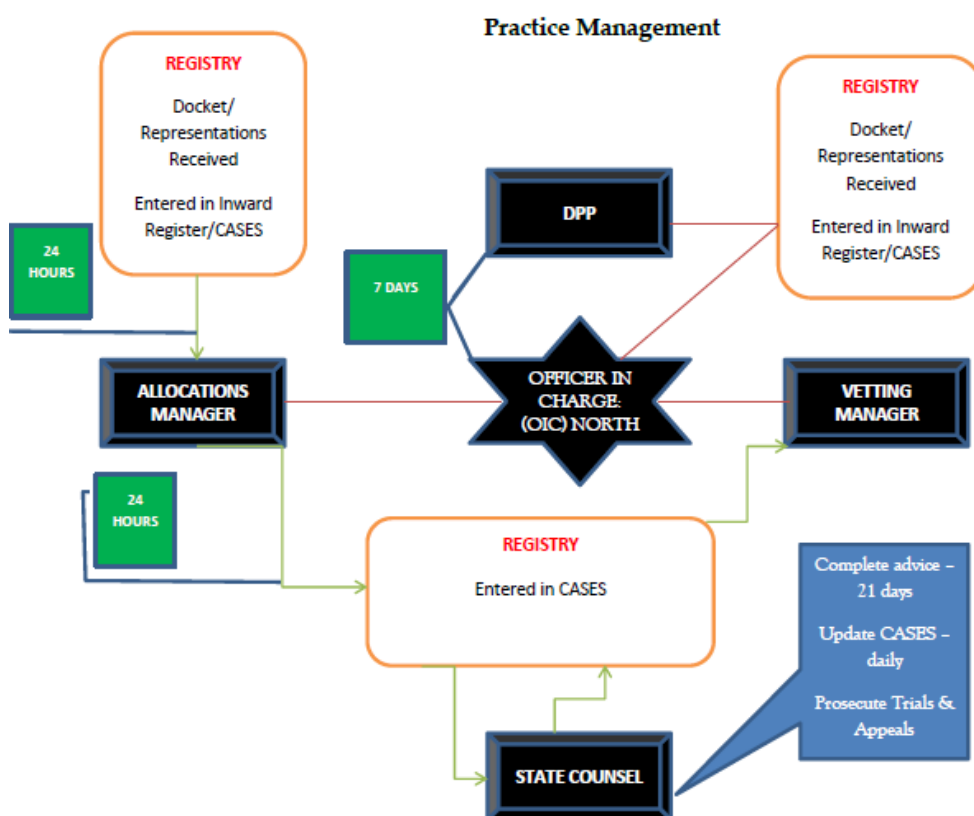
Prosecute complex High Court trials and appeals to the Court of Appeal and Supreme Court.

Court of Appeal and Supreme Court files will be allocated by Allocations Manager: Suva only.

- Court of Appeal and Supreme Court work shall be undertaken under the directions of an ADPP.

Responsibilities of Divisional Managers

Northern Division



RESPONSIBILITIES

OFFICER IN CHARGE:

Holds the dual role of Allocations & Vetting Manager. Allocate Briefs to Counsel (Magistrates' and High Court, Court of Appeal and Supreme Court). Vet advice files and send to DPP.

Monitor CASES daily and bring failure to update to attention of the Officer and the DPP.

Red flag Case clashes and resolve expeditiously.

Monitor case loads of individual officers and advise the Allocations Manager.

Monitor workflows of Counsel and ensure that time-lines (internal and external) are adhered to.

Prosecute complex High Court trials and appeals to the Court of Appeal and Supreme Court.

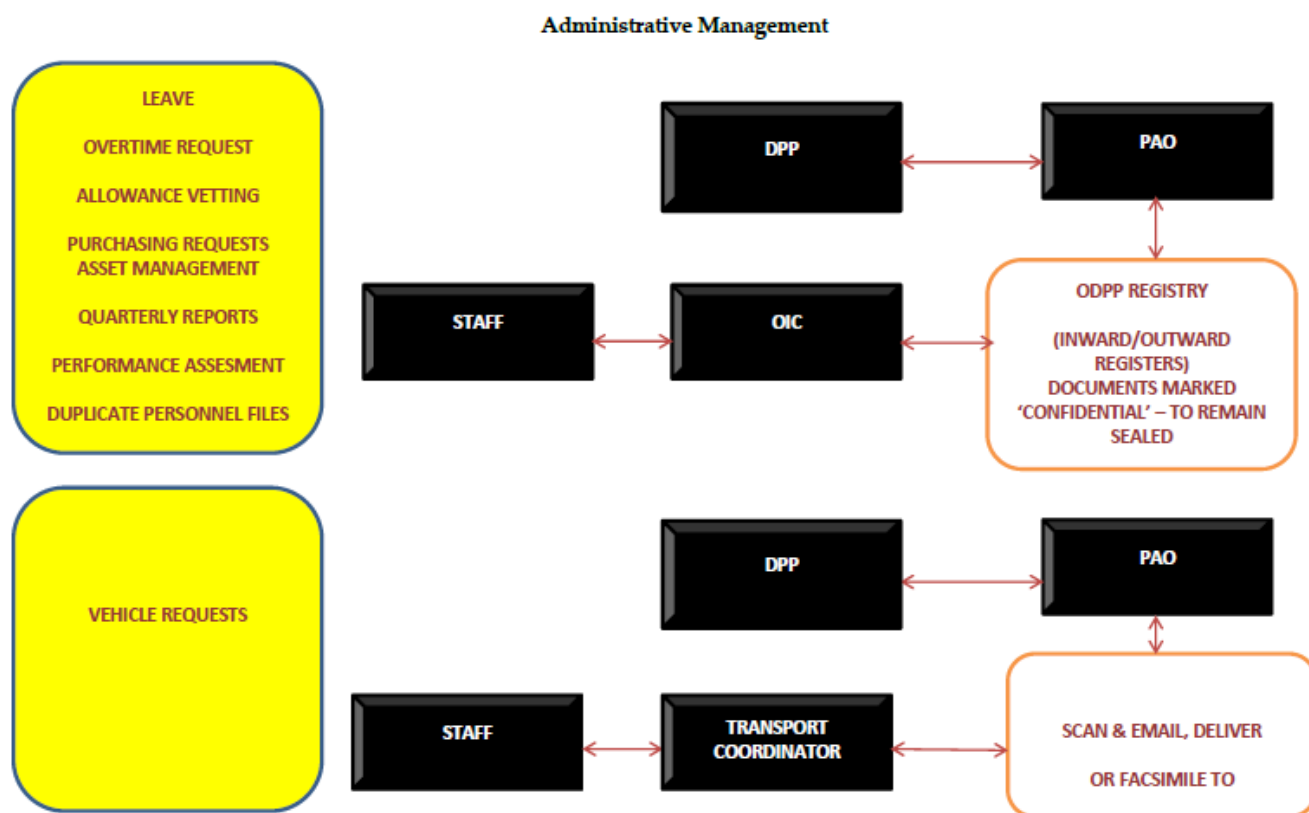
Court of Appeal and Supreme Court files will be allocated by Allocations Manager: Suva only.

