



FIJI NATIONAL  
UNIVERSITY

# Human Resources Policies



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**Definitions**

1. *Applicant* - any person who applies in writing for an advertised position
2. Candidate refers to any person being considered for appointment to a position. Candidates include those who may be head-hunted by the University.
3. **Categories of Employees:**
  - 3.1 Full-time employees are those who are required to work on a full-time and exclusive basis for the University. These contracts may vary in length from one term (block, semester, penster, trimester, semester) to three (3) years at a time. Full-time positions comprise established positions and temporary positions.
  - 3.2 Established positions are those that have been formally established by the University through a needs-based analysis.
  - 3.3 Temporary positions are those created to fill a particular need at a particular time, and the need for which is not anticipated to continue for more than 2 years except for filling in vacancies created by leave without pay. Temporary positions include employees in visiting, adjunct, and honorary capacities.
  - 3.4 Employees hired to fill established positions are regarded as permanent employees of the University, while those hired to fill temporary positions are regarded as temporary employees of the University. Temporary employees are short-term employees.
  - 3.5 Part-time employees are those who work for less than the full working day, or less than the full working week, for the University. Part-time employees are not restricted from holding other jobs outside the University. Occasionally, one person may hold more than one part-time position with the University at a particular time. Such employment shall, however, only be permitted for either temporary positions, or established positions filled for no more than the reasonable time it takes to formally fill a vacancy, which is estimated to be approximately 3 months.
  - 3.6 Casual Worker means a worker whose terms of engagement provide for the worker's payment at the end of each day's work and who is not re-engaged within the 24 hour period immediately following the payment.
4. Cull refers to the assessment of written applications against stated selection criteria for the position, to determine applications to be further considered.
5. Dependents shall include biological off-spring(s), parents, and biological sibling(s) of the employee, or any member who stays with the employee permanently and who is entirely dependent on the employee.
6. Head of Section refers to Dean/Director/Registrar/VC.
7. Immediate family member is defined as including only the staff member's spouse, children, parents, grandparents, grandchildren, mother/father-in-law, grandmother/grandfather-in-law, father's or mother's biological brothers or sisters, and first cousins .
8. Merit selection refers to the comparison of candidates on the basis of how well they meet the requirements of the position. Emphasis is on relevant qualifications; demonstrable knowledge, skills and experience, and conduct.
9. Merit: value, quality, importance, ability, accomplishment, aptitude, skill, worth.
10. Per diem is defined as allowance given to cover an employees expenditure for meal and accommodation when travelling on official duty.
11. Recommended candidate refers to a candidate who, at the end of the selection process is considered, in the opinion of the interviewing officers, to possess the greatest merit and is recommended for appointment to the position.
12. Responsibility Positions: are positions like section head, supervisor, manager, line supervisor / EOs and HOS/HOD (teaching stream)
13. Screening Committee – refers to the committee that relooks at the shortlisting of candidates and also sits in as the interview panel for the position. (See section 8 (8.4))

14. Section means College, Division, Centre, Office of VC, Office of the Registrar
15. Selection criteria means the minimum qualifications, education, skills and abilities required for any person to successfully perform the duties of the position.
16. Short-list is a list of (usually no more than six) applicants who, after initial interviewing and/or testing, appear to be the best applicants in terms of merit whose applications need further detailed scrutiny.
17. Unestablished/waged employees – full time employees paid on an hourly basis.
18. Smoking - Smoking is defined as inhaling, exhaling, burning, or carrying a lighted cigarette, cigar, pipe, or other lighted smoking product. The burning of any type of lighted pipe, cigar, cigarette, or any other smoking equipment or device, whether filled with tobacco or any other type of material.
19. Facility - Any enclosed area of a structure, or portion therefore, and which structure is owned and/or being occupied or operated by the University. This is intended to include University owned and operated vehicles, and outdoor group seating facilities. This definition includes all areas within the residence halls.
20. Scientific study - Peer reviewed scientific study related to the health effects of smoking, sanctioned and formally approved by the University.
21. Theatrical Production - Theatrical performance sanctioned and approved by the University.
22. Outdoor group seating facilities - Any outdoor seating arrangement whereby people sit in close proximity (shoulder-to-shoulder to one another).
23. Residence Hall - Any structure designated by the University as a residence hall. The smoke-free indoor air policy will apply to all areas within the residence halls and within 5 meters of residence hall building entrances.
24. Privileged Benefits – benefits that are given to employees for being an employee of FNU, and are over and above the legally required limits.
25. Personal Data: Data that relates to an individual employee who is employed with the University or who can be identified from that information or from that data and other information in possession of the data controller. Personal data includes any expression of opinion about that employee.
26. Personal File: Data that is kept in an organized file with a file reference that relates to an employee with the University, who can be identified from that information or from that data and other information in possession of the data controller.
27. Personnel Records: Personnel records are typically Personal Files of individual employees kept as a record, which is initiated and maintained by the People Personnel Services Department of the Division of Human Resources. An ideal Personnel Record System would provide a complete and accurate summary of an employee's history by gathering data from many sources including individual employee and filing this information in their personal files and making it accessible to authorized individuals to view the information for decision making.
28. File Records Room: File Records Room is basically a room where the individual employee's files are maintained for the purpose of security and confidentiality. The File Records Room is maintained by the People Personnel Services Department of the Division of Human Resources.
29. Data Controller: Any person (an individual or a legal person), who either alone or in common with other persons, determines the purposes for which and the manner in which any personal data are processed.
30. Data Subject: An employee who is subject of the personal data.
31. Processing: In relation to information or data, means obtaining, recording or holding the information or data or carrying out any operation or set of operations on the information or data.
32. Third Party: In relation to personal data, means any person other than: a) the data subject b) the data controller or c) any data processor or other person authorized to process data on behalf of the data controller.
33. Filing System: Manual or electronic filing system, which is structured in such a way that information about an individual employee is readily accessible.

## RECRUITMENT POLICIES

### EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

#### Policy No.: HR - 01

1. It is the policy of the University to create a fair working environment by eliminating all forms of discrimination at the workplace.
2. The University's Policy on Equal Employment Opportunity is aimed at preventing and eliminating direct and indirect discrimination in employment on the basis of, and, relating to any aspects of protected personal characteristics or social characteristics, as defined below.
  - 2.1. Protected personal characteristics are defined to include: race, colour, gender, disability, physical appearance, national extraction or social origin or any combination of the preceding.
  - 2.2. Social characteristics are defined to include: marital status, family responsibilities, pregnancy, sexual orientation, beliefs on religion, or political persuasion, or, any combination of the preceding.
3. The University shall not establish minimum qualification requirements for employment positions by adopting provisions or requirements that would otherwise be seen as discriminatory on the basis of social or protected personal characteristics, as defined above.
4. It is the University's policy to employ, retain, promote and otherwise treat any and all employees and job applicants on the basis of merit, qualification and competence. This policy shall be applied without regard to the social or personal protected characteristics of any individual.
5. The University recognises that certain jobs demand particular physical abilities and attributes of employees.. For example, a physical abilities test may be deemed to be appropriate for positions in the Properties and Facilities Department. Such differentiation is intended to protect both, the employee, as well as the University community and shall not constitute discrimination of any form.
6. It is prohibited for any employee of the University to refuse to hire, train, promote or provide equitable employment conditions to any employee or applicant or to discipline or dismiss any employee solely on the basis of a person's social or protected personal characteristics, except when the doctrine of business necessity, or a bona fide occupational qualification can reasonably be established.
7. The intended ultimate outcome of this Policy shall be to foster an organisational culture and attitudes that value a diverse workforce. This will include an appreciation and understanding of different blends of values, cultures, ethnicities and genders.
8. Supervisors and department managers at all levels are expected to take a leading role in developing a workplace culture in which all employees are treated with respect and equitably.
9. Sexual discrimination or harassment shall not be tolerated at any level.
10. Racial discrimination or harassment shall not be tolerated. Racist language or stereotypes are not to be used, nor racial incitement sanctioned.
11. The official language of conducting business at the University, both the corporate aspect and engagement between employees and students, including the medium of instruction, shall be English. No class is to be held in a language other than English, except where:
  - 11.1. interpretation is required in a class where students do not come with English proficiency, or
  - 11.2. in a class which is scheduled to be in another language.
  - 11.3. No formal meeting is to be conducted, even in a small part, in a language other than English except where necessary as in the case of a community setting in which instance, if any among the meeting do not understand the language in which the meeting is conducted, appropriate interpretation would be provided.
12. Each employee has the freedom of religion and worship. However, no official function or event of the University, except any function/event specifically marked for a religious celebration (like Christmas, Easter, Holi, Diwali, Prophet Mohammed's birthday, etc.), shall have any sectarian prayer. If the event is to have a prayer, the official University prayer shall be recited. Alternatively, a moment of time may be provided for each person to silently recite one's own prayer.

13. The University shall endeavour to make all its existing premises, as far as possible within the available resources, friendly to the physically impaired.
14. In recruitment and selection, including opportunities to undertake higher-level duties on a short-term basis, the merit principle shall apply at all times. The merit principle requires that decisions be based on the relative abilities of applicants to perform the duties required of the job. This principle acts to prohibit discrimination, patronage and favouritism.
15. It is the policy of the University to comply with all international conventions and norms on employment as far as possible within its resource constraints.
16. **Review:** This policy and its application shall be monitored and reviewed on a regular basis. The University reserves the right to amend these policies and/or procedures as it considers appropriate.

## RECRUITMENT POLICY

Policy No.: HR-02

### 1. Policy Statement

- 1.1. The Recruitment policy applies to all positions except for the positions of the Vice Chancellor, Deputy Vice Chancellor(s), Pro-Vice Chancellors, Deans, and Directors/Registrar whom the Council selects according to processes established by the Council.
- 1.2. The success of the University depends critically on the quality of its employees. The University reserves the right to attract and retain quality employees. In general, the University has the right to appoint full-time, temporary, short-term and part-time employees, and honorary, adjunct and visiting employees. The University reserves the right to utilize each type of employment option available to engage employees in the fulfilment of its vision, mission and values.
- 1.3. The University is committed to recruiting and selecting the best persons out of those who meet the minimum qualification requirements. This requires identifying those with the right combination of qualifications, skills, and attributes necessary to maximize efficiency, effectiveness and productivity. Every employment decision of the University shall be an objective assessment of merit relevant to the job.
- 1.4. This policy aims to ensure that all recruitment activities are undertaken systematically, consistently and efficiently, and that the University's employment practices are consistent with EEO principles. It applies to all contractual permanent positions and unestablished or hired workers. Its application to the employment of casual workers and part-time employees is at the discretion of the Human Resources Department, and shall be guided by the need of the moment.
- 1.5. Except as may be determined by the University Council, the University does not hire employees on tenure.
- 1.6. If a person recruited at FNU, or being made an offer of employment, is found to have provided false information or to have misrepresented any information or to not have disclosed any material facts in his or her application, it shall be deemed to be sufficient grounds for FNU to summarily terminate the appointment, without any compensation whatsoever, or withdraw the offer, whichever course of action may be appropriate.

### 2. RECRUITMENT OF THE VICE CHANCELLOR AND THE SENIOR MANAGEMENT GROUP

#### 2.1. Definition of Senior Management Staff

Senior Management Group refers to the Vice Chancellor, Deans, Directors and Registrar.

#### 2.2. Vice Chancellor

The Council is the appointing authority of the Vice Chancellor. As such, the Council establishes the rules for the appointment and terms and conditions of the appointee.

#### 2.3 Deans and Directors

- 2.3.1 Deans and Directors report to the Vice Chancellor, and form part of the Senior Management of the University.
- 2.3.2 The appointment of Deans and Directors shall be done by an Appointments Committee comprising the following:
  - 2.3.2.1 Vice Chancellor – as Chair of the Committee
  - 2.3.2.2A least 2 members of the Council appointed by the Chair of the Council
  - 2.3.2.3 At least 2 members of the Senior Management, appointed by the Vice Chancellor.

#### 2.4 Sourcing Methods

Generally, one or more of the following recruitment approaches, to be decided by the appointing authority, can be adopted to identify interested and suitable candidates.



2.4.1 Advertising the Post: Advertising the post helps communicate clearly and openly to the public the requirements of the position and the selection criteria.. The methods for advertising the post shall include:

- 2.4.1.1 advertising in the local and international press and journals; and/or
- 2.4.1.2 advertising on the FNU website and/or recruitment websites.

2.4.2 Head hunting, as determined by the Appointments Committee.

2.4.3 Executive Search Recruitment consultants can tap into private sector networks and are skilled at promoting opportunities to potential candidates. They can reach a wide pool of candidates, and can reduce the time burden on the Selection Committee. In using executive search, the following points shall be considered:

- a. in selecting the search consultant, international search firms with good reputation, extensive global search experience and proven track record shall be considered;
- b. the consultant should show a commitment to diversity and equality issues, and demonstrate how such commitment is reflected in its practice and approach; and
- c. precise job descriptions and person specifications should be agreed between the consultant and the Selection Committee.

**2.4.4 Network Referrals**

2.4.4.1 Referral is one of the widely used methods for identifying potential candidates in both the public and private sectors. Possible referral sources may include senior executives of other business and public organizations.

**2.4.5 Internal Candidates**

- 2.4.5.1 All internal candidates shall be evaluated on the same basis vis-à-vis other candidates.
- 2.4.5.2 CVs of internal candidates may be submitted by others, provided the candidate provides a consent note for this. CVs without consent notes shall not be considered.

**2.5 Process and Selection Criteria**

The following shall be considered in the recruitment process:

- 2.5.1 Sorting: all applicants who do not meet the minimum qualification requirements for the position, as advertised, are excluded. The resulting list is the List of Eligible Candidates.
- 2.5.2 Shortlist: From the List of Eligible Candidates, 3 to 5 best applicants are shortlisted. “Best” is determined by checking the candidate’s achievements against the job requirements metric.
- 2.5.3 Selection: the short listed applicants shall be interviewed. The same set of questions shall be asked of all the applicants, and records be kept of the responses of each candidate. Interviews may be done either by tele/video conferencing, or face to face. The Committee may delegate the responsibility for interviewing to a sub-committee of the Committee, in which case, a full report of the interviews shall be provided to the Committee for decision making.
- 2.5.4 The final selection criteria may focus on, inter alia, personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity. All shortlisted applicants would be evaluated on the same set of factors.
- 2.5.5 Reference Checks: Reference check shall be conducted at the final stage of the selection process with the prior permission of the selected candidate or shall be conducted immediately after the candidate has been selected. Offer shall only be finalized subject to the receipt of satisfactory references.