- Court of Appeal and Supreme Court work shall be undertaken under the directions of an ADPP.

Responsibilities of Divisional Managers

Nausori, Western & Northern Office

(All Regions)



For all report writing on CASES and administrative issues, please use the template provided under the Managers section in the HR Toolkit Manual. This includes monthly, quarterly and annual reports.

ODPP Witness Allowance Policy

- 1) Witness allowance will be paid in accordance with the Legal Notice²⁴ No. 79 - **Criminal Procedure Decree (Allowances to Witness and Assessors) Rules 2010** and PSC Circular²⁵ No 40/93 - **Public Employees and Unestablished Employees Summoned as Assessors or Witnesses.**
- 2) Witness payments will be processed upon receipt of the original copy of a summons. In certain circumstances where the original summons is not available, photocopied summons can be used following the criteria below:
 - a) The case employee should certify in writing on the photocopied summons the reason why the original summons is not being used.
 - b) The case employee should certify in writing on the photocopied summons that the witness has not already been paid on the dates provided in the photocopied summons.
 - c) The processing clerk should also cross – check the witness allowance record to avoid the risk of double payments.
- 3) The case employee should ensure that the witness claim is processed in the same year to utilise the funds of the current year and avoid the risk of double payments. This applies to civilians only.
- 4) Rate of witness payment:
 - Assessors

2 hours or less	- \$40.00
More than 2 hours	- \$60.00
 - Other Persons

2 hours or less	- \$25.00
More than 2 hours	- \$40.00
 - Expert witness, professional men, merchants, bankers, persons in business on their own account, company directors and managers

2 hours or less	- \$50.00
More than 2 hours	- \$80.00
 - Witnesses to provide their business card for assurance for the application of this rate to be payable.

²⁴ Legal Notice No. 79

²⁵ PSC Circular No 40/93

- Civil Servants

In accordance with PSC Circular No 40/93, civil servants are not eligible to claim witness allowances as they are to be paid duty leave by their department.

However civil servants will only be entitled to travel expenses, meals and subsistence allowance. The payments of meals, travel and subsistence will be paid by the ODPP to civil servants in accordance with the rates applicable to civil servants.

Police Officers are not entitled to claim witness allowances from the ODPP. They are required to submit their claims through their DPC's to their respective Head Quarters.

5) Travel Expenses

- Witnesses to travel in public service buses only.
- In places where buses are not available, witnesses to provide receipts for their travel expenses.
- Mileage claims will be paid to witnesses for using personal vehicles in accordance with mileage rates given by PSC.
- In exceptional circumstances i.e. health issues and infants then taxi claims can be made but with proper receipts and justifications by the case employee.

The case employee should ensure that the witness is made aware of the above and that the witness produces the necessary receipts while forwarding the claims.

6) Subsistence & Meal Allowance

- Subsistence allowance shall be payable at the rate of \$30 per night if accommodation is not provided by the ODPP.
- Meal claims will be payable if not necessarily absent overnight but the place of residence of the person is more than two miles distant from the court and the attendance exceeds four hours or includes a luncheon adjournment.
- Meal Rates for Expert witness, professional men and women, merchants, and bankers, persons in business on their own account, company directors and managers is \$20 per each meal.
- Meals rate for all other witnesses are \$12 per each meal.

Process of Witness Allowance

- 1) After the court case each day the witnesses are accompanied by the case employee to the accounts section for processing of witness claims.
- 2) The case employee notes down in writing on the summons and endorses the following:
 - a) How long the witness attended court and the number of days.
 - b) The travelling cost of the witness.

- c) Current address of the witness.
 - d) Occupation of the witness.
 - e) The accommodation of witness
 - f) If in case were the original summons are not available, the case employee should certify in writing on the photocopied summons the reason for using photocopied summons and also certifying that the witness was not paid earlier.
- 3) The processing clerk prepares the witness allowance voucher in accordance with the witness policy.
 - 4) The case employee and the witness sign the witness allowance book after checking.
 - 5) The witness is given three (3) copies of the voucher (White, Green, Pink) attached with the summon forms and the yellow copy is retained in the book.
 - 6) The witness redeems the witness allowance at the Post Office. The white and pink copy of the voucher is retained by the Post Office and the green copy is retained by the Payee (witness). The Post Office will only process the witness allowance if three copies of the voucher (White, Green, and Pink) are attached with the summons.
 - 7) At the end of each month all divisions of the ODPP submits witness returns to the accounts section.
 - 8) The Post Office also prepares bills at the end of each month and submits it to the ODPP accounts section for processing payments.
 - 9) The processing clerk separates the claims billed for the Police and ODPP. The processing clerk and the Assistant Accounts Officer carry out reconciliation with the witness returns and the bills provided by Post Office before processing payments to ensure that there is no double payment.

Overseas Witness Payment Process

The witness allowance payment process for overseas witnesses is similar to that applicable for local witnesses. However in regards to the air flight tickets, the reimbursement will be processed on the air tickets purchased upon the production of the receipts. The Hotel accommodation will be upon the approval of the Director for the most convenient hotel within the standard rates.

Retention Policy

Purpose and Policy

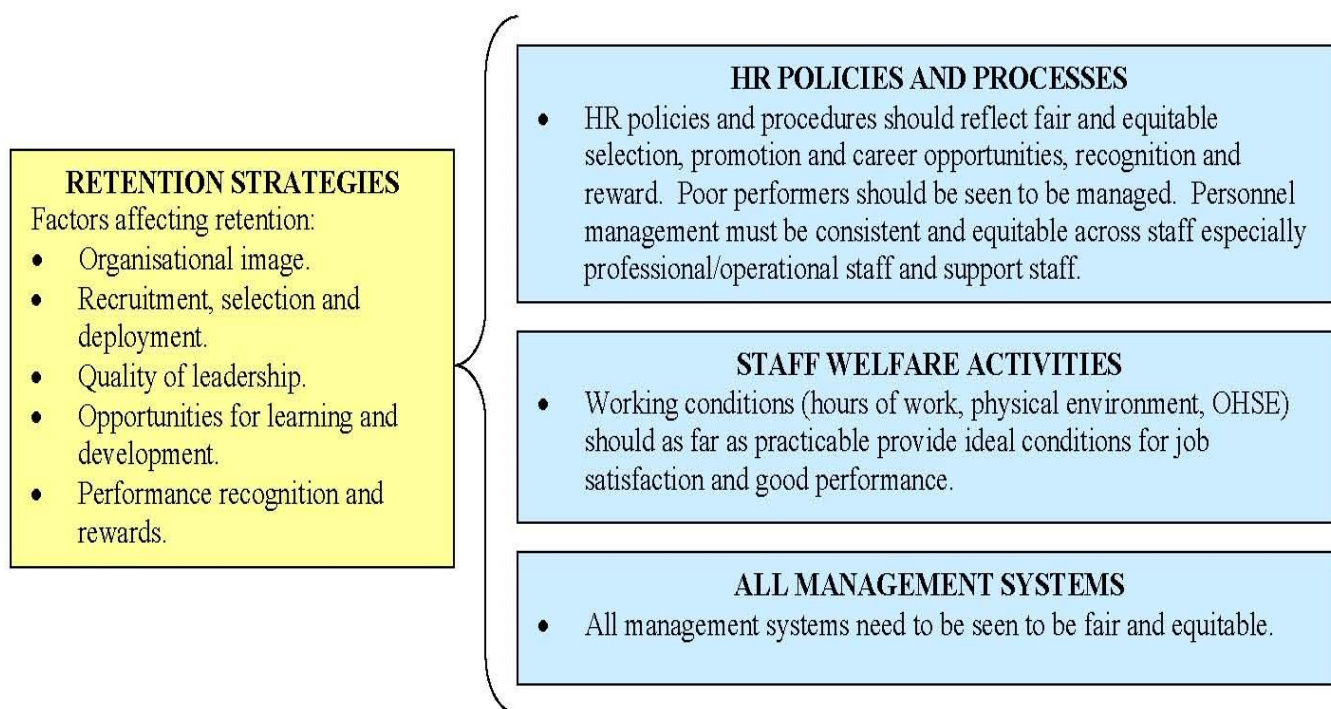
The aim of the retention policy is to identify issues and strategies relevant to employee satisfaction, commitment and job involvement. The costs of employees leaving the ODPP are many – the costs in time, effort and good will of those employees who pick up their work until a replacement is found, the cost of recruitment and training of the new employee, the cost to management and HR of the recruitment process, and the lost productivity to the ODPP during the period of low employees and transition times. It is important to ensure the ODPP does everything it can to provide a work environment that supports employees and good performance.

Documents

Documents relevant to this process include:

- All HR Policies and Processes.
- All Employee Welfare Activities.
- All Management Systems (Financial, IT, HR, Operational).
- Exit Interviews.
- Employee Satisfaction and Commitment Surveys.

Links to other HR Processes²⁶



²⁶Factors affecting retention taken from Armstrong, M. (2006). A handbook of human resource management practice. 10th edition. London: Kogan Page Limited.

Procedure²⁷

Analysis of Reasons for Staying or Leaving

- Analyse exit interviews report to see why employees are leaving. Remember that people sometimes are not 100% truthful and so you may not get a full or complete story.
- Conduct employee satisfaction surveys to see what aspects of organisational life require attention. Analyse the data looking for differences between – gender, age groups, length of service, supervisors versus non-supervisors. Focus groups can supplement this data and provide a richer story.
- Develop a retention plan targeting each of the areas in which lack of commitment and dissatisfaction can arise. Potential actions include:
 - **Pay:** Problems arise because of uncompetitive or unfair pay systems. Potential actions:
 - Evaluate the jobs to be sure gradings are equitable.
 - Review pay levels against market rates.
 - Ensure employees understand the links between pay and performance.
 - **Job Design:** When jobs are unrewarding employees become dissatisfied. Design jobs so they maximise skill variety, task importance, autonomy and ensure there is feedback and opportunities for learning and development.
 - **Performance:** Employee becomes demotivated if it is unclear what they should be doing, how well they are doing (no feedback), if they have unclear or moving performance standards, or if there is inequity in recognition and reward.
 - Set challenging but achievable goals.
 - Managers and employee should agree these together.
 - Managers should give regular constructive feedback. Address performance problems as they occur, do not wait.
 - Ensure managers are competent in counseling employees, giving feedback and coaching.
 - **Learning and Development:** When employees have no opportunities for learning and development, or feel that what they are being asked to achieve is unreasonable as they are not competent to do it, they often feel dissatisfaction and resign.
 - Ensure employees are competent to do the tasks set and develop them to ensure they are eligible and equipped for future roles.
 - Ensure they continue to develop the competencies they have so they can improve their performance and opportunities.

²⁷Armstrong, M. (2006). Strategic human resource management: A guide to action. 3rd edition. London: Kogan Page Limited. Developed April 2008 79

- **Career Development:** A major cause of turnover is dissatisfaction with career prospects. Although it is expected some employees seek other employment to challenge and grow their capabilities, it is important to maximise the opportunities within the ODPP to ensure you maintain some consistency in process and corporate knowledge.
 - Provide employees with opportunities to broaden their experience.
 - Identify employees with potential using assessment and development and make sure you then put in place development options.
 - Ensure promotion procedures are equitable.
 - Provide advice and guidance on career paths.
- **Commitment:** When employees feel less committed to the ODPP they are more likely to resign.
 - Include employees in the development of vision, mission, strategies and plans.
 - Communicate with employees in a timely and candid way, preferably via face-to-face briefings.
 - Consult with employees to get their views.
 - Provide opportunities for employees to contribute ideas on improving work systems and processes.
 - Introduce change processes only after consultation and discussion with employees.
- **Lack of Group Cohesion:** Employees can feel isolated and unhappy if they are not part of a well-functioning team.
 - Conduct team building activities to build relationships, communication, and trust and help minimise conflict.
 - Set up work teams so they are self-managing or autonomous.
- **Dissatisfaction and Conflict with Managers and Supervisors:** One of the most common reasons for employee resignation is the perception of poor leadership in general or a specific individual manager.
 - Identify, select and promote employees who have leadership potential.
 - Provide leadership training and development to the employees with leadership potential.
 - Ensure there are appropriate policies and systems for handling conflict including grievance procedures and disciplinary procedures.
- **Recruitment, Selection and Promotion:** High levels of turnover can result from poor recruitment and selection processes into and within the ODPP. Make sure you have processes in place that identify the best candidate for the job (the one with the required competencies).