**3. RECRUITMENT FOR ALL OTHER STAFF THAN THE SENIOR MANAGEMENT GROUP**

**3.1. Appointment Authority of Staff other than SMG Staff**

The Authority to employ people at the University for employees covered under this policy is with the Vice Chancellor. The Vice Chancellor may delegate some or all of this authority to appropriate officers of the University.

**3.2. Establishing/De-establishing Positions**

3.2.1. Each College and the Support Services Division of the University shall establish a College/ Division HR Review Committee, whose responsibility it shall be to regularly review staffing needs in the section.

3.2.2. The HR Review Committee shall comprise the section head (or his/her nominee), and at least two senior employees in the next immediate level in the organisational hierarchy. The Review Committee may be serviced by the HR Department.

**3.3. A review may result in recommendations to the Vice Chancellor for:**

- 3.3.1. confirmation of existing positions
- 3.3.2. establishment of new positions
- 3.3.3. de-establishment of existing positions
- 3.3.4. reclassification of positions, or/and
- 3.3.5. redefinition of positions/job descriptions
- 3.4. The review may also consider the section’s organisational structure.
- 3.5. It is the responsibility of the HR Department to ensure that such reviews take place at least on an annual basis.
- 3.6. Any report from the HR Review Committee that recommends the establishment of new positions or de-establishment of existing positions, or which has any other financial implication, shall be submitted to the Vice Chancellor no later than 15 May each year, for the next financial year
- 3.7. New positions cannot be created outside of the budgetary approvals that contain provisions for new positions. The only exceptions to this are:
  - 3.7.1. where programmes/projects are self-funding, where there is no budgetary impact, and where positions created are for the respective programme/project and lapse as the programme /project ends.
  - 3.7.2. where growth in the section turns out to be more than what was budgeted; in such circumstances, the Section head may seek approval from the Vice Chancellor for the filling of additional positions on a temporary basis until the HR Review Committee considers the stability of the growth and makes due recommendations to the Vice Chancellor.

**3.8. Vacancy Documentation and Advertising**

- 3.8.1. HR needs arising through HR Review Exercise/HR Plan for the following year must be submitted through a single PRF to OVC for approval no later than 15 May each year.
- 3.8.2. The HR Office shall advertise these positions comprehensively for the University by 30 June each year..
- 3.8.3. When a vacancy arises through resignation, the section head must advise the HR Department, through the Personnel Requisition Form (PRF), of the need to advertise and fill the vacancy.
- 3.8.4. For all positions vacated through resignations or termination of contracts, the section head is required to convene the HR Review Committee within 5 working days of the notification of the vacancy to consider:
  - 3.8.4.1. the continuing need for the position
  - 3.8.4.2. the need to fill the position at a different level
  - 3.8.4.3. the need to fill the position on a different basis (for example on part-time basis), or
  - 3.8.4.4. any other matter related to the vacancy
- 3.9. The Personnel Requisition Form must accompany the section head’s recommendation on the resignation. If a resignation is sent directly to the HR Office, or the Office of the Vice Chancellor, the relevant office must ensure that the section head is made aware of the resignation within 3 working days of the receipt of the resignation notice, and who shall then submit a PRF to the OVC. The PRF for the vacant position shall contain the recommendation of the HR Review Committee.

- 3.10. The HR Office shall advertise the position within 10 working days of the receipt of the approved PRF.
- 3.11. As a general rule, all vacant positions are advertised. Advertisements are posted on the University's website, and externally through newspaper(s) and electronic means. Advertisements may also be placed in professional journals and publications as may be relevant to the position. The objective of advertising is to give the widest possible exposure to the vacancy.
- 3.12. No advertisement shall contain any social or personal character limitation for applications, which are contrary to the principles laid down in the EEO Policy.
- 3.13. All advertisements will nominate:**
  - 3.13.1. a closing date, which shall normally not be less than two weeks from the date of advertising;
  - 3.13.2. a contact officer for interested persons to obtain more information from, including a copy of the Job Description;
  - 3.13.3. the address to which applications must be submitted. This address is usually at the Human Resources Office.
- 3.14. All advertisements must comply with a standardized University format.
- 3.15. Determining Employment Application Process
  - 3.15.1. For salaried positions, the preferred mode of applying for jobs is through online applications available on the FNU website. Alternatively, an applicant may send the application via email using an authentic email address. Applicants may also send hardcopies of their applications.
  - 3.15.2. For unestablished/wage or temporary positions, applicants are expected to submit the 'Application for Employment Form'. Applicants may also apply online.
  - 3.15.3. Applications shall normally not be accepted after the nominated closing date. For clarity, the closing date is deemed to be the date stated on the advertisement for the position. Applications postmarked or emailed before this date are acceptable. Applications received after the closing date may be considered.
  - 3.15.4. All online applications and applications with email addresses shall be acknowledged by the HR Office via email within one (1) week of the closing date of the application. Hardcopy applications, or applications without email addresses may not be acknowledged.
  - 3.15.5. The HR Department is responsible for all administration associated with the advertising and pre-selection processes, including:
    - 3.15.5.1. the creation and maintenance of a register of all applications, detailing date of receipt, action taken and status of the applications;
    - 3.15.5.2. the holding of all original applications and associated documentation;
    - 3.15.5.3. maintaining records of all relevant paperwork (job descriptions, standard forms, reference check details, approvals); and
    - 3.15.5.4. Drawing up a standard application matrix for submission to the Screening Committee.
- 3.16. General Applications and Search**
  - 3.16.1. The University shall maintain a file in each professional area, and which shall contain applications sent to the University without any reference to any specific vacancies, or sent with the intention of obtaining employment at the University. Applicants shall be removed from the list if they subsequently decline to express interest in working for the University or have since been appointed to any position at the University.
  - 3.16.2. The University shall maintain a file of applicants worthy of appointment in each professional area, but who were eliminated during the screening process. Applicants shall be removed from the list if they subsequently decline to express interest in working for the University.

- 3.16.3. These applicants would be contacted when appropriate/relevant vacancies arise to see if they would like to be considered for the vacant post; if the interest remains, their applications would be treated alongside the other applications received.
- 3.16.4. Section heads and other employees of the University may circulate the advertisements as widely as they wish to, and encourage people to apply, without making any representations or providing any undertakings on the prospects of them being appointed. All head-hunted applicants would also go through the process of screening.
- 3.17. Processes**
  - 3.17.1. Application Logs**
    - The HR Office shall maintain full records of all applications received in a mail register.
  - 3.17.2. Summary Matrices**
    - 3.17.2.1. The HR Office shall enter the details of the applications on the relevant application matrix.
      - These application matrices shall be filled within the following time frame;
    - 3.17.2.2. For posts which attracted up to 24 applications, no later than 5 working days from the closing date of the applications;
    - 3.17.2.3. For posts which attracted up to 48 applications, no later than 10 working days from the closing date of the applications;
    - 3.17.2.4. For posts which attracted more than 48 applications, no later than 15 working days from the closing date of the applications;
  - 3.17.3. Shortlisting and Screening Applications
    - 3.17.3.1. The HR office shall note in the application matrix, those applicants who do not meet the minimum qualification requirement (MQR) for the position.
    - 3.17.3.2. The full file of applicants, together with the application matrix and the HR Department's assessment of applications, as well as the advertisement and the job description for the position, would be sent to the Chair of the Screening Committee for consideration no later than:
      - 3.17.3.3. 5 working days from the close of applications for positions with up to 24 applications;
      - 3.17.3.4. 10 working days from the close of applications for positions with up to 48 applications;
      - 3.17.3.5. 15 working days from the close of applications for positions with over 48 application
      - 3.17.3.6. Where the number of applications or number of positions advertised is unreasonably high, a reasonable timeline may be set by the Vice Chancellor upon request.
  - 3.17.4. One full file for the position shall always be maintained by the HR Office. This may be an electronic file.
- 3.18. Screening Committee**
  - 3.18.1. The Screening Committee for salaried employee vacancies comprises:
    - 3.18.1.1. Head of the section (Dean/Director/Registrar) in which the vacancy arises, as Chair
    - 3.18.1.2. Head of the section (school or department) directly responsible for the appointee
    - 3.18.1.3. One other member of the department
    - 3.18.1.4. One member from another section of the University, appointed by the Director of Human Resources
    - 3.18.1.5. HR Department Officer or a nominee of HR Department
  - 3.18.2. The Screening Committee for wage employee vacancies comprises:
    - 3.18.2.1. Head of section (Dean/Director/Registrar/VC) in which vacancy arises, as Chair
    - 3.18.2.2. Head of department directly responsible for the appointee
    - 3.18.2.3. One member from another section of the University, appointed by the Director of Human Resources
    - 3.18.2.4. HR Department Officer or a nominee of HR Department
  - 3.18.3. The Screening Committee shall examine the short list provided by the HR Office and add other applications from the file, whom it considers worthy of further assessment. The Screening

Committee shall not exclude from the list any applicant who has been placed on the list by the HR Office.

- 3.18.4. Upon shortlisting, the Committee shall assess the applications. The assessment shall include an examination of the application matrix and the HR assessments for individual applications. The Committee may interview applicants to seek additional information on the applicants. Where interviews are considered necessary, the secretary of the Screening Committee shall arrange a time and place for any interview that may be necessary, and notify all members of the Committee of the shortlisted applicants and the time and place of interview. The HR Office shall also get all confidential referees reports for short-listed applicants in time for the Screening Committee meeting.
- 3.18.5. Where applicants are interviewed, formal interview questions need to be prepared. Each applicant interviewed must be asked the same questions. All interview responses need to be recorded and assessment points noted by each Committee member. Candidate's merits/demerits shall only be discussed after each member provides the scores of those interviews; never earlier than that. All scores would be provided after all applicants who were to be interviewed have been interviewed. The Chair shall summarise the scores and enter these in the application matrix. Interview performance is only one of the attributes considered in the appointment process; other factors that must also be considered are qualifications, work experience, research and publications, and job-hopping. The application matrix provides the weights that are given to various categories of attributes of applicants. The applicant with the highest final score shall be offered the position.
- 3.18.6. The Screening Committee may decide to include tests (including aptitude tests for designated positions), exercises, presentations or demonstrations to enable better assessment of skills for certain positions.
- 3.18.7. For assessments where there is a clear ranking, the Committee may recommend the appointment of 3 applicants and a point within the salary band for each of the recommended applicants.
- 3.18.8. The Chair shall submit a report to the HR Office. The full file, together with the report, shall be sent back to the HR Department within 25 working days from the receipt of file from HR office for all positions.
- 3.18.9. If the Screening Committee needs additional time, it should seek an extension in writing from the Director responsible for HR;
- 3.18.10. The panel shall not recommend any candidate to be appointed to any position other than those advertised for. If the panel accesses the credentials of one or more applicants to be suitable for another rank than that advertised, it shall advise the Vice Chancellor of this in its report. The Vice Chancellor shall consider this report and make a determination on the basis of the needs of the University, provided that the determination shall not have the potential of preventing any Fiji citizen from an employment prospect at the rank determined.
- 3.18.11. The HR Office shall assess the report from the Chair of the Screening Committee, and submit its assessment to the Vice Chancellor for consideration. The HR report to the Vice Chancellor must include:
  - 3.18.11.1. Complete file of applicants
  - 3.18.11.2. Complete application matrix
  - 3.18.11.3. Recommendation, and the justification for the recommendation
  - 3.18.11.4. If the candidates were interviewed, then a full record of the interviews
  - 3.18.11.5. Any other matter the Committee feels needs to be reported for positions relating to the position.
- 3.18.12. The Vice Chancellor may accept the recommendation of the Screening Committee, but is not bound to accept any or all recommendations. Where the Vice Chancellor does not

accept the candidate recommended by the Screening Committee, the Vice Chancellor shall provide his reasons and send the file back to the Screening Committee, which shall consider the Vice Chancellor's reasons and carry out a further assessment of the applicants if necessary. The revised report of the Screening Committee shall be sent to the HR Office for its assessment and onward submission to the Vice Chancellor. The Vice Chancellor shall consider whether the Screening Committee has sufficiently addressed the matter(s) raised by him. Where the Vice Chancellor assesses that the Screening Committee has not sufficiently addressed the matters raised, he shall decide on further action to be taken. Further actions may include offering the position to the candidate who has scored the highest aggregate score on the application assessment matrix, convening an independent panel comprising at least 3 professors of the University to advise the Vice Chancellor on the panel's recommendation, or re-advertising.

- 3.18.13. It is the intent of the University to appoint the best applicant for any position. The best applicant is the one who has met the minimum qualifications requirement and who has scored the highest aggregate points in the application assessment matrix.
  - 3.18.14. Once an applicant is endorsed by the Vice Chancellor, the Human Resources Director shall offer the successful candidate a contract of employment.
  - 3.18.15. Contract commencement shall be as per the needs of the section, but normally be at the beginning of each month to coincide with the induction process.
  - 3.18.16. No offer shall be made to any applicant, nor shall any applicant be communicated to by any member of the Committee or the HR Department, without formal approval of the appointment by the Vice Chancellor.
  - 3.18.17. No person shall be asked by any section to commence work without a contract being duly entered into.
  - 3.18.18. The HR office shall advise, through emails, all applicants who had provided their email addresses, of the outcome of their application.
- 3.19. Pre-employment Health & Police Screening**
- 3.19.1. A job offer by the University is only confirmed upon the University receiving:
    - 3.19.1.1. A Medical Report:
      - 3.19.1.1.1. It is the policy of the University not to discriminate against any applicant because of physical impairments except for positions that require physical fitness for the performance of one's duties.
      - 3.19.1.1.2. If the medical report certifies medical suitability of the applicant, the appointment shall be confirmed.
      - 3.19.1.1.3. If the medical report indicates lack of medical suitability, or provides conditional suitability, the offer shall be deemed to be rescinded, until and unless the physician issues a revised certificate or revises conditions of the certificate such that the condition does not present undue complications or hardships to the University, or advises that a remedial program has been initiated that will permit employment consistent with the University's needs.
      - 3.19.1.1.4. Candidates from outside Fiji shall submit a report from a registered medical practitioner from their country and at their cost.
    - 3.19.1.2. **Police Report:**
      - 3.19.1.2.1. Each candidate offered a job at the University is required to provide a police report from within the residential jurisdiction as specified in the job offer letter.
      - 3.19.1.2.2. Candidates with police reports that show adverse records during the immediate past 7 years, except in categories of crime related to their profession where past 12 years shall apply), may have the offers to them rescinded if there has been no evidence of successful rehabilitation.