Exiting

Purpose and Policy

The aim of the exit policy and procedure is to ensure the ODPP understands the reasons why employees leave the ODPP and put in place retention strategies to address any factors that ‘push’ employees away.

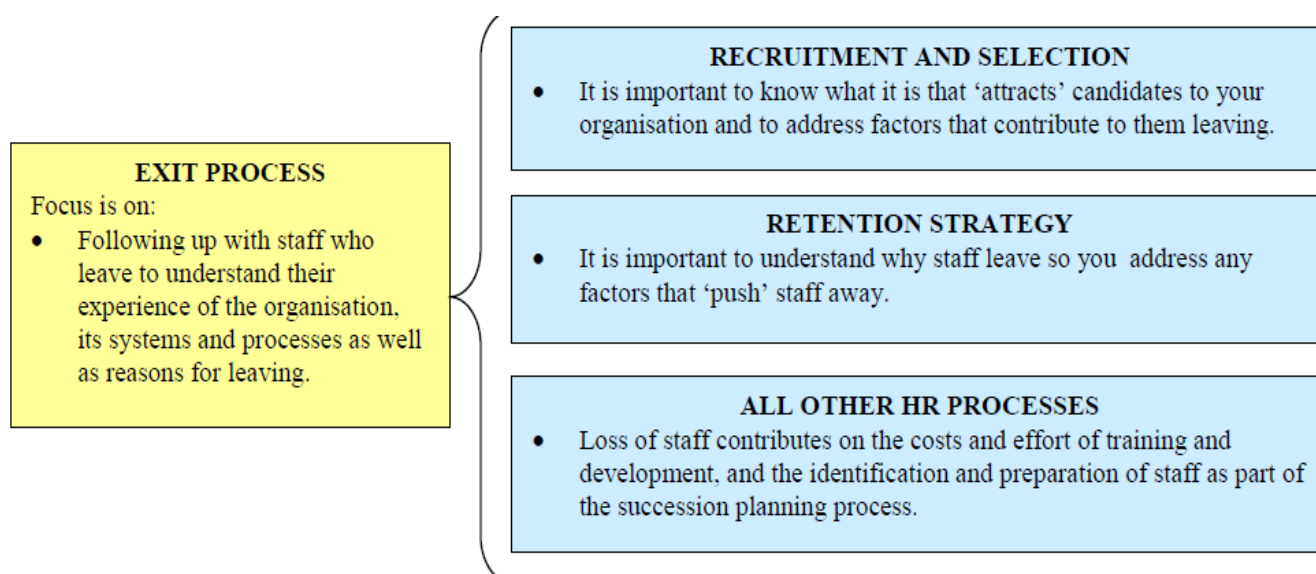
It is also important for there to be a plan in place to transition the work of employees leaving the ODPP so that cases are still effectively prosecuted and work/projects continue during their absence and any transition to a ‘new’ employee.

Documents

Documents relevant to this process include:

- Exit Interview Guide.
- Handover Checklist.

Links to other HR Processes



Procedure

- Once an employee is terminated or a letter of resignation is received, the HR Manager should interview them (Exit Interview Proforma). Information obtained at the interview should be treated as confidential.
- Prior to them leaving, their supervisor should complete the handover checklist with them ensuring all important information and documents are retained, keys and other resources returned, email accounts terminated, etc.
- This exit information should be collated at appropriate intervals so that trends can be identified. Any issues raised that require immediate attention should be communicated to the Director.

Volunteer Management

Purpose and Policy

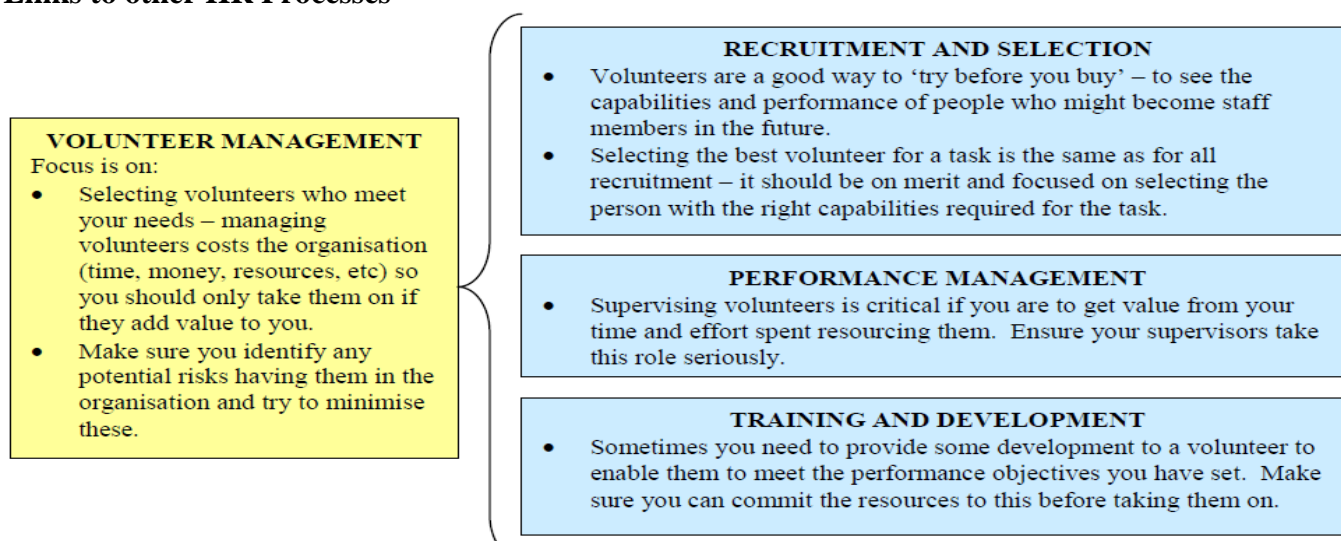
Volunteers are valuable and sometimes essential members of the workforce²⁸. They can also provide valuable expertise for short term periods when there are limited resources. The results from volunteers are dependent on the way they were recruited and managed. Volunteers do provide an additional burden to the ODPP in terms of time taken to supervise them, resources they consume and impact on the work of others, hence it is important to be sure why you are taking in volunteers and manage them appropriately whilst they are with you.

Checklists and Documents

Documents relevant to this process include:

- Volunteer Letter of Appointment.
- Volunteer Job Description.
- Volunteer Induction Checklist.
- Volunteer Handover Checklist.

Links to other HR Processes



Procedure

When you have a specific task you want completed

- Develop the job description outlining the key tasks they will be asked to complete, the performance standards needed to be achieved and the competency requirements needed for achieving them.
- Identify where applicants might best be recruited from (i.e. university, the community, overseas volunteers, etc).
- Conduct a recruitment process:
 - Advertise the vacancy.
 - Shortlist candidates
 - Interview candidates and identify a preferred candidate.
 - Make the offer.

²⁸

Barbeito, C. L. (2004). Human resource policies and procedures for nonprofit organisations. New Jersey: John Wiley and Sons.

- The Training Officer conducts an induction for the volunteer by providing information to them on ODPP, their role and key personnel. Agree performance targets and timeframes including an end date.
- During their time with the ODPP provide ongoing supervision, support and feedback.
- At the end of their time with you, conduct an end of job review. Ensure they handover all relevant information and documents.

When you receive an unsolicited application

- Review their resume and identify from them what they are looking for in the placement – what developmental experiences, what they are trying to gain.
- Identify what the ODPP currently needs and whether there is a fit for you to work together. If there is no fit, reject them politely and if relevant keep their details on file for the future.
- Ask for references from other workplaces to better understand their capabilities and potential limitations.
- If there is a fit for the ODPP, develop a job description outlining the key tasks they will be asked to complete, the performance standards needed to be achieved and the competency requirements needed for achieving them.
- The Training Officer conducts an induction for the volunteer by providing information to them on the ODPP, their role and key personnel. Agree performance targets and timeframes including an end date.
- During their time with the ODPP provide ongoing supervision, support and feedback.
- At the end of their time with you, conduct an end of job review. Ensure they handover all relevant information and documents.

Occupational Health and Safety Management

Purpose and Policy

Work safety and health laws aim to promote and secure the safety and health of persons at work through the elimination, reduction and control of hazards. The OHSE act and regulations are available at the Ministry of Labour web site: <http://www.labour.gov.fj/>

The ODPP is committed to ensuring the health and well-being of its employees and as such believes that all management and employees have a responsibility to comply with the OHSE legislative requirements as a minimum and strive to continuously improve OHSE management beyond that minimum legislative requirement. As outlined in the OHSE Policy of the ODPP, the Office will:

- Comply with the applicable laws and regulations related to OHSE management and strive for higher standards.
- Treat health, safety and environmental issues equally in all business activities.
- Ensure volunteers and contractors understand and adhere to the ODPP's OHSE policy and standards, and encourage their concern and respect for OHSE.
- Monitor and plan to reduce OHSE risks or incidents to a practical and acceptable level. Develop and maintain procedures that minimise the impact of OHSE risks and incidents.
- Assess all potential OHSE effects before conducting new activities.
- Provide OHSE related training to employees, volunteers and contractors on their responsibilities to OHSE management.

Checklists and Documents

Documents relevant to this process include:

- Workplace Injury and Disease Notification Form (OHSF 1).
- Record of Accidents and Other Matters (OHSF 2).
- Potential Hazards and Risk Management Plan.
- Critical Incident Matrix.
- OHSE Inspection Checklist.
- OHSE Audit Proforma.

What Laws Apply?

Under the Health & Safety at Work Act 1996 employers have a duty to provide safe systems of work, information, training and supervision and to consult and cooperate with employees. Employees have a duty to take reasonable care of themselves in the workplace and to cooperate with the employer on safety and health matters.

The Health & Safety at Work (General Workplace Conditions) Regulations 2003 require employers, where practicable, to adopt a systematic approach to identifying, assessing and controlling hazards at work. This responsibility involves:

- Identifying pressures at work which could cause high and long-lasting levels of stress;
- Identifying people who might be affected by these pressures;
- Deciding whether preventative action in place is sufficient;

- Taking action to prevent pressure growing to an unacceptable level; and
- Reviewing the success of the control measures.

This means that the ODPP needs to put in place a suitable risk management process that routinely identifies and manages psychosocial and physical hazards in the workplace.

Legislation in Fiji

- Health & Safety at Work Act 1996.
- Health & Safety At Work (Amendment) Act 2003.
- Health & Safety At Work (Administration) Regulations 1997.
- Health & Safety At Work (Training) Regulations 1997.
- Health & Safety At Work (Reps & Committees) Regulations 1997.
- Health & Safety At Work (General Workplace Conditions) Regulations 2003.

List of forms available on Ministry Of Labour website:

- Workers CompensationLDFC1 WORKERS COMPENSATION NOTIFICATION FORM
- Occupational Health And Safety

OHSF 1	WORKPLACE INJURY & DISEASE NOTIFICATION
OHSF 2	RECORD OF ACCIDENTS & OTHER MATTERS
OHSF 3	APPLICATION FOR NOTICE OF CERTAIN WORKPLACES
OHSF 4	APPLICATION FOR RENEWAL OF REGISTRATION
OHSF 6	APPLICATION FOR REGISTRATION OF CLASSIFIED PLANT/ SPECIFIED OHSF 13 NOTICE OF APPEAL AGAINST NOTICE
OHSF 15	APPLICATION FOR DISQUALIFICATION OF HEALTH & SAFETY REPRESENTATIVE OR COMMITTEE MEMBER
OHSF 16	NOTICE OF APPEAL AGAINST DISQUALIFICATION OF HEALTH & SAFETY REPRESENTATIVE OR COMMITTEE MEMBER
OHSF 18	NOTICE OF CHANGE OF OWNERSHIP OF PLANT
OHSF 19	CERTIFICATE OF COMPLIANCE OF PLANT WITH THE REGULATIONS
OHSF 21	APPLICATION FOR MANUFACTURE/IMPORTATION/SUPPLY OF CHEMICAL NOT LISTED ON THE FIJI CHEMICAL INVENTORY

Workplace Hazards and Risks Defined²⁹

- A workplace HAZARD is a situation that may result in injury or disease.
- A workplace RISK is the likelihood of injury or disease occurring as a result of the hazard.