3.19.2. Applicants found to be submitting falsified documents shall be deemed to have committed a gross misconduct.

**3.20. Recruitment Benefits**

3.20.1. There is no financial or other benefit payable to new recruits, irrespective of the place of recruitment.  
 3.20.2. To enable an employee to adjust, the University shall, if a new recruit requests, pay a salary advance equivalent to one month's salary, on the day a new recruit joins employment. The advance shall be deducted from the employee's salary over a period of 6 months.

**3.21. Indemnity**

3.21.1. The University shall indemnify all employees for acts and/or omissions of the employees when the employees work in good faith, within the policies of the University, within one's specific authority, and with the skill, dexterity, and standard of care required and expected of the profession.

**3.22. Records Management**

3.22.1. Documents relating to unsuccessful applicants (applications, interviewers notes, etc.) shall be retained by the HR Office for as long as an employee is active at the University, and thereafter, for a period of at least 6 years. Screening Committee recommendations and the Vice Chancellor's approval documents shall be retained in perpetuity.

**3.23. Temporary Employment**

3.23.1. Policy Statement: From time to time, the University may need to fill a position based on a particular need at a particular time. These positions are not on the establishment but are necessary for smooth functioning of the University at that particular time. The University may employ candidates on temporary basis to fill this particular need.

**3.23.2. Guiding Principles**

- 3.23.2.1.1. The common situations where temporary positions will be required (but not limited to) are:
- 3.23.2.1.2. specific project work, like research/clinical work for academics, external assessment, curriculum reviews, and building/property related work for the Properties department
- 3.23.2.1.3. unscheduled departure of staff – for example, staff absconding, terminations, etc.
- 3.23.2.1.4. resignations of staff under the old FIT and FSM T&C, where the 30 day period including leave does not allow replacement to be formally recruited,
- 3.23.2.1.5. suspension – during which period disciplinary processes take place, and
- 3.23.2.1.6. during advertisement and recruitment for established positions.

**3.23.3. Application and Selection**

- 3.23.3.1.1. Requests for temporary positions are made by head of College/Division on a standard Personnel Requisition Form for approval by the Vice Chancellor
- 3.23.3.1.2. The requisition form must accompany the duly filled Employment Application Form, a current CV of the applicant and the justification for the position (including the section workload).
- 3.23.3.1.3. The term of employment must be clearly specified.
- 3.23.3.1.4. The selection of temporary staff shall be strictly on merit.
- 3.23.3.1.5. Temporary employees must meet the MQRs for the specific position against which the temporary appointment is being made, or a comparable position if there is no specific position against which the application is made.

**3.23.4. Period of Employment**

- 3.23.4.1.1. The period of temporary employment in most instances shall be no longer than 3 months at a time. The absolute maximum for a person to be employed in one temporary position for all categories other than project work, is 2 years. For project work, temporary positions shall continue until the project is completed.
- 3.23.4.1.2. No extension shall be provided for any temporary employment, unless the Head of College/Division can demonstrate that the need for the position still continues.

3.23.4.1.3. Temporary employment with the University cannot be deemed to provide an expectation of full-time or permanent employment at the University. This shall be made clear in all temporary employment contracts.

**3.23.5. Responsibilities**

- 3.23.5.1.1. The candidate shall provide an undertaking that his/her health and medical conditions are satisfactory to the nature of employment to be undertaken, and that the candidate shall not make any claim against the University for medical costs.
- 3.23.5.1.2. Any person who is recommended to hold a temporary position beyond 6 months, or is getting an extension after the first 6 months, would be required to provide a police clearance.

**3.23.6. Remuneration**

- 3.23.6.1.1. Remunerations for temporary positions will be as per the University's remuneration scales.
- 3.23.6.1.2. Sick Leave: Temporary employees would be entitled to sick leave of 10 days per annum if their employment is beyond 3 months and they are continuously employed for one year. For periods of employment between 3 months and 12 months, sick leave entitlement would be pro-rated by the period of employment.
- 3.23.6.1.3. Bereavement/Compassionate Leave: Temporary employees would be entitled to 3 days bereavement leave and compassionate leave of 3 days per annum if their employment is beyond 3 months and they are continuously employed for one year. For periods of employment between 3 months and 12 months, this leave entitlement would be pro-rated by the period of employment.
- 3.23.6.1.4. Annual Leave: Annual leave is payable only if the period of employment is 12 months. No annual leave is payable for temporary employees whose employment is for a period that is below one year.
- 3.23.6.1.5. All other entitlements are as per the HR Policies and the Employment Relations Pro-mulgation 2007.

**3.23.7. Termination**

The University reserves the right to terminate the period of temporary employment by giving appropriate notice as per the contractual provisions.

**3.24. Honorary Positions**

- 3.24.1. Guiding Principles: To capitalise on the benefits of having adjunct, visiting, and retired positions at the University, and to lift FNU's academic profile, the FNU institutes the following honorary positions:
  - 3.24.1.1. Adjunct Positions: Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor/Senior Lecturer/Principal Lecturer, Adjunct Lecturer, Adjunct Fellow; Adjunct Senior Fellow, and Adjunct Professorial Fellow.
  - 3.24.1.2. Visiting Positions: Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor/Senior Lecturer/Principal Lecturer, and Visiting Lecturer.
  - 3.24.1.3. Fellows: Research Fellow, Senior Fellow, and Professorial Fellow.
  - 3.24.1.4. Distinguished Retired Staff: Professor Emeritus/Emerita, Associate Professor Emeritus/Emerita, Assistant Professor Emeritus/Emerita, and Lecturer Emeritus/Emerita.

**3.25. Adjunct Positions:**

- 3.25.1.1. Adjunct appointments are made under the authority of the Vice Chancellor.
- 3.25.1.2. The terms and conditions of adjunct positions are to be negotiated between the parties, but as an operating principle, these positions are honorary positions where the appointee continues to work for another employer, but is associated with the FNU in name and title.

- 3.25.1.3. The adjunct may do specific work for the FNU on request basis, or may provide solicited or unsolicited advice to the Vice Chancellor or the College Deans, or Heads of Schools/Departments/Centres to which they are affiliated.
- 3.25.1.4. The adjunct may also be asked to be based at FNU for brief periods.
- 3.25.1.5. Any remuneration for work at FNU would be pegged at the associated full rank, pro-rated for the period the adjunct works at FNU. For work done from distance, a reasonable honorarium commensurate with the value of the work would be paid. The Vice Chancellor shall be responsible for fixing this honorarium or remuneration.

### **3.26. Visiting and Fellow Positions**

- 3.26.1. Visiting and Fellow position appointments are made under the authority of the Vice Chancellor.
- 3.26.2. The terms and conditions of these positions are to be negotiated between the parties, but as an operating principle, the net gains from such visiting positions should always be in favour of FNU.
- 3.26.3. Any remuneration paid for work done at FNU would be pegged at the associated full rank, prorated for the period the visitor/fellow worked for the FNU. The Vice Chancellor shall be responsible for fixing this honorarium or remuneration.
- 3.26.4. Visiting positions may not be held for more than 24 months at a time, while fellowships may be held for a longer period, but each for a clearly defined research project. These positions may not normally be advertised since these are not ongoing positions for which primary determinants are prestige and status, or financial endowments or research grants.
- 3.26.5. It shall be the responsibility of the Vice Chancellor to ensure that no visiting position or positions of fellows are offered without being thoroughly satisfied that this would add a net value to FNU, and that the achievements of the persons are of a level suitable for such appointments.

### **3.27. Retired Academic Staff: Emeritus/Emerita titles:**

- 3.27.1. Emeritus/Emerita titles are awarded to distinguished staff who have made a significant and sustained contribution to FNU's standing through their research, publications, patenting, and industry consulting. Merely teaching/training does not qualify a retiring staff to be awarded an emeritus/emera title.
- 3.27.2. Persons holding these titles shall be entitled to the following privileges of the University: access to the University, library rights, office space and equipment, internet and computing facilities, and University business cards carrying the emeritus/emera title.
- 3.27.3. Persons holding such positions may not work for the University in any full-time capacity. They may, however, be called upon to do specific work, normally involving mentoring of staff or senior students, or to complete a research project that commenced earlier, or to prepare results from a prior project for publication. For such work, the persons shall be paid at the normal hourly rate for part-time staff at the various ranks. If the work involves full-time work for a brief period, but not exceeding one semester, the payment shall be commensurate to the full academic rank prorated for the period so worked.
- 3.27.4. Teaching staff who have devoted their lives to teaching only at the FNU, and support services staff above the rank of deputy manager may also be associated with the University upon retirement. While they would not be offered any honorary position, they would be regarded as "Rank - Retired, year". This shall entitle them to access to the University, library rights, office space and equipment, internet and computing facilities, and University business cards carrying the "Rank – Retired, [Year]" after or below their names.

- 3.27.5. The award of emeritus/emera titles is made upon the recommendation of the Vice Chancellor and endorsement of the University Senate. Nominations for the award of emeritus/emera positions may be made to the Vice Chancellor by staff of the University.

### **3.28. Review**

- 3.28.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 3.28.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

**WORKPLACE ATTACHMENT POLICY**
**Policy No.: HR-03**
**1. Policy Statement**

- 1.1. The University may accept requests from bona fide students of tertiary or vocational institutions for work attachments at the University under the guiding principles contained in this policy.
- 1.2. The University recognizes that it has a social obligation towards Fiji's human resources development.

**2. Guiding Principles**

- 2.1. Attachments will be offered only in line with the University's programmes and activities.
- 2.2. A restricted number of attachees would be allowed at the University for a specific period of time taking into account considerations of space, mentorship and equipment.
- 2.3. Where the request for attachment is greater than the number of places available, acceptance shall be determined solely by academic merit.
- 2.4. Attachments shall be considered only in the major area of the applicant's study, supported by a letter from the institution.
- 2.5. An attachment is not an employment with the University. The attachee's status remains that of a student who is fulfilling the conditions necessary for graduation from his/her programme of studies.

**3. Application and Selection**

- 3.1. Applications for attachments shall be considered at least 4 times a year, for batches of applications received by the last working day of January, April, August, and November.
- 3.2. Applications shall be made through the 'Job attachment Application Form'. Applications shall be valid for a period of six months from the date the forms are received by the University.
- 3.3. In order to be eligible for an attachment at the University, applicants must:
  - 3.3.1. be a student of a tertiary or vocational institution in Fiji
  - 3.3.2. have attained the legal age of employment in Fiji
  - 3.3.3. be competent in English (except where the area of study of the student is a language other than English)
  - 3.3.4. provide either an undertaking by the tertiary/vocational institution, or an undertaking by the student and/or his/her parent/guardian/sponsor that the student's health and medical conditions are satisfactory to the nature of attachment to be undertaken, and that the student shall not make any claim against the University for medical costs.

**4. Selection**

- 4.1. The selection of attachees shall be strictly on academic merit and/or the criteria of merit suitable for the vocation the student is studying/training in.

**5. Attachment Period**

- 5.1. The period of attachment shall be strictly for the duration that the course/programme of study requires for successful completion of the programme.
- 5.2. Where no such period is specified in the programme of study, the maximum period of attachment shall be 6 months.
- 5.3. No extension shall be provided for any attachment, unless the student receives an unsatisfactory report from the supervisor, and the institution to which the student belongs, requests for an extension for the student to meet the conditions placed on the attachment.
- 5.4. The attachment shall be documented by a contract of attachment between the University and the attachee.
- 5.5. An attachment with the University cannot be deemed to provide an expectation of employment at the University, or be deemed to be a period that the student can consider as work experience in any application for employment with the University. An attachment is strictly a part of the student's studying/training requirements.

**6. Responsibilities**

- 6.1. Attachees shall receive formal orientation, including orientation to the philosophy and work practices of the University, and shall be provided with a conducive working environment, including a working space, requisite equipment for her/his attachment, and mentoring.
- 6.2. Attachees shall adhere to all regulations, policies and procedures of the University.
- 6.3. Attachees shall demonstrate willingness to fully and actively participate in the learning experience provided by the University, and shall always demonstrate their ability to work in a multilingual and multicultural environment.
- 6.4. Attachees cannot represent the University in any capacity other than as a student attachee of the University. They also can not represent the University at any public event without the prior written consent of his/her supervisor.
- 6.5. Attachees shall be protected by the University's insurance cover against accidents or injuries sustained by the attachee during the course of designated work attachment during official hours. They are not entitled to any other benefit.

**7. National Employment Centre Provisions**

- 7.1. The University may engage National Employment Centre (NEC) attachees as per the NEC Decree.

**8. Remuneration**

- 8.1. Attachees are not entitled to any remuneration during the period of the attachment. The University, however, may consider providing attachees as stipend as it may determine from time to time.

**9. Termination**

- 9.1. The University reserves the right to terminate the period of attachment for any attachee for just cause.