²⁹ Safetyline. Downloaded from Worksafe, Government of Western Australia on 30 October 1995.

Some Hazard Examples

The table below lists some types of hazards together with some specific examples:

Types of hazard include:	Specific examples
Gravity	falling objects, falls of people
Kinetic energy	projectiles, penetrating objects
Mechanical energy	caught between, struck by, struck against
Hazardous substances	skin contact, inhalation
Thermal energy	spills and splashes of hot matter
Extremes of temperature	effects of heat or cold
Radiation	ultra violet, arc flashes, microwaves, lasers
Sound	hearing damage
Electrical	shock, burns
Vibration	to hands
Biological	micro-organisms
Stress	unrealistic workload and expectations

Part of an OHSE Representative's role is to talk to employees about possible hazards and risks in their work. This helps OHSE Representatives check on certain tasks to make sure safety procedures are working well and to recommend whether other safety measures need to be taken.

Workplace Hazards

A hazard is any event or situation that has the potential for causing harm. There are two main types of hazards that can be found in the workplace ³⁰:

- Physical – biological, biomechanical, chemical, mechanical, radiological.
- Psychosocial – interactions among job content, work organisation and management, and other environmental and organisational conditions that may interact with the employees' competencies and needs.

Historically OHSE systems and personnel have focused on the physical hazards in the workplace putting in place risk management processes for identifying, managing and reviewing these hazards. Psychosocial hazards which are often the main sources of stress, burnout and low job satisfaction, are often not a feature of OHSE activity. However, it is important to remember that interactions that are 'hazardous' influence employee health through their **perceptions** and **experience** ³¹.

³⁰Cox, T., Griffiths, A. and Randell, R. (2003). A risk management approach to the prevention of work stress. In Schabracq, M.J., Winnubst, J. A. M. and Cooper, C. L. (Eds.). (2003). *The handbook of work and health psychology*. (2nd Ed.). Chichester: John Wiley and Sons.

³¹ILO (1986) cited in Cox, T., Griffiths, A. and Randell, R. (2003). A risk management approach to the prevention of work stress. In Schabracq, M. J., Winnubst, J. A. M. and Cooper, C. L. (Eds.). (2003). *The handbook of work and health psychology*. (2nd Ed.). Chichester: John Wiley and Sons.

The following table outlines the main psychosocial hazards that can be found in the workplace. Other psychosocial hazards can include ³² :

- Poor feedback, inadequate appraisal and communication processes (Griffiths, 1998)
- Performance visibility (errors are highly visible), production responsibility (cost of errors is great) or employee interdependence (Parker and Wall, 1998)
- Job insecurity, excessive work hours, bullying managerial style (Sparkes et al., 2001) Notice psychosocial hazards cover both the content of work and its context.

Psychosocial Hazards in the Workplace ³³

Psychosocial Hazard	Evidence
Job Content	Lack of variety or short work cycles, fragmented or meaningless work, underuse of skills, high uncertainty, continuous exposure to people through work.
Workload and Work Pace	Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines.
Work Schedule	Shift working, night shifts, inflexible work schedules, and unpredictable hours, long or unsociable hours.
Control	Low participation in decision making, lack of control over workload, pacing, shift work, etc.
Environment and Equipment	Inadequate equipment availability, suitability or maintenance; poor environmental conditions should as lack of space, poor lighting, excessive noise.
Organisational Culture and Function	Poor communication, low levels of support for problem solving and personal development, lack of definition of, or agreement on organisational objectives.
Interpersonal Relationships at Work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support.
Role in ODP	Role ambiguity, role conflict and responsibility for people.
Career Development	Career stagnation and uncertainty, under-promotion or over-promotion, poor pay, job insecurity, low social value to work.
Home-Work Interface	Conflicting demands of home and work, low support at home, dual career problems.

Original Source: Adapted from Cox, 1993

The ODP Risk Management Process should focus on identifying, controlling and monitoring physical and psycho-social hazards in the workplace.

Risk Management

Risk management is most important for preventing injury and disease. ³⁴ Risk management involves regularly searching for workplace hazards, assessing their potential to cause injury or disease, and either eliminating the hazard or minimising the risk of injury or disease.

What are observable in the risk-outcome process are events such as accident, injuries, damage, incidents and diseases ³⁴ . These result from hazards in the environment – which are observable directly (physical presence) or indirectly. Identifying risks involves the systematic assessment of all hazards (physical, chemical, psychosocial, etc) which could affect the system (human or organisation).

³² Cited in Cox, T., Griffiths, A. and Randell, R. (2003). A risk management approach to the prevention of work stress. In Schabracq, M. J., Winnubst, J. A. M. and Cooper, C. L. (Eds.). (2003). *The handbook of work and health psychology*. (2nd Ed.). Chichester: John Wiley and Sons.

³³ Table 10.1 taken from Cox, T., Griffiths, A. and Randell, R. (2003). A risk management approach to the prevention of work stress. In Schabracq, M. J., Winnubst, J. A. M. and Cooper, C. L. (Eds.). (2003). *The handbook of work and health psychology*. (2nd Ed.). Chichester: John Wiley and Sons. Page 194.

³⁴ Safetyline. Downloaded from Worksafe, Government of Western Australia on 30 October 1995.

Examples of Different Types of Danger³⁵

	Immediate	Long-term
Physical	Eg. Resulting from working on roof which is too fragile to take the weight of a person	Eg. Repetitive strain injury (RSI) from rapid continuous limb movements such as occurs among meat processing workers and others
Chemical	Eg. From working with substances at the extremes of the pH scale	Eg. From exposure to lead
Biological	Eg. From cyanide compounds	Eg. From exposure to mouldy hay (Farmer's Lung)
Psychological	Eg. From having to cope with the results of a serious accident to a work colleague	Eg. Stress resulting from job demands which exceed the individual's ability to cope

Risk Matrix

A feature of risk management systems is the way you can categorise the hazards or dangers. This allows the ODPP to identify the priorities for management. By rating the severity and likelihood of the risk you can develop priorities for action. A risk matrix can be developed to support the risk assessment process.