**10. Review**

- 10.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 10.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

**VOLUNTEER WORK POLICY**
**Policy No.: HR-04**
**1. Policy Statement and Objectives**

- 1.1. The University provides three types of volunteer work, each with a different purpose.
- 1.2. As part of its obligation to Fiji's human resources development, the University may accept applications from graduates from tertiary or vocational institutions to perform voluntary work for the University. The primary objective of accepting volunteers is to provide the volunteer an opportunity to gain work experience which may be of value to the volunteer in seeking job opportunities elsewhere, and also be of value to the nation in terms of providing work experience to young entrants into the job market.
- 1.3. The University also seeks experienced persons in various fields as volunteer workers to assist University employees and students gain useful knowledge, skills and education that experienced professionals bring. Such volunteers may be local or expatriate.
- 1.4. The University also provides for University students under the University's Student Financial Aid Scheme to volunteer for work at the University.

**2. New Graduates as Volunteers**
**2.1. Guiding Principles**

- 2.1.1. A restricted number of volunteers would be allowed at the University for a specific period of time taking into consideration, the availability of space, mentorship and equipment.
- 2.1.2. Where the request for volunteer work is greater than the number of places available, acceptance shall be determined solely by academic merit.

**2.2. Application and Selection**

- 2.2.1. Applications for volunteer work shall be considered at least 4 times a year, for batches of applications received by the last working day of January, April, August, and November.
- 2.2.2. Applications shall be through the Volunteer Work Application Form. Applications shall be valid for a period of six months from the date they are received by the University.
- 2.2.3. In order to be eligible for volunteer work, applicants must have attained the legal age of employment in Fiji, and have competencies in English.

**2.3. Selection**

- 2.3.1. The selection of volunteers shall be strictly on academic merit and/or the criteria of merit suitable for the vocation in which the person is trained.

**2.4. Volunteer Period**

- 2.4.1. The minimum period of a volunteer work is 3 months and the maximum period is two years. No extension is provided for any volunteer work, unless the volunteer is a part of an approved volunteer work programme.
- 2.4.2. The volunteer work shall be documented by a contract of volunteer work between the University and the volunteer.
- 2.4.3. Volunteer work with the University can not be deemed to provide an expectation of employment at the University.

**3. Senior Volunteers**
**3.1. Guiding Principles**

- 3.1.1. The University has provision for a number of senior volunteers in various areas in which the University can gain from the education, knowledge and skills of senior professionals.
- 3.1.2. For senior volunteers, the University may seek organisations to sponsor volunteers, or may seek individual volunteers.
- 3.1.3. In order to be eligible for volunteer work, applicants must be able to communicate in English.

**3.2. Volunteer Period**

- 3.2.1. The period of engagement of senior volunteers is flexible.

**4. Volunteers Under Student Financial Aid Scheme**

**4.1. Guiding Principles:** The University provides for University students under the University's Student Financial Aid Scheme to volunteer for work at the University. The aim is to provide an opportunity to students to study at the University who otherwise would not be able to study on account of inability to pay their fees to the University.

**4.2. Volunteer Period**

- 4.2.1. The period of such volunteer work shall be the period of the studentship of the student, or the period that a student requires to pay off all his/her tuition and other debt to the University.
- 4.2.2. Full-time students shall be engaged as volunteer workers for a period that is no more than 20 hours per week during terms, and a period that is mutually acceptable to the University and the Student during non-term periods.

**5. Responsibilities**

- 5.1. Volunteer workers shall receive formal orientation, including orientation to the philosophy and work practices of the University, and shall be provided with a conducive working environment, including working space, requisite equipment for his/her work, and mentoring.
- 5.2. Volunteer workers shall adhere to all regulations, policies and procedures of the University
- 5.3. Volunteer workers shall demonstrate willingness to fully and actively participate in the learning experience provided by the University, and shall always demonstrate their ability to work in a multilingual and multicultural environment.
- 5.4. Volunteer workers cannot represent the University in any capacity other than as a volunteer worker at the University, nor can they represent the University at any public event without the prior written consent of his/her supervisor.
- 5.5. Volunteer workers shall be protected by the University's insurance cover against accidents or injury sustained by the worker during the course of designated work during official hours and any medical scheme that the University may have in place for its workforce.

**6. Remuneration**

- 6.1. Volunteers are not entitled to any remuneration during the period of work at the University. The University, however, may consider providing volunteers a stipend as it may determine from time to time.
- 6.2. **Senior Volunteers**
  - 6.2.1. If Senior Volunteers are coming through an organisation, the remuneration shall be negotiated between the organisation and FNU
  - 6.2.2. If the Senior Volunteers are recruited on an individual basis, the remuneration shall be in proportion to the salary of a similar full time position which the University may decide from time to time.

**7. Termination**

- 7.1. The University reserves the right to terminate a volunteer worker's period of stay at the University without providing any explanation to the worker.

**8. Volunteers from Abroad**

- 8.1. Overseas volunteers would be considered on a case-by-case basis.

**9. Review**

- 9.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 9.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.



**INTERNSHIP POLICY**
**Policy No.: HR-05**
**1.0 Policy Statement**

- 1.1 As part of its social obligation to nurture exceptionally bright graduates in Fiji, the University may accept applications from new graduates from tertiary or vocational institutions for internships at the University.
- 1.2 The primary objective of the internship scheme is to provide exceptionally bright graduates an opportunity to gain work experience in a high-value work environment to sharpen the skills of the graduates.

**2.0 Guiding Principles**

- 2.1 A restricted number of interns would be allowed at the University for a specific period of time taking into account considerations of space, mentorship and equipment.
- 2.2 Where the request for internship is greater than the number of places available, acceptance shall be determined solely by academic merit.

**3.0 Application and Selection**

- 3.1 Applications for internship shall be considered 4 times a year, for batches of applications received by the last working day of January, April, August, and November.
- 3.2 Applications shall be through the Internship Application Form. Applications shall be valid for a period of six months from the date they are received by the University.
- 3.3 In order to be eligible for an internship at the University, applicants must:
  - 3.3.1 Be graduates of tertiary and/or vocational institutions.
  - 3.3.2 Have a GPA of at least 3.5 in the major area of study in the student's graduation.
  - 3.3.3 Have attained the legal age of employment in Fiji.
  - 3.3.4 Be fluent in English.
  - 3.3.5 Have not worked for remuneration (inclusive of self-employment) for a continuous period of more than 9 months in Fiji.

**4.0 Selection**

- 4.1 The selection of interns shall be strictly on academic merit and/or the criteria of merit suitable for the vocation in which the person is trained.

**5.0 Internship Period**

- 5.1 The minimum period of an internship is 3 months and the maximum period is one year. No extension is provided for any internship. An intern who departs the internship in a period less than 3 months shall be liable to pay the University the balance of the remuneration for the period between the date of departure and the 3 month notice period, at the rate he/she was remunerated.
- 5.2 The internship shall be documented by a contract of internship between the University and the intern.
- 5.3 An internship with the University cannot be deemed to provide an expectation of employment at the University.

**6.0 Responsibilities**

- 6.1 Interns shall receive formal orientation, including orientation to the philosophy and work practices of the University, and shall be provided with a conducive working environment, including a working space, requisite equipment for his/her work, and mentoring;
- 6.2 Interns shall adhere to all regulations, policies and procedures of the University;
- 6.3 Interns shall demonstrate willingness to fully and actively participate in the learning experience provided by the University;
- 6.4 Interns shall always demonstrate their ability to work in a multilingual and multicultural environment;
- 6.5 Interns cannot represent the University in any capacity other than as an intern at the University,

nor represent the University at any public event without the prior written consent of his/her supervisor;

- 6.6 Interns shall be protected by the University's insurance cover against accidents or injury sustained by the worker during the course of designated work during official hours, and the University's medical insurance scheme if the University establishes any university-wide medical insurance scheme.

**7.0 Remuneration**

- 7.1 Interns shall be remunerated at rates the University establishes from time to time within its remuneration policy. Interns are entitled to all statutory entitlements, including superannuation, and annual leave pay if the intern stays for a period of one complete year.

**8.0 Termination**

- 8.1 The University reserves, within the provisions of policies and the law, the right to terminate the engagement of an intern at any time.
- 8.2 Interns may terminate their contract with the University by providing at least one week's written notice to the University, notwithstanding that any resignation during the first 3 months of the internship shall attract the penalty stipulated in section 5.1 above.

**9.0 Potential employment**

- 9.1 Interns shall undertake not to accept employment at the University for a period of 3 months from the commencement of the internship.

**10.0 Training activity**

- 10.1 Interns are entitled to participate in training activities carried out at the University during their internship.

**11.0 Review.**

- 11.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 11.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **Graduate Teaching Assistant's Policy**

### **Policy No.: HR-06**

#### **1.0 Policy Statement**

- 1.1 As part of its efforts to nurture exceptionally bright graduates, the University shall engage a limited number of such graduates as graduate teaching assistants (GTA).
- 1.2 The primary objective of the GTA policy is to provide for the engagement of university graduates to work at the University while undertaking their postgraduate studies at the University.

#### **2.0 Guiding Principles**

- 2.1 The University shall determine the number of GTA positions available at the University each year. Graduates selected for these positions shall be required to teach for a maximum of 12 hours per week, and spend the rest of the time studying at a higher level (PGD, Master's or PhD degree).

#### **3.0 Application and Selection**

- 3.1 Applications for GTA shall be considered as and when applications for the positions are called.
- 3.2 In order to be eligible for a GTA position at the University, applicants must:
  - 3.2.1 Be graduates from a university with at least a bachelor's degree or higher.
  - 3.2.2 Have a GPA of at least 3.5 in the major area of study in the student's graduation.

#### **4.0 Selection**

- 4.1 The selection of GTAs shall be strictly on academic merit.

#### **5.0 GTA Period**

- 5.1 The maximum period for GTAs that leads to a PGD is for 2 years.
- 5.2 The maximum period for GTAs that leads to a Master's degree is for 3 years.
- 5.3 The maximum period for a GTA that leads to a doctorate degree is 5 years.
- 5.4 Each of these may be extended up to a maximum of one year if there are good reasons for the extension.

#### **6.0 Status**

- 6.1 GTAs are, for all intents and purposes, students of the University, who engage in part-time employment at the University.

#### **7.0 Responsibilities**

- 7.1 GTAs shall receive formal orientation, including orientation to the philosophy and work practices of the University, and shall be provided with a conducive working environment, including a working space, requisite equipment for his/her work, and mentoring.
- 7.2 GTAs shall adhere to all regulations, policies and procedures of the University.
- 7.3 GTAs shall demonstrate willingness to fully and actively participate in the learning experiences provided by the University.
- 7.4 GTAs shall always demonstrate their ability to work in a multilingual and multicultural environment.
- 7.5 GTAs cannot represent the University in any capacity other than as a GTA at the University, nor represent the University at any public event without the prior written consent of his/her supervisor.
- 7.6 GTAs shall be protected by the University's insurance cover against accidents or injury sustained during the course of designated work during official hours; any cover for medical insurance shall be as per their contracts of engagement.

#### **8.0 Remuneration**

- 8.1 GTAs shall be remunerated at rates that apply to interns.

#### **9.0 Termination**

- 9.1 The University reserves, within the provisions of policies and the law, the right to terminate the engagement of a GTA for under performance and breach of policies.
- 9.2 GTAs may terminate their contract with the University by giving at least a 3 month written notice to the University.

#### **10.0 Potential employment**

- 10.1 GTAs may have a legitimate expectation of employment at the University. However, they shall compete for jobs within the University with other applicants. There shall be no automatic transition from being a GTA to a full-time employee.

#### **11.0 Training activity**

- 11.1 GTAs are entitled to participate in training activities carried out at the University during their stay at the University.

#### **12.0 Review**

- 12.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 12.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

**OUTSIDE WORK**
**Policy No.: HR-07**
**1. Principle**

- 1.1. Employment at the University other than for part-time employment, is a whole-time employment. The University maintains the right to call employees to work at any hour or any day where the need arises. No full time employee shall undertake any work, whether for remuneration or not, outside the University.
- 1.2. Full-time employees in the Higher Education Stream of teaching staff, however, may undertake outside work within the provisions of this policy.
- 1.3. This policy applies only to employees in the Higher Education Stream of teaching staff. The provision for outside work for all other employees is provided in Staff Industrial Attachment Policy.
- 1.4. Full-time employees in the Support Services sections who intend to undertake any work, whether for remuneration or not, shall apply in writing to the Director of Human Resources for permission.

**2. Context**

- 2.1. The University recognises that in order to maintain the currency of their professional skills, academics may need ongoing experience in the industry through participation in activities related to their professions and teaching specialties, working in the industry, or consulting for the industry.
- 2.2. The University encourages its Higher Education stream employees to engage with industry through various means, with the intention of keeping current their skills and abilities.

**3. Policy**

- 3.1. The University may allow its academic employees in the higher education (academic) stream opportunities to work outside the University in the subject areas the employees are engaged in teaching/researching.
- 3.2. In exceptional circumstances, teaching employees from the TVET stream, and employees from the Support Services sections (non-teaching areas) may be provided with opportunities for outside work.
- 3.3. Outside work may include setting and/or holding private practice in a relevant profession.
- 3.4. Every employee granted permission for outside work shall provide appropriate indemnity for the University.
- 3.5. All outside work shall be guided by the same conditions that apply to consultancies undertaken by University employees as per the Intellectual Property Policy.
- 3.6. The opportunity to work outside is a privilege and not a right, and the employee must ensure that any outside work or private practice work does not interfere with his/her regular academic responsibilities.

**4. Procedures**

- 4.1. Employees wishing to undertake industry engagement through industry attachment, work consultancy, or any other means, whether for remuneration or not, shall apply through their supervisor and the respective Dean, to the Vice Chancellor. The application must provide reasons such engagement with industry is necessary for the employee to maintain currency in the profession and provide a statement on the lack of any viable or efficient alternative for the employee to keep current the experience and knowledge of his/her profession.
- 4.2. No employee shall commence outside work without written approval from the Vice Chancellor before they undertake any such activity; such approval may be conditional, in which case the employee needs to abide by the conditions.

- 4.3. No approval shall be provided if the activity is in any way in conflict with the objectives of the University, or the core business of the University, or would have any adverse impact on the work or job description of the employee except where the Vice Chancellor provides written approval for such activity.