Stages of risk assessment ³⁶ :

- Identify all hazards (use checklist, audit proforma, etc);
- For each hazard, ask what is the worst outcome from that hazard (consider numbers exposed, their vulnerability, outcomes including fatal injury, serious injury, health damage, plant damage, environmental pollution, loss of assets, loss of confidential critical information, etc);
- Judge the probability/likelihood of harm occurring (e.g. likely/frequent, probable, possible, remote, improbable);
- Plot outcomes against probabilities in a simple matrix to arrive at a number of different risk categories.

Risk Matrix³⁷

Likelihood	Severity					
	Multiple Death	Single Death	Major Injury	Lost-Time Injury	Minor Injury	Delay Only
Certain or Imminent						
Highly Likely						
Likely						
May Happen						
Unlikely						
Highly Unlikely						

Using the above assessment confirm you have categorised the event appropriately.

³⁵ Glendon, A. I. and McKenna, E. F. (1995). Human safety and risk management. London: Chapman and Hall. ³⁴ Glendon, A. I. and McKenna, E. F. (1995). Human safety and risk management. London: Chapman and Hall. Page 319.

³⁶ Glendon, A. I. and McKenna, E. F. (1995). Human safety and risk management. London: Chapman and Hall.

³⁷ Adapted from CCH, (2006). Planning occupation health and safety: A guide to OHSE risk management. (7th edition). Sydney: CCH. Page 110.

	Potential Consequences			
Category	Potential Personal Injury	Environmental Impact	Business Impact	Equipment Damage
Major	Fatality or Lost Time Injury (> 5 days)	Localised	Significant revenue loss or loss of contract or data	> \$500
Moderate	Lost Time Injury (1-5 days)	Minor	Inability to meet client needs or revenue loss	\$100 -\$500
Minor	Sprains, Strains, Minor Lacerations	None to Slight	None	< \$100

Risk Management Process

At each workplace, risk checking should be on-going. It should be driven by the ODPP and should involve the OHSE Committee and OHSE Representatives in helping to develop and update safe work procedures.

The risk management process involves ³⁸ :

1. Identifying hazards: Consideration should be given to
 - injuries or disease occurring in the workplace or in other similar workplaces;
 - the causes of unplanned occurrences or "near miss" incidents at the workplace or other similar workplaces;
 - publications such as Codes of Practice, guidance notes and material safety data sheets;
 - walk through inspections of the workplace (checklists may be useful);
 - consultation with employees to find out what problems they may have in performing their jobs; and
 - consultation with safety and health representatives or committee members.
2. Evaluating the risk (How much danger? How soon? How often? Who is exposed?): To assess the likelihood of injury occurring from an identified hazard, the employer and the OHSE Representatives or OHSE Committee can
 - check injury and incident records;
 - ask the employees about near misses and unreported minor injuries or symptoms;
 - check how the hazard affects people in the area;
 - take note of the number of people who are placed at risk during a given time -say a day or a week;
 - talk to employees who have had past experience with the identified hazard; or
 - use a 1-10 probability scale of injury or disease symptoms occurring within a set time, say six months, a year or five years.
3. Controlling the risk (What methods? To what benefit?): Controlling the risk can mean either getting rid of the hazard or minimising its potential to cause injury or disease. It may involve replacing hazardous equipment, installing guarding or sound-proofing, keeping people away from the hazard or, if none of these are sufficient or practicable, providing protective clothing.

³⁸ Glendon, A. I. and McKenna, E. F. (1995). Human safety and risk management. London: Chapman and Hall. For stages 1-3, extra detail taken from Safetyline. Downloaded from Worksafe, Government of Western Australia on 30 October 1995.

Preferred Controls

- The closer a control is to the source of a hazard, the more reliable or effective it will be. Control at source eliminates or minimises the hazard, or isolates it from employees.
 - Here is a hierarchy or preferred order of control measures, ranging from the most effective to the least effective:
 - Elimination -removing the hazard or hazardous work practice from the workplace. This is the most effective control measure.
 - Substitution -substituting or replacing a hazard or hazardous work practice with a less hazardous one.
 - Isolation -isolating or separating the hazard or hazardous work practice from people not involved in this work, or the general work areas. This can be done by marking off hazardous areas, or installing screens or barriers.
 - Engineering control -if a hazard cannot be eliminated, substituted or isolated, an engineering control is the next preferred measure. This may include modifications to tools or equipment, or providing guarding, barriers, ventilation or insulation.
 - Administrative control -includes introducing work practices that reduce the risk, for example job rotation, limited entry or limited time in hazard areas.
 - Personal protective equipment -respirators, goggles, safety boots, aprons, ear plugs or muffs, gloves, helmets, overalls, safety glasses, masks, breathing apparatus, fall arrest equipment -should be considered only when other control measures are not practicable, or to increase protection.
 - Control measures are not mutually exclusive. That is, there may be occasions when more than one control measure should be used to reduce exposure to hazards.
4. Monitoring controls (How do they stand up? What changes are needed?): The OHSE Committee and OHSE Representatives should monitor the controls and plans in place to be sure they are suitable (realistic, relevant, and useful)
- regular OHSE audits should assist in the collection of information;
 - talk to employees to identify their experience of the workplace and controls; and
 - walk through inspections of the workplace (checklists may be useful).
5. Implement controls.
6. Monitor/Review effectiveness of controls: The OHSE Committee and OHSE Representatives should evaluate the effectiveness of the controls and risk management plans in place to be sure they are achieving the expected outcomes as follows:
- check injury and incident records;
 - ask the employees about near misses and unreported minor injuries or symptoms;
 - regular OHSE audits should assist in the collection of information;
 - talk to employee to identify their experience of the workplace and controls; and
 - walk through inspections of the workplace (checklists may be useful).

A sample risk management plan for the ODPP is provided in the toolkit. The ODPP should have a plan relevant to their risks and hazards developed annually by the OHSE Committee, in consultation with the OHSE Representatives. This plan should be monitored and performance assessed annually using audits, checklists and reviews of OHSE statistics (as outlined in stage 6 above). The sample plan should be reviewed and completed according to the risks identified for the ODPP. In addition, a critical incident matrix should be completed for those risks or hazards identified as critical. A sample critical incident matrix is also included in the toolkit.