**5. Review**

- 5.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

**STUDY BENEFIT POLICY**
**Policy No.: HR-08**
**1. Policy Statement and Objective**

- 1.1. The University regards continuing study as capacity building, which is essential in keeping the University moving forward to meet the requirements of continuously changing labour market needs and to be competent with the job requirements in an environment of rapidly evolving technology.
- 1.2. The University recognises that the need for its employees to upgrade their skills and education and to keep their skills current will be of benefit to the University community and stakeholders.
- 1.3. While the University encourages employees to continue studies, undertaking any study may have an impact on the productivity of an employee. As such any full-time employee wishing to undertake a formal programme of study, whether for credit or not, whether funded by the University or not, and whether through face-to-face or online/distance mode, shall seek approval for such studies, through the prescribed forms.
- 1.5. Studies referred to in this policy include all studies, whether for credit or not, whether funded by the University or not, whether at the University or at any other institution, and whether through face-to-face or online/distance mode.

**2. Policy**

- 2.1. While engaged in full-time employment, no employee shall enrol in any full-time study at the University or at any other tertiary institution, or enrol in part-time studies at a number of institutions which collectively would add to effective full-time study.
- 2.2. Employees may undertake part-time studies under the following conditions:
  - 2.2.1. Any full-time employee wishing to undertake a formal study on a part-time basis shall seek approval for such studies, through the prescribed forms, from their supervisors, and advise the HR Office of such approval being granted.
  - 2.2.2. New employees who are enrolled for any study anywhere on the date of their employment must declare their study load to their supervisor and DHR as soon as appointed to the position, and seek approval for continuation of the study. No tuition refunds will be paid for such study.
  - 2.2.3. Employees proceeding on part-time study shall have the options of maintaining their full salaries during this period and carrying a full-time workload but studying for no more than 1 unit or 15 credit points at a time per term.
    - 2.2.3.1. Permission shall be granted by supervisors to full-time employees to undertake part-time study only in areas directly relevant to the areas of work of the employee.
    - 2.2.3.2. Supervisors shall not grant approval to full-time employees to undertake a part-time study load that is greater than one-third of the normal full-time student load in the intended programme of study.
    - 2.2.3.3. Applications for part-time study loads that are greater than one-third shall be made to the Director of Human Resources through the section head. The Director shall not grant any approval for a load greater than 50% of the normal full-time student load in the intended programme.
    - 2.2.3.4. Applications for part-time study loads greater than 50% shall be made to the Vice Chancellor, through the section heads and the Director of Human Resources.
    - 2.2.3.5. For clarity, such approvals for study shall not be construed to mean approval for tuition refunds or leaves.

**2.3. Supervisors shall not unduly restrict employees from undertaking studies.** The only basis for declining an application for undertaking studies are, first, that the study(ies) would have a

noticeably negative impact on the work performance and productivity of the employee, and second, that an approval will breach other provisions of this policy.

- 2.3.1. Employees who study on a part-time basis but maintain full-time work, qualify for a maximum of one day per unit or one day per 15 credit points, as study leave on full pay, which is up to a maximum of 3 days per year as per the leave policy.
- 2.3.2. Employees found to be carrying study loads over the approved load, or in contravention of this policy shall be deemed guilty of misconduct.

**2.4. The University has two facilities for study on a longer term basis:**

- 2.4.1. full-time study, during which the employee proceeds on leave to study on a full-time basis, and
  - 2.4.2. part-time study leave, during which the employee proceeds on leave to study on a part-time basis.
- 2.5. This shall be regarded as a privileged benefit and the leave shall be granted as per the Study Leave Policy.

**3. Remuneration**

- 3.1. Employees who have not been able to secure a scholarship or financial assistance to study and who decide to undertake part-time studies shall receive, upon application, refunds of the tuition fee paid by them for studies at the University, and for studies at other institutions if the course/unit/programme is not offered at the University but study for which is approved by the University, provided that the student passes the unit/course/programme as per the Remuneration and Benefits Policy.
- 3.2. Employees who have completed at least one third of their programme at another institution may continue their studies at that institution and can apply for tuition refunds which shall be paid at the relevant FNU rates for equivalent units undertaken at FNU.
- 3.3. For clarity, except as provided in 3.1 above, no refund of tuition fee shall be made for units undertaken at another institution for which equivalent units are available at FNU.

**4. Application**

- 4.1. This policy applies to all full-time employees of the University with contract terms of at least three years.

**5. Review**

- 5.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.



**INDUCTION POLICY**
**Policy No.: HR-09**
**1.0 Policy Statement**

- 1.1 The University aims to ensure that every employee recruited is fully advised on all matters relevant to the position through an induction process that includes a complete exposure to the University policies and procedures.

**2.0 Purpose**

The aim of this policy is to provide new employees the opportunity to familiarise themselves with the University.

**3.0 Scope of Application**

- 3.1 This policy applies to all newly appointed employees of the University.

**4.0 Procedure**

- 4.1 Upon signing of the contract by a new employee, the HR office shall issue an Induction Kit to the employee, which shall include a brief overview of the University, relevant policies and procedures, the staff handbook and other items of interest to a new employee.
- 4.2 The employee shall be introduced to the relevant Section Head (Dean, Director or Registrar, VC), who shall then introduce the employee to the department heads and other employees.
- 4.3 Induction workshops shall be held regularly by the HR Office for all categories of new employees.
- 4.4 It is compulsory for new employees to attend one induction workshop during the first three months of their employment at the University.
- 4.5 All employees recruited on temporary or part-time basis shall undergo induction within the first two weeks of employment

**5.0 Review**

- 5.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

**EMPLOYEE RETENTION POLICY**
**Policy No.: HR-10**
**1. Policy Statement**

- 1.1. The University aims to retain its employees till retirement age, as long as their performance is within acceptable limits, and there is a need for the skills an employee possesses.

**2. Purpose**

- 2.1. The aim of this policy is to prevent the loss of competent employees from the University.

**3. Scope of Application**

- 3.1. This policy applies to all full-time employees of the University.

**4. Responsibility of Managers**

- 4.1. Each Section Head (ViceChancellor, Deans, Directors and Registrar) shall maintain an open door policy for employees to discuss their career paths at the University.
- 4.2. Managers shall always provide confidence to employees that as long as the employee maintains performance levels that are at least satisfactory, and as long as the skills the employee has are needed by the University, their jobs at the University are secure to the retirement date.

**5. Employees with Inducements or Market Force Allowances**

- 5.1. All positions that have employees who get inducements and/or market force allowances and whose performances are satisfactory, shall be provided the option of accepting contract renewals without inducements/market force allowances. This option shall be exercised by the employee concerned, without prompting from the University, up to but no later than 12 months before the expiry of the contracts.
- 5.2. If the employee decides not to accept the option of working on normal terms, the jobs shall be advertised. The advertisements shall be at least nine months prior to the expiry of the contracts.
- 5.3. The best applicant shall be selected for the position.

**6. HR Risk Assessment Reports**

- 6.1. Each section head is required to carry out a HR risk assessment, regularly. This must address the national, regional and international markets for various skills the section needs to function effectively.
- 6.2. HR Risk Assessment Reports shall contain recommendations that the Section Heads feel necessary to counter adverse HR possibilities.
- 6.3. Formal HR risk reports shall be submitted by the Section Heads (Deans, Directors, Registrar) to the Vice Chancellor each quarter.

**7. Employee Retention**

- 7.1. The HR Risk Assessment reports shall contribute to the determination of employee retention strategies and activities.
- 7.2. All employee retention strategies and activities shall be reviewed annually by the HR Department.

**8. Review**

- 8.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 8.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## RESIGNATION POLICY

Policy No.: HR-11

### 1. Policy Guidelines

- 1.1. An employee wishing to resign from employment at the University in good standing should submit a signed and dated resignation letter or statement of intention to resign to the Director of Human Resources through his/her immediate section head as per his/her contract.
- 1.2. Verbal resignations shall not be an acceptable form of resignation. Email or online resignations are acceptable. If an employee ceases to attend to work on the strength of a verbal resignation, the University shall treat such termination as abandonment of employment.

### 2. Application

- 2.1. The resignation policy applies to all employees with contracts of employment of three years.
- 2.2. The resignation periods given below (section 3 (Academic), 4 (SS), 5(UE), 6 (SMG) applies to all employees with contracts of employment for three years.
- 2.3. The resignation period for tenured employees shall be as per their CA.
- 2.4. The resignation period for Project employees is one week.
- 2.5. For employees on contracts of less than three years, the resignation period shall be specified in each contract of employment.
- 2.6. The following criteria shall be applicable:
  - 2.6.1. Up to 3 months – one week
  - 2.6.2. Up to 6 months – 2 weeks
  - 2.6.3. From 6 months to 3 years – one month

### 3. Academic Stream Employees

- 3.1. An employee other than a Dean may resign from the University by giving not less than three (3) months written notice, excluding any period of unutilised leave, of the date on which the employee proposes to terminate the contract.
- 3.2. The University reserves the right to refuse to terminate any Employment Contract during the teaching and result assessment term in which the employee is teaching or is scheduled to teach.

### 4. Support Services Employees

- 4.1. An employee, other than a Director or the Registrar, may resign from the University by giving not less than the following periods of written notice, excluding any period of unutilized leave, of the date on which the employee proposes to terminate the contract:
  - 4.1.1. for all employees at and above the rank of 'Officer', three months.
  - 4.1.2. for employees below 'Officer' rank, 30 consecutive days.
- 4.2. The University reserves the right to refuse to accept the resignation during the scheduled enrolment periods, or examination periods, or the University's scheduled graduation dates.

### 5. Unestablished Employees

- 5.1. An unestablished employee on a contract of one year or more may resign from the University by giving not less than two weeks written notice, excluding any period of unutilized leave, of the date on which the employee proposes to leave the employment of the University.
- 5.2. An unestablished employee on a contract of less than one year may resign from the University by giving not less than two weeks written notice, excluding any period of unutilized leave, of the date on which the employee proposes to leave the employment of the University.

### 6. Deans, Directors and Registrar

- 6.1. A Dean, Director or Registrar may resign from the University by giving not less than six months written notice, excluding any period of unutilized leave, of the date on which the employee proposes to leave the employment of the University

### 7. Project/Seasonal Employees

- 7.1. A salaried project employee may resign from the University by giving not less than one months written notice, excluding any period of unutilized leave, of the date on which the employee proposes to leave the employment of the University.
- 7.2. A waged project employee may resign from the University by giving not less than one weeks written notice, excluding any period of unutilized leave, of the date on which the employee proposes to leave the employment of the University.

### 8. Exceptional Circumstances

- 8.1. The requirement of the notice period under sections 3 and 6 above may be waived at the discretion of the Vice Chancellor in exceptional circumstances. The requirement of the notice period under other sections above may be waived at the discretion of the Director of Human Resources in exceptional circumstances.
- 8.2. Employees who require termination of employment at short notice may be required to pay the University, in lieu of the necessary resignation notice period, the sum that is equivalent of the salary between the date of departure of the employee and the date the employee would have departed with the mandatory notice period.
- 8.3. Failure of the employee to give the required notice of resignation will be noted on the employee's service record and may result in loss of standing for any future employment prospect at the University.

### 9. Handover

- 9.1. Upon receipt of the resignation, the HR Office shall prepare a letter to the employee acknowledging the receipt of the resignation notice, the last day to be worked, and advice on the handover, including exit interview procedures.
- 9.2. Employees who have submitted their resignation notices must ensure that they complete the handover formalities before their last date of employment with the University.
- 9.3. The University reserves the right to advise the employee's new employer(s) of the lack of a full or complete handover by the departing employee, or any breach of the resignation notice requirements.
- 9.4. A condition of employment at the University is that employees must complete the handover formalities before departure from the University. Any balance in benefits or entitlements shall be paid upon the completion of the handover formalities.

### 10. Certificate of Employment

- 10.1. On departure from the University, employees shall be provided with a letter from the University stating the nature of their employment at the University and the period of employment with the University.

### 11. This shall only be issued once s9.4 is fully completed.

### 12. Review

- 12.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 12.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

**REDUNDANCY POLICY**
**Policy No.: HR-12**
**1. Policy Statement**

- 1.1. The University strives to be a good employer, and seeks to attract and retain high quality employees. The University regards well-qualified, trained and highly motivated employees as essential for its success.
- 1.2. In order to sustain the overall health, viability and success of the institution, the University may from time to time find itself in financial or other circumstances requiring reductions in the number of people employed. In such circumstances the University shall seek to avoid compulsory redundancies by considering steps such as reorganization, redeployment and voluntary reductions.
- 1.3. The University is committed to the highest level of job security for all its employees, recognizing the important contribution this makes to the overall provision of the University's activities.
- 1.4. The University recognizes that it may be affected by educational, economic, political and practical factors, which require a change in the way in which it carries out its activities and/or a reduction in certain activities. Such factors will be kept under constant review, and may result in positions becoming redundant.
- 1.5. In such an event, the University will make every reasonable effort to avoid or reduce the number of redundancies and to mitigate the effects of the redundancies by the operation of a redundancy/redeployment policy.
- 1.6. The provisions of the contract of employment, and of the Employment Relations Promulgation 2007 (ERP 2007) are enforceable.

**2. Definition of Redundancy**
**2.1. Redundancy arises where employees are terminated in the following circumstances:**

- 2.1.1. Where the employer has ceased or intends to cease, to carry on the business for the purposes for which the employee was employed; or
- 2.1.2. Where the employer has ceased, or intends to cease, to carry on the business in the place where the employee was so employed; or
- 2.1.3. Where the requirements of the business for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish; or
- 2.1.4. Where the requirements of the business for employees to carry out work of a particular kind, in the place where they were so employed, have ceased or diminished or are expected to cease or diminish.
- 2.2. Redundancy under the ERP 2007 means that an employee is no longer needed at work for reasons external to a worker's performance or conduct pursuant to the reasons and processes set out in Part 12 of the Promulgation.

**3. University's Commitment**

- 3.1. The University recognizes that changes in the working environment are a continuous process, particularly with regard to legislative, technological and organisational changes, and these could lead to a reduction in the number of people employed.
- 3.2. The University will endeavour, by careful forward planning of staffing requirements, to ensure that as far as it is practicable, security of employment for its employees is provided.
- 3.3. In the event of a redundancy situation arising, the University shall first seek volunteers for resignation and/or early retirement.
- 3.4. A redundancy occurs when a position has been deemed surplus due to operational requirements. A consultative approach shall be taken to all potential redundancy situations.

**4. Processes**

- 4.1. When the University contemplates termination of the employment by redundancy of workers for reasons of an economic, technological, structural or similar nature, the University shall

- 4.1.1. provide the employees, their representatives (if any) and the Permanent Secretary for Labour not less than three months notice before carrying out the terminations, with relevant information including the reasons for the terminations contemplated, the number and categories of workers likely to be affected and the period over which the terminations are intended to be carried out; and
- 4.1.2. give the employees or their representatives, as early as possible, an opportunity for consultation on measures to be taken to avert or to minimise the terminations and on measures to mitigate the adverse effects of any terminations on the workers concerned, such as action to attempt to find alternative employment or retraining.
- 4.2. The following measures will be considered in an attempt to avoid the need for compulsory redundancy:
  - 4.2.1. restrictions on recruitment
  - 4.2.2. redeployment of employees as appropriate
  - 4.2.3. training or retraining of employees for other work
  - 4.2.4. part-time Employment
  - 4.2.5. restriction on overtime working
  - 4.2.6. volunteers for redundancy or retirement

**4.3. In this section:**

- 4.3.1. "economic" means maintained for profit;
- 4.3.2. "structural" means the manner in which the University is organised, managed or administered;
- 4.3.3. "technological" means a matter concerning, or use of, technology or information technology.

**5. Procedure**
**5.1. The following procedures shall be adopted in cases of redundancies:**

- 5.1.1. **Step 1:** The University shall send a letter to each employee affected explaining the grounds on which redundancy and dismissal are being contemplated and inviting him or her to attend a meeting to discuss the matter (fair prudence letter).
- 5.1.2. **Step 2:** The University shall hold a meeting with each employee, prior to which the University shall have informed the employee the grounds of action proposed as given to the employee in Step 1.
- 5.1.3. **Step 3:** The University shall provide an opportunity for the employee to respond and appeal in writing with reasons why the redundancy and the dismissal should not go ahead.

**6. Selection Process**

- 6.1. The University's responsibility is to determine which employees have the various skills, expertise and commitment necessary to enable them to provide a range of services in a cost effective manner, and to analyse all potential redundancy situations to ascertain if this is a bona fide (genuine) case of redundancy.
- 6.2. When a definite decision has been made that:
  - 6.2.1. the professional function of a particular position is no longer to be carried out by anyone
  - 6.2.2. this is not due to the ordinary and customary turnover of labour, and
  - 6.2.3. the decision may lead to termination of employment
  - 6.2.4. management shall hold discussions with the employee(s) directly.
- 6.3. Whenever possible, employees shall be offered positions within the University, which are comparable to their existing position.
- 6.4. In attempts to reduce the number of compulsory redundancies, the University shall ask employees if they want to volunteer for redundancy. However, the University reserves the right to accept or reject volunteers for redundancy.
- 6.5. The following criteria shall be fairly and consistently applied to all employees in the particular section(s) where compulsory redundancy is necessary:
  - 6.5.1. skills and experience of employee(s);
  - 6.5.2. the potential of the employee to be retrained;
  - 6.5.3. the employee's standard/performance of work;

- 6.5.4. the employee's attendance record; and
- 6.5.5. the employee's disciplinary record.
- 6.6. Within the context of s6.8, the principle of last in – first out shall be used as a generally recognised means of selection for redundancy.

### **7. Redundancy pay**

- 7.1. For all termination of employment on account of redundancy, the University shall pay each employee terminated one months base salary plus the equivalent of one weeks salary as redundancy pay for each completed year of service. The University may agree to a negotiated redundancy pay package on a redundancy situation basis.
- 7.2. Redundancy payment shall be made during the final week of employment and would be deposited in the nominated bank account of the employee.
- 7.3. Other contractual and statutory entitlements such as annual leave would also be remunerated and payment would be made in the final week of employment.

### **8. Review**

- 8.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 8.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **REMUNERATION AND BENEFITS POLICIES**

### **REMUNERATION POLICY**

**Policy No.: HR-13**

#### **1.0 Policy Statement**

- 1.1 The University strives to remunerate employee fairly and transparently. The remunerations established by the University reflect the special needs of a University in the Fijian environment.

#### **2.0 Objective**

- 2.1 The objective of the policy on remuneration is to ensure transparency in the salaries at the University. To this end, the University shall create a single transparent salary for all positions that are covered by the remuneration policy.

#### **3.0 Application**

- 3.1 This policy applies to all positions.

#### **4.0 Categories of Employees**

- 4.1 The University has established employees as well as unestablished employees. Established employees are salaried employees, while unestablished employees are wage employees.
- 4.2 Salaried employees are paid an annual salary, which covers remuneration for the employment for the person for an entire year.
- 4.3 Waged staff members are employed on a full-time basis but paid on hourly rates. Waged employees are generally required to work 45 hours per week. Work demands, however, may require waged staff to work longer or shorter weekly periods than the 45 hours. The total remuneration payable to waged workers per pay period depends on the hours worked.
- 4.4 Salaried employees are paid an annual salary. As such, there is no relationship between the hours a salaried employee works and the annual salary.
- 4.5 The University has the following streams of salaried employees:
  - 4.5.1 Teaching Staff
    - 4.5.1.1 Higher Education Stream (also referred to as the academic stream)
    - 4.5.1.2 Teaching/Training Only / TVET Stream
  - 4.5.2 Administrative Core and Support Services (ACSS) Staff
    - 4.5.2.1 Technical Support Services (TSS)
    - 4.5.2.2 General Support Services (GSS)
  - 4.5.3 Senior Management Group
- 4.6 Each of these streams has its own job ranks and salary scales.

#### **5.0 Job Ranks**

##### **5.1 The Higher Education Stream has the following academic ranks:**

- 5.1.1 Professor
- 5.1.2 Associate Professor
- 5.1.3 Assistant Professor
- 5.1.4 Lecturer I
- 5.1.5 Lecturer II
- 5.1.6 Assistant Lecturer
- 5.1.7 Tutor
- 5.1.8 Laboratory Technologist/Demonstrator, Clinical Nurse, Dental Assistant Each rank has a number of points within it.

##### **5.2 The TVET Stream has the following ranks:**

- Principal Lecturer / Principal Training Officer
- Senior Lecturer / Senior Training Officer
- Lecturer I / Training Officer I
- Lecturer II / Training Officer II



- Assistant Lecturer / Assistant Training Officer
- Tutorial Assistant
- Laboratory Technologist/Demonstrator, Clinical Nurse, Dental Assistant,
- Training Assistant.

Each rank has a number of points within it.

### 5.3 Senior Positions in the Library

5.3.1 Staff in the libraries who contribute to teaching programmes shall have the option of selecting the academic ranks or support services ranks at the commencement of their employment.

### 5.4 Research Positions

5.4.1 The Higher Education and TVET Streams may also have positions that are purely research in nature. Each research position would be pegged to an appropriate academic and/or TVET rank, depending on the nature of research needs and funding for research.

### 5.5 Position Vacancies

5.5.1 The presence of a particular higher education or TVET rank does not necessarily require that each rank would have to be filled at any or every point in time. Filling positions depend on the needs of the particular area of operation, and the needs of the University.

### 5.6 Difference between HE and TVET / Teaching/Training Only Streams

5.6.1 The essential difference between the HE Stream and the TVET / Teaching/Training only Stream concerns their job descriptions. Staff in the HE Stream are required to teach/train, research & publish and/or carry out professional consulting work, while staff in the TVET and Teaching/Training Only stream are required to be involved only in teaching/training.

5.6.2 A key objective of the University is to create, maintain and advance knowledge that is relevant to the needs of society. The University relies on its higher education staff to take the lead in this area. Staff in the HE Stream are required to participate in activities that generate advances in knowledge. In recognition of this role, staff in the HE stream are given contact teaching work which does not stretch the full week. At the University, the contact load for HE stream staff is, on average, 16 hours per week during the teaching terms.

5.6.3 Staff in the TVET and Teaching/Training-only stream have the singular responsibility of teaching and training. They are required to devote their entire working time to teaching and/or training students. Their contact hours are 28 per week, and they are required to work for 48 weeks per year.

### 5.7 Choice between HE and TVET/Teaching Only Streams

5.7.1 Each existing teaching/training staff is required to select a stream which he/she wishes to enter. Existing staff have the option of moving across streams on an annual basis. The movement across maintains the person's salary on the date of the movement. However, performance appraisal shall be on the basis of the stream the staff has opted to be in. Mid-year movements are generally not permissible. The University reserves the right to move staff from the higher education stream to teaching only stream if it is demonstrated over the first year's performance appraisal that the employee has taken no initiative in research, consultancy and/or publications.

## 6.0 Administrative Core and Support Service Streams (ACSS)

6.1 The ACSS has two streams:

- Technical Support Services (TSS)
- General Support Services (GSS)

**Both these streams have the following ranks:**

- Manager
- Deputy Manager
- Chief (Officer)
- Principal (Officer)

- Senior (Officer)
- Officer
- Assistant Officer
- Clerical Officer

The Technical Support Service stream also has technicians and workshop assistants pegged at the Clerical Officer to Officer Rank.

**Each rank has a number of points within it.**

### Difference between TSS and GSS Streams

The essential difference between the TSS Stream and the GSS Stream concerns their MQRs. Staff in the TSS Stream require a specified technical qualification requirement to qualify for a job, while staff in the GSS have a range of qualification requirements.

Each of the administrative core and support services streams has its own salary placements and streams.

- 6.2 Each administrative core and support services area would have specific designation of positions pegged to the administrative core and support services rank. The Finance section, for example, would have: Finance Assistant, Finance Officer, Senior Finance Officer, and the like.
- 6.3 The presence of a particular higher education, TVET, or administrative core and support services ranks does not necessarily require that each rank would have to be filled at any or every point in time. Filling positions depend on the needs of the particular area of operation, and the needs of the University.

## 7.0 Wages

7.1 The Management shall determine the wages of waged employees.

7.2 Wages paid by the University for wage employees shall be determined by the University from time to time.

## 8.0 Salaries

8.1 Salaries paid by the University are determined on the basis of the salary for the benchmarked rank and point.

8.2 All positions, ranks and points in the teaching employee streams are pegged at the 100% of the professor salary band.

8.3 The positions in the Support Sections have two streams, TSS and GSS. TSS are pegged at 100% of the Associate Professor band, and GSS are pegged at 100% of the Assistant Professor band, which are the maximum base salary for the respective Directors/Registrar. All positions in administrative core and support services are pegged to the respective maximum Director position salary.

8.4 The University shall review the nominal salary for each of the benchmarked positions every five years, or as the Council decides.

8.5 Annually, individual wages and salaries would move according to the annual employee appraisal outcomes, and the ability of the University to pay, as provided in the employee appraisal policy.

8.6 Certain positions which are responsible for net income generation for the University other than tuition income, may have incentive regimes linked to net income generation outcomes.

## 9.0 Senior Management Group

9.1 The SMG comprises the VC, DVC, Pro-VCs, Deans, Directors and Registrar.

9.2 The Council determines the remuneration for the VC, DVC and PVCs, while the Appointments Committee determines the remunerations for the Deans, Directors and Registrar.

9.3 The base salaries of the VC, DVC, PVCs and Deans are established by placing the holder of the position in the academic rank on the basis of his/her CV, and adding loadings as determined by the respective appointing authorities.

9.4 The maximum base salary for the directors in the TSS is the maximum of the Associate Professor rank salary, while that for the directors in the GSS is the maximum of the Assistant Professor rank salary.

9.5 The University may also decide to provide for other terms, including an incentive regime, for these position holders.

### **10.0 Superannuation**

10.1 The University shall pay the statutory minimum requirement for employee superannuation.

10.2 Currently the statutory minimum requirement is an employer's contribution of 8% of an employee's basic salary to their personal FNPF account or FNPF approved superannuation. This is in addition to the personal contribution by the employee.

10.3 The superannuation legislation currently allows expatriate employees who do not have FNPF / Superannuation accounts to opt to receive their contribution added directly to their salary. All local employees (previously registered) are required to present a membership ID of FNPF at the time of appointment.

### **11.0 Clinical Loading**

11.1 The University shall pay a salary loading of up to 30% to positions and/or persons if by the nature of their positions they are required to work on call at state institutions (like hospitals) or University Clinics in addition to their normal teaching work.

11.2 The intent of this loading is to cover for the unpaid after hours rostered and on-call clinical work (not clinical teaching undertaken during normal hours) and the associated consultant level clinical responsibility in the hospital service.

11.3 The clinical loading applies only when the employee undertakes the normal workload at the University.

11.4 The loading is added to the base salary that the University pays to the position. The loading shall be a percentage of the base salary, with the percentage being determined on the nature of the clinical requirements, not being over 30%.

#### **11.5 The criteria for eligibility are:**

11.5.1 the employee provides a clinical service to an approved health facility during out of office hour periods, which is not otherwise reimbursed; or

11.5.2 the employee normally has regular rostered after hours acute patient care responsibility, which is not otherwise reimbursed.

11.6 The employee's clinical responsibilities are regularly audited to ensure that the above criteria are satisfied. Any change in status changes the loading ratio and/or the loading itself.

### **12.0 Benefits**

12.1 The University aims to provide a work environment where employees are reasonably stress-free about their study or health/welfare situations. This is a joint employer-employee responsibility. Towards this end, and as long as the University's finances permit, the University aims to provide the following benefits to its employees.

#### **12.1.1 Health Benefit**

12.1.1.1 The University may provide for a contributory Health Welfare Scheme with gradations of contributions from employees on the basis of age and medical conditions prior to joining FNU.

#### **12.1.2 Study benefits**

12.1.2.1.1 Full time employees of the University on three-year employment contracts shall be entitled to study benefits as per the Study Benefit Policy.