Investigating and Reporting of Incidents and Accidents

All employees are encouraged to report hazards, potential accidents/incidents and actual incidents and accidents. In order for the ODPP to be proactive regarding the management of incidents and improving long term OHSE performance, it is important to have accurate information and assessment of incidents and accidents within the Office.

Reporting of Incidents and Accidents

Employee should use the relevant form which can be found on the Ministry of Labour web site at <http://www.labour.gov.fj/>

OHSF 1 WORKPLACE INJURY & DISEASE NOTIFICATION
OHSF 2 RECORD OF ACCIDENTS & OTHER MATTERS

Investigating Hazards, Incidents and Accidents

It is the responsibility of the OHSE Committee to appoint a team to investigate a hazard, incident or accident and report back to the OHSE Committee for review. The OHSE Committee should review the risk and hazard management plan in the light of any recommendations or findings and improve OHSE management practices as required. The investigations team should consider:

- the details of the hazard, incident or accident;
- the causes of the hazard, incident or accident;
- review what processes or controls are in place currently; and
- make recommendations for corrective or remedial action.

OHSE Statistics and Information

The OHSE Committee should keep up-to-date statistics on the OHSE for the ODPP. Data collected and analysed could include:

Health	<ul style="list-style-type: none">• number of health promotion plans and activities;• number of health risk assessments carried out;• number of sick days taken;• elimination / rationalisation of chemicals;• changes in employee attitudes and perceptions; and• occupational illness frequency.
Safety	<ul style="list-style-type: none">• number of lost time injuries, first aid cases, hazard reports;• incident potential frequency;• average close time for action items from audits and accident/hazard forms;• number of audits and inspections carried out;• training needs vs. number of people trained;• communication of good and bad OHSE experiences;• quality and effectiveness of induction; and• % of items closed out by due date changes in employee attitudes and perceptions.
Environment	<ul style="list-style-type: none">• number of recycling initiatives and participation;• number of environmental initiatives (e.g. use of 'green' chemicals);• environmental incident frequency elimination / rationalisation of chemicals;• number of environmental incidents reported;• environmental target achievement (e.g. liquid spills, paper usage, light/equipment usage);• waste management plan – performance vs. plan and• changes in employee attitudes and perceptions.

OHSE Inspections and Audits³⁹

An audit of an OHS Management System is separate from a workplace inspection program.

- Inspections are conducted to detect hazards in the workplace and to check how well risk controls are working for particular activities, processes or areas.
- Audits look at the procedures and processes that are intended to manage the entire health and safety program, rather than the individual deficiencies and failures identified during inspections.

These two activities, (audit and inspection), are complementary to each other and are not mutually exclusive.

By definition, an OHS Management System audit is a ‘systematic examination against defined criteria to determine whether activities and related results comply with planned arrangements, and whether these arrangements are implemented effectively and are suitable to achieve the ODPP’s policy and objectives’.

The Audit Process

An audit should go beyond the ‘paper trail’ to establish the level of implementation within the workplace and whether the system contributes to improvement in health and safety performance. Evaluation of this evidence should enable the audit team to determine whether there is ‘conformance’ or ‘nonconformance’ with the audit criteria.

The audit criteria are those areas of OHS work practice that require monitoring and review. The OHS Audit Proforma sets out a basic audit process for the ODPP.

An audit report should also contain information about the evidence that contributed to the auditor’s judgment of conformance or nonconformance. The audit report may also include opportunities for improvement where identified. However, it is a management responsibility to decide what changes are required as a result of an audit and to initiate actions to improve performance.

Audits are not designed to assess the performance of individuals

Audits of OHSE Management Systems should assess how effectively the system, including its structure, policies, planning activities, resourcing, operating procedures, and work practices combine together to manage the risks associated with the ODPP’s business. Audits are not designed to measure the performance of individuals working within the system.

Audits also generate information for management action

Audits provide the ODPP’s management with fact-based information that can be used to review OHSE Management System effectiveness and plan change that will ensure continual system improvements. The information generated through an audit will provide evidence of conformance or nonconformance with the audit criteria; however it is not designed to provide detailed recommendations for solutions to any identified problems.

Auditors

Audits are conducted by appropriately qualified and experienced personnel. The audit team is usually identified by the OHS Committee. Consideration should be given to ensuring the team has a cross-section of skills and experience within the work areas of the ODPP as well as OHS knowledge and skills.

³⁹

Taken from pages 1-2 of the National Self-Insurer OHS Audit Tool: User Guide and Workbook. Prepared by Work safe, Victoria, 16 February 2007.

So What Should the ODPP Do?

It is important to have a risk management process in the ODPP that assesses all potential hazards, physical and psychosocial, and puts in place action plans to address or minimise these risks. One of the most important things you can do is to develop hazard and risk management plans and develop as far as practicable strategies for handling risks to employee/members of the public/witnesses and their physical and mental health. This may mean developing relationships with other organisations to share services or access low cost services such as students on placement from USP who are professionally supervised but need practical experience (i.e. occupational health nurses, psychology students, social work students, physiotherapy students, etc).

OHSE Action Checklist

- Develop an OHSE policy.
- Develop hazard and accident reporting forms or use Ministry of Labour form, train employee in how to complete them.
- Make sure you do a risk assessment every year.
- Develop a hazard and risk management plan, regularly review and monitor the effectiveness of this plan.
- Develop a critical incident management plan, regularly review and monitor the effectiveness of this plan.
- Put in place a process to review and monitor the hazards and risks identified for the office and the incidents and accidents reported so that performance improvements can be identified and made.
- Make sure OHSE is discussed at every employee and management meeting.
- Develop an OHSE Inspection Checklist and conduct regular inspections of the workplace to ensure controls are in place for identified hazards and risks and that new hazards and risks are identified.
- Develop an OHSE audit proforma and conduct regular audits of the workplace, at least every 6 months.
- Keep OHSE statistics and regularly interrogate this information to identify key trends and areas for action.
- If you have more than 20 employees you need to have an OHSE Committee (as required by OHSE legislation in Fiji) who meets regularly to discuss OHSE – they can then be responsible for the risk assessment process and plan, critical incident matrix, audit process, inspections process and investigations process.