12.1.2.1.2 Full time employees of the University on employment contracts below 3 years but of one year or greater shall be entitled to study at 75% subsidy on tuition fees for any programme undertaken at the University as long as the student does not displace a full-fee paying student, and the programme is not a self-funding programme.

12.1.2.1.3 One spouse and up to three biological or legally adopted children per full time employee of the University on at least a 1-year employment contract shall be entitled to a 75% subsidy on tuition fees for any programme undertaken at the University as long as the student does not displace a full-fee paying student, and the programme is not a self-funding programme.

12.2 Where full cost recovery programmes are fully subscribed, the University shall reserve no more than 10% of all seats for staff, their spouse and/or children under the tuition subsidy scheme. Admission to the reserved seats shall be strictly on academic merit. This provision shall be reviewed annually.

12.3 The criteria for entry into any University programme, unit or course is based on merit and in accordance with the entry requirements of the University.

12.4 All study benefits shall cease on the date the employee ceases to be in the category of employee that qualified the employee to the benefit.

### **13.0 Workpersons' Insurance and Liabilities**

13.1 The University shall provide for a reasonable employee accident compensation insurance for

all its employees.

### **14.0 Review**

14.1 This policy and its application shall be monitored and reviewed on a regular basis.

14.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

**HOUSING POLICY**
**Policy No.: HR-14**
**1.0 Policy Statement, Objective and Application**

- 1.1 The intention of this policy is to place on record the University's position on housing.
- 1.2 This policy applies to all positions except the positions of ViceChancellor, Deputy Vice Chancellor(s), and Pro-Vice Chancellors, which the University Council fills according to the criteria and processes the Council establishes.

**2.0 Policy**

- 2.1 The University does not provide free housing to any employee.
- 2.2 On taking up a new appointment from outside Fiji, the University may house the employee at the University Lodge for a period of up to eight weeks at the University's costs. There is no obligation on the part of the University to house a new employee at any other facility.
- 2.3 A newly-appointed staff member who exits the guest house earlier than 8 weeks, may be reimbursed for the balance of the period at the rate the guest house charges the HR Department.
- 2.4 The University may assist expatriate employees find appropriate housing.
- 2.5 The University has a number of houses that may be surplus to requirements of alternative use and may be placed on rent for employees. Any house on rent to an employee shall be covered by a tenancy agreement between the University and the employee-tenant.
- 2.6 Employees occupying University houses shall pay a commercial rental as stipulated in the tenancy agreement.
- 2.7 When a University house is made available for rental, the University shall offer the rental opportunity on tender among all full-time University employees. Each tender shall carry a minimum rental, which the Tender call shall specify.
- 2.8 Neither the employee nor the University shall view or accept any tenancy agreement as being a part of the expressed or implied term of the contract of employment with the University.

**3.0 Review**

- 3.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 3.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

**RELOCATION AND PASSAGE ALLOWANCES POLICY**
**Policy No.: HR-15**
**1.0 Policy Statement, Objective and Application**

- 1.1 The intention of this policy is to place on record the University's position on relocation and passage allowances within the overall principle of recruiting the best person possible for employment at the University.
- 1.2 This policy applies to all positions except for the positions of ViceChancellor, Deputy Vice Chancellor(s), and Pro-Vice Chancellors.

**2.0 Policy**

- 2.1 The University does not provide any relocation allowance or home passage allowances/ payments.
- 2.2 It is the responsibility of each employee to fund one's own travel to the University upon commencement of employment, and, return travel.
- 2.3 If an employee intends to bring with him/her books from another location, or specialised equipment necessary for him/her to function efficiently as an academic, the University shall pay for the transportation/shipment costs of these materials. All such arrangements shall be made prior to the books/equipment being transported/shipped.
- 2.4 The University reserves the right to facilitate getting the best applicants to work for the University. In this regard, the University shall balance the needs of the University with any constraints the University faces.

**3.0 Review**

- 3.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 3.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **ALLOWANCES POLICY**

### **Policy No.: HR-16**

#### **1.0 Policy Statement**

- 1.1 The University shall ensure that employees do not go out of pocket for work that they are required to do for the University.

#### **2.0 Objective**

- 2.1 The University shall pay employees allowances as specified in this policy to cover costs of the employees undertaking official duties.
- 2.2 It is not the objective of paying an allowance to provide employees an additional remuneration. As such, allowances are not to be viewed as a means of enriching an employee.

#### **3.0 Payments**

- 3.1 Allowances shall be paid only if prior formal authorization of the activity is provided by the relevant Head of Department or Supervisor and the Terms of Reference of the activity has been documented in writing prospectively. Any approval given must be within the authority of the officer providing the approval, within the budgetary limits of the officer, and be within the approved budget of the section.
- 3.2 All overseas travel must be approved prospectively in advance from the date of travel and before making definitive travel arrangements.
- 3.3 Employees cannot approve their own travel or allowances. The decision to travel must be initiated by a supervisor or be part of previously approved and budgeted supervisory process.

#### **4.0 Allowances Payable**

- 4.1 The following allowances are payable to employees on specific needs basis:
  - 4.1.1 Transfer Allowance
  - 4.1.2 Mileage Allowance
  - 4.1.3 Meal Allowance
  - 4.1.4 Subsistence Allowance
  - 4.1.5 Traditional Obligation Allowance
  - 4.1.6 Acting Allowance
  - 4.1.7 Responsibility Allowance

#### **5.0 Transfer Allowance**

- 5.1 A transfer allowance will be paid when an employee is requested by the University to relocate, which may require a change in domicile of the employee.
- 5.2 The transfer allowance shall be as per the PSC rate, or at the following rates, whichever is higher:
  - 5.2.1 Single employee \$250
  - 5.2.2 Married employee \$450
- 5.3 In addition to the allowances, the University shall provide transportation for the employee and his/her immediate family (spouse and children), and the employee's office and household materials, including, if any, shipping costs to/from Vanua Levu of one private passenger motor vehicle, to the new location.
- 5.4 For any transfer outside Fiji, the transfer allowances are to be negotiated according to the specific circumstances.

#### **6.0 Subsistence Allowances / Per diems**

- 6.1 A subsistence allowance is intended to compensate an employee for additional expenses incurred while travelling on official duty. It is not a personal emolument.
- 6.2 An employee is entitled to draw subsistence allowance for each night during which the employee is absent on official duty from the campus where his/her office is located. The following conditions apply:

- 6.2.1 The place of duty should be no closer than two hours by normal road transport route, or where transport is by air or sea, flight/ship schedule is such that overnighing is required.
- 6.2.2 The absence would be for more than 24 hours duration. If the absence is for less than 24 hours, the employee shall be paid meal allowance at the prevailing rate. Production of receipts will not be necessary.
- 6.2.3 An employee who is required to be absent from campus for a period of more than two weeks may only continue to receive subsistence allowance with prior approval from the Director of Human Resources.
- 6.3 Where the organiser/sponsor/University does not provide accommodation or meals, the subsistence allowances shall be as follows:
  - 6.3.1 For all meetings organised by international multi-lateral institutions (like UNDP, WHO, World Bank, IMF, WHO, etc.), whether within Fiji or outside Fiji: the rate paid by the respective institution to its employees for the country/location of the meeting.
  - 6.3.2 For all other domestic and international travel:
    - 6.3.2.1 For officials at or above the rank of Directors, Deans, Registrar, the rate shall be the same as that applicable to the Fiji Government Permanent Secretary.
    - 6.3.2.2 For other salaried employees, the rate shall be the rate applicable to the principal officer cadre in the Fijian civil service.
    - 6.3.2.3 For waged employees, the rates prescribed by the Fijian PSC for this category of workers.
- 6.4 Where the University and/or any organiser of the meeting/event provides accommodation only, the rate shall be 30% of the respective subsistence rate.
- 6.5 Where the University and/or any organiser of the meeting/event provides accommodation and meals, the rate shall be 10% of the respective subsistence rate.
- 6.6 For all official travel, employees have the option of either a subsistence allowance in full, or getting the University to pay for either accommodation or meals or both, and getting the pro-rata allowances listed in s6.4 and s6.5, as the case may be, above.
- 6.7 The per-diem rates listed above cover also for domestic travel to and from the venue of the meeting. Separate travel allowances shall only be paid if the meeting etc requires travel for more than 5 km outside the principal venue of the meeting.

#### **7.0 Meal Allowance**

- 7.1 Meal allowances are provided to waged employees under the following circumstances:
  - 7.1.1 If required to work or undertake official travel two hours before or beyond normal working hours or shift;
  - 7.1.2 An additional meal allowance for each successive period of five hours of continuous work performed immediately after the initial meal break;
  - 7.1.3 If the employee works through a meal time, the employee shall be entitled to a meal allowance if recalled and required to work through the next meal break.
- 7.2 Salaried employees are not eligible for meal allowances except when they are allocated work out of their normal office station and when the out of station work does not entitle them overnighing.
- 7.3 The rates of meal allowances are as follows:
  - 7.3.1 At stations where the University operates dining facilities: employees shall receive vouchers for breakfast, lunch and/or dinner
  - 7.3.2 At stations where the University does not operate dining facilities, and for work outside the stations, the meal allowance shall be \$10 for each meal.

#### **8.0 Mileage Allowance**

- 8.1 Employees, who are permitted to use their own motor vehicles for travel on account of official duties, may apply for a transport allowance. Except for emergencies and unexpected urgent transportation, prior approval for such allowances shall be obtained in writing from their supervisors before travel.



- 8.2 Permission shall only be granted on provision of ownership documentation, valid driving licence, and a third party certificate.
- 8.3 Supervisors are to ensure that providing such authorisation is within their scope of decision making, and that there is adequate budgetary provision for such travel.
- 8.4 The mileage allowances, to be determined periodically, shall depend on the engine capacity of the vehicle. The mileage rates applicable shall be the same for each engine capacity as that utilised by the Fijian Public Service Commission at the date of travel.

### 9.0 Traditional Obligation Allowance

- 9.1 Occasionally, to fulfil their official work obligations, individual employees of the University may be required to spend money in meeting the requirements of traditional obligations.
- 9.2 In such cases, the University shall provide a traditional protocol allowance to the amount spent on the protocol, up to a maximum limit of \$50 per event.
- 9.3 The rate shall be reviewed every three years.

### 10.0 Allowances for Acting in a Higher Responsibility Position

- 10.1 On occasion, responsibility positions in support services (like supervisor, head, manager) may be vacant. During such periods of vacancy, the University may appoint an employee to act in the responsibility position.
- 10.2 All appointments to act in the responsibility position shall be made by the office holder initially responsible for making the substantive appointment to the position.
- 10.3 Section Heads must send their recommendation to the appointing authority at least 3 days prior to appointment with justification on choice of candidate. The acting positions must be rotated amongst the possible pool of candidates.
- 10.4 An employee who is appointed to act in a higher position of responsibility is entitled to an allowance for acting in a higher responsibility position if such an appointment is for a period greater than 30 consecutive days and if such positions are vital for the section to function.
- 10.5 An employee eligible for an acting allowance will be paid an allowance that is 95% of the difference between the minimum salary level of the substantive position being filled in an acting position, and the employee's actual salary.
- 10.6 Where the salary of the acting employee is already above the minimum of the post in which the employee is acting, the acting salary will be one point above the employee's current salary.
- 10.7 It may be necessary to have more than one employee share or partially carry out the duties of a temporarily vacant post for which an acting appointment might normally be made. In this case, the quantum of acting allowance to each person shall be determined by (1/number of persons sharing the responsibilities) of the 95% of the difference between the minimum salary level of the substantive position being filled in an acting position, and the employee's actual salary.
- 10.8 Commencement of acting status will be from the date on which the employee takes over the duties and responsibilities of the post.
- 10.9 Acting allowances shall cease on the date the employee relinquishes the duties and responsibilities of the post.
- 10.10 For the sake of clarity, there is no acting position in the academic rank. Nor is there any acting allowance for an academic/training staff who acts in an administrative position in the academic/training.

### 11.0 Workload Loading Allowance

- 11.1 If over a continuous year (defined as 12 months less any leave period), for reason of a staff shortage beyond the control of an employee, the supervisor, and the Human Resources Department, an employee is allocated, and the employee willingly accepts, a workload that is at least 25% greater than the normal workload, the employee shall be given, at the end of the 12 months, an allowance of 10% of the salary.

### 12.0 Administration Allowance: Teaching Staff

- 12.1 Administration of work within an employee's section is a part of normal work requirement. For progressively senior ranks, administration of work progressively occupies greater significance. This is a part of the calling for various academic ranks.
- 12.2 Certain work, however, may place significant demands on a employees time, which would have a bearing on their core functions. This applies specifically to academic areas where research and publication may suffer as a consequence of heavy administrative work demands.
- 12.3 Each College is headed by a Dean, whose primary responsibility is academic governance of the College. As such, all academic administrative work relating to the College is the responsibility of the respective dean. As the size of the College grows, the Dean would need administrative support from the academic departments and schools.
- 12.4 The University recognises the following positions of academic and administrative leadership, which would require a time demand that would have a bearing on other academic functions of the incumbent:
  - 12.4.1 Head of School
  - 12.4.2 Head of Department
  - 12.4.3 Deputy Deans
  - 12.4.4 Associate Deans
  - 12.4.5 Subject Co-ordinators
- 12.5 The University recognises that when an employee's core functions, particularly research, publication and consultancies suffer, an employee's progression up the academic rank could be affected. To recognise this, the University shall reduce the teaching load of those allocated administrative responsibilities commensurate with the degree of administrative responsibility being allocated. Such reduction, however, shall not go below 50% of the normal teaching load for the employees. No administrative allowance is payable to administrative position holders.
- 12.6 Only in exceptional circumstances would a teaching staff be given administrative responsibility and be paid an administrative allowance to offset the financial losses attributable to a lack of as rapid a progression up the academic ranks that comes with a better academic profile. The following conditions apply in these cases:
  - 12.6.1 The fundamental principle of paying an allowance for administration, if paid, is that it compensates for the financial losses a person would suffer over a longer period of time by doing administrative work rather than research, publications and consultancies.
  - 12.6.2 No administrative allowance shall be paid unless the person has a full (normal) teaching load and the administrative responsibility position is approved by the Vice Chancellor in writing.
    - 12.6.3 The quantum of allowances is established through the following formula:
      - 12.6.3.1 If payable, the maximum allowance shall be \$10,000.
      - 12.6.3.2 60% of the total rewards for the additional time needed to administer the school or the department over the normal teaching load, while 40% is compensation for the time demands that come with the size of the department/school.
      - 12.6.3.3 The 40% size-dependent compensation is provided at the rate of \$100 per full-time employee in the section supervised over the full year.
      - 12.6.3.4 The 60% teaching-time dependent compensation is determined as follows:
        - 12.6.3.4.1 For teaching staff in the Higher Education stream, at \$11.16 per contact hour actually taught
        - 12.6.3.4.2 For teaching staff in the TVET stream, at \$6.38 per contact hour actually taught.
    - 12.6.4 Administrative allowances are payable at the end of each year in a lump-sum. Employees departing during the year shall be paid on a pro-rata basis.

- 12.7 Given that any administrative allowance paid compensates for the financial losses a person would suffer over a longer period of time by doing administrative work rather than research, publications and consultancies, an employee allocated a headship position can not claim credit for administration in one's annual employee appraisal.
- 12.8 Where the headship positions are full-time positions, no allowance shall be payable.

### **13.0 Administration Allowance: Non-Teaching Employees**

- 13.1 All administrative ranks have administration built-in into the job descriptions. As such, no administrative allowance is paid to non-teaching employees.

### **14.0 Review**

- 14.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 14.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **LEAVE POLICIES**

### **GENERAL LEAVE POLICY**

#### **Policy No.: HR-17**

#### **1. Policy Statement**

- 1.1. The University recognises that all employees need periods of rest from work if they are to function efficiently. The University also recognises that the law requires employers to provide various types of leave for different purposes.
- 1.2. The University shall provide all statutory leave that are due to employees.

#### **2. Policy Guidelines**

- 2.1. The object of this part is to provide a certain amount of leave to all employees.
- 2.2. All full time employees are entitled to paid annual leave as per their contracts of employment.
- 2.3. Annual leave is normally taken in the 13th month of the employment of a new employee, and thereafter in the 13th month of each work year of the employee.
- 2.4. Each Section Head (Dean, Director, Registrar) shall develop an annual leave plan for the section for submission to the HR Office by 31 March each year.
- 2.5. The College/School or Department must maintain records of time taken for all leave for every employee for its annual leave plan monitoring.
- 2.6. The University is required to provide every new employee with information about the employee's leave entitlements as per his/her contract of employment.
- 2.7. No employee shall be granted leave with pay within the first three months of his or her appointment. Annual leave shall be credited during the first three months, and taken when it is due.
- 2.8. Eligible employees are entitled to use annual leave only to the extent that such leave has been accrued up to the date from which leave has been requested.
- 2.9. Unless otherwise stated, leave provisions apply equally to all Academic and Support Services employees of the University.

#### **3. Seeking to Take Leave**

- 3.1. Employees are required to apply for leave due as per the provisions for the various types of leave provided in this policy.

#### **4. General Note**

- 4.1. Except for sick leave, bereavement leave and leave that is scheduled as per the annual leave plan, applications from teaching/training employees for other types of leave shall not be considered if the leave would adversely impact on any teaching/training allocation given to the employees.
- 4.2. Employees taking leave in a regular pattern may be subject to medical examination. This applies particularly to leave taken during busy periods such as enrolments, examinations, graduations and before or after weekends and/or public holidays.
- 4.3. In order for an absence from duty to be treated as leave, the following general provisions apply:
  - 4.3.1. The absence must be notified in advance (or in the case of an emergency as soon as possible after the event).
  - 4.3.2. If an employee is absent from duty without prior notification to his/her supervisor, such an absence will be treated as absence and will lead to deduction of pay. Any absence over 24 hours shall be deemed as abandonment of duty.
  - 4.3.3. An employee is not entitled to paid annual holidays in respect of any year during which the worker attended work if the worker has been absent from work for more than 20 normal working days during that year, except where the absence has been due to sickness certified by a medical practitioner, or the worker is excused from work by the employer or is prevented from attending work by any other cause acceptable to the employer.

## 5. Review

- 5.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## ANNUAL LEAVE POLICY

Policy No.: HR-18

### 1. Policy Statement

- 1.1. The object of this Policy is to provide annual leave to employees of the University to enable them to take a break from work towards the end of one year of work and return to work refreshed and rejuvenated.
- 1.2. Full time employees of the University are entitled to annual leave as per their contracts of employment/terms and conditions of service.
- 1.3. An employee is not entitled to paid annual holidays in respect of any year during which the worker attended work if the worker has been absent from work for more than 20 normal working days during that year, except where the absence has been due to sickness certified by a medical practitioner, or the worker is excused from work by the employer or is prevented from attending work by any other cause acceptable to the Employer.

- 1.4. After each year of employment, the employee shall be given the number of working days as specified in the contract of employment/terms and conditions, as paid holiday.
- 1.5. The University provides fifteen (15) working days of annual leave with full pay for all employees who have worked for one year. An additional five working days of paid leave is provided to teaching staff who have worked for a year, to compensate them for weekends and private time used in marking and assessing scripts during examinations.

### 2. Application of the Policy

- 2.1. If an employee is entitled to a paid annual holiday under this section, the University shall permit the employee to take the annual leave in one unbroken period or, at the request of the employee, in two or more periods, one of which must be a continuous period of one week.
- 2.2. All full-time employees of the University are entitled to annual leave of 15 working days.
- 2.3. The University does not pay overtime to its salaried employees. Teaching staff normally may need to work over the prescribed maximum working hours of 45 per week during examination marking and assessment periods. To compensate for this work, the University provides to all teaching staff five additional working days of leave per year to be added to their annual leave.
- 2.4. If an employee has an employment contract with the University for a period over 12 continuous months, and
  - 2.4.1. If the employee's employment is terminated after a period of work exceeding one month from the date of commencement of employment, or
  - 2.4.2. if the employment is terminated after the employee has worked for a year, the University shall pay the employee on or before the date of the termination, annual leave pay for each completed month of service for which the employee has not taken any annual leave, pro-rated on the basis of the annual leave entitlement as per the employee's employment contract.
- 2.5. Employees whose contracts of employment are shorter than one year and whose employment is not continuous, are not entitled to any annual leave. For the purpose of this policy on annual leave, employment is deemed to be continuous if an employee is re-contracted within one month of the lapse of one contract, or within one month of the termination of employment. For the sake of clarity, the objective is to provide annual leave to those who have worked for the University continuously for a period of at least one year. If continuous employment, as defined in this section, is not for one year, then there is no annual leave payable.

### 3. Payment of Wages/Salaries

- 3.1. Wages/salaries for the annual leave period shall be paid in advance of or on the payday immediately preceding the leave, and if requested by the employee, otherwise paid at the normal payruns as if the employee was at work.

### 4. Time of Leave

- 4.1. Annual leave is due after the completion of 12 months of continuous work, or as per the annual leave plan.
- 4.2. Annual leave is normally to be taken when due. The yearly cycle, for purposes of allocating leave, shall normally commence and finish on employees' anniversary dates. However, the following exceptions apply to this rule:
  - 4.2.1. For teaching staff, unless a member of staff is approved as sharing a course with another who is responsible for the final assessment of the students, annual leave may not be taken during the period of teaching and assessments.
  - 4.2.2. Annual leave may be taken at such times as agreed by the Director of Human Resources on the recommendation of the head of section (Deans, Directors, Registrar, and ViceChancellor) after consultation with the staff member concerned.
- 4.3. Annual leave can not be applied for retrospectively.
- 4.4. If the University elects to close a section or sections of the University's establishment for a fixed

period in any year, all or part of the annual leave may, by agreement between the parties, be taken during this period of closure.

- 4.5. The University may agree in writing with an employee that annual leave be deferred and accumulated over a period not exceeding four years, provided that at least one continuous weeks leave must be taken after the completion of each year of service.
- 4.6. Each Section Head (Dean, Director, Registrar) shall develop an annual leave plan for the section for submission to the HR Office by 31 March each year that ensures that:
  - 4.6.1. employees take all their leave when due except where:
    - 4.6.1.1. this is not feasible for Support Services staff, ensure that at least 5 days compulsory unbroken leave is provided to the employee when due;
    - 4.6.1.2. for teaching staff, the leave plan shall determine the due date for the leave, which may be within the annual work period, or soon thereafter.
  - 4.6.2. The remaining leave entitlement shall be provided within 12 months of the anniversary dates and this shall be agreed in writing with the employee.
- 4.7. Employees who do not take their annual leave as per the annual leave plan and who do not have an agreement in writing for deferment of annual leave are deemed to have forfeited their annual leave.

### 5. Cash Payment in lieu of Annual Leave

- 5.1. The policy of the University is not to buy annual leave from employees in continuing employment.
- 5.2. The following exceptions are provided for the policy of no buy-back of annual leave:
  - 5.2.1. For employees who have terminated their employment with the University, the University shall pay the employees the sum of money that was equivalent to annual leave pending.
  - 5.2.2. In exceptional circumstances and upon the consent of the Vice Chancellor, any annual leave deferred/accumulated under the provisions of this policy may be paid to the employee in cash.

### 6. Procedures for Applying Annual Leave

- 6.1. Employees must apply for annual leave through HRSS, for endorsement by the section head (such as Dean, Directors/Registrar, or Vice Chancellor) at least ten (10) working days before the proposed date of commencement of the annual leave.

### 7. Review

- 7.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 7.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## SICK LEAVE POLICY

Policy No.: HR-19

### 1. Policy Statement

- 1.1. Full-time employees are entitled to paid sick leave as per this policy.
- 1.2. The objective of this policy is to enable employees to take leave from the University to have bed rest and recover from illnesses as required by medical practitioners.

### 2. Paid Outpatient Sick Leave

- 2.1. If an employee has completed three months of service, and is unable to attend work due to personal illness or injury, the University shall allow leave of absence with full pay for up to ten working days per year with the production of a medical certificate from authorized medical practitioners.
- 2.2. For an employee to be entitled to sick leave, the employee must—
  - 2.2.1. as soon as reasonably practicable notify the employer of his/her absence and the reason(s)

- for it; and
- 2.2.2. produce a written certificate signed by a nominated medical practitioner, certifying the worker's incapacity to work.
- 2.3. Out of the ten working days of paid sick leave allowed, employees are permitted to take up to three days, not being consecutive days, of sick leave without a medical certificate but with the production of a statutory declaration certifying that he/she was sufficiently ill to require him/her to take bed rest.
- 2.4. Any abuse of the sick leave provision is a gross misconduct.

### 3. Unclaimed Sick Leave

- 3.1. Sick leave entitlement shall not be accumulated, nor would unused sick leave be compensated.

### 4. Inpatient Sick Leave

- 4.1. An employee required to undergo treatment as an in-patient at a hospital, or required by a registered Medical Practitioner appointed by the University to be confined at home on grounds of illness, is entitled to a period of up to 30 consecutive days of sick leave on full salary in any one year of service.
- 4.2. The employee is required to provide the University a full medical report to justify such a claim for inpatient sick leave.
- 4.3. After 30 consecutive days of sick leave, there shall be a review by the University nominated registered medical practitioner, where upon if the recommendation is for continuation of the leave, then a maximum of another 30 days of leave on full pay shall be granted. Thereafter, a medical board (comprising a consultant in the area to be paid for by the University and two optional doctors each representing the employee and the University to be paid for by the respective parties) to be convened by the University shall determine whether the employee needs a further period of leave to recover; where the board determines that further leave is necessary, such leave shall be granted, provided that no leave with full pay shall be granted for more than 240 consecutive days.

### 5. Review

- 5.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## COMPASSIONATE & BEREAVEMENT LEAVE POLICY

Policy No.: HR-20

### 1. Policy Statement

- 1.1. The University recognises that employees may need time during working hours on account of bereavement for loved ones, and/or caring for dependants. For this purpose, the University makes provision for compassionate and bereavement leave.
- 1.2. Full time employees on employment contracts of 12 months or more, and who have completed employment of 3 continuous months at the University, are entitled to paid compassionate and bereavement leave. Employees can take up to three days per year as compassionate leave, and up to three days per year as bereavement leave.
- 1.3. The Director of Human Resources may, upon application, grant an employee compassionate leave when he/she needs to be absent from work to attend to or care for a member of his/her immediate family who has fallen seriously ill as to require the care of an adult and when the



- person is entirely dependent on the employee.
- 1.4. Bereavement leave is applicable only in circumstances of bereavement of an immediate family member of the staff. Immediate family member for this purpose is defined as including only the staff member's spouse, children, parents, grandparents, grandchildren, mother/father-in-law, grandmother/grandfather-in-law, father's or mother's biological brothers or sisters, and first cousins.
  - 1.5. If a bereavement leave falls in the period the staff is on annual leave, the University shall reinstate annual holidays for the period that the employee would otherwise have taken bereavement leave.
  - 1.6. The University shall consider additional days as bereavement where such additional days are essential for the staff member to travel to the funeral and/or the principal place of condolence gathering, and where such travel takes more than 12 hours each way (by most direct and shortest route) if within Fiji, or where such travel involves travelling out of Fiji. In these circumstances the number of days involved in travelling through the shortest route to the funeral or the principal place of condolence gathering shall be considered for bereavement leave.
  - 1.7. Eligible employees can accumulate bereavement and compassionate leave for up to 3 years at any time. This enables staff at any point in time where contract continuity is established, to have a maximum of 9 working days of bereavement leave, and 9 working days of compassionate leave available.
  - 1.8. The HR Office and the respective College/School or Department must maintain records of time taken as bereavement leave by every employee.

## **2. Eligibility**

- 2.1. All employees who serve the University for at least 3 months, are eligible for compassionate and bereavement leave. For periods of service which are less than one year, entitlement of such leave is prorated by the period of service.
- 2.2. Eligibility for compassionate leave is conditional upon the production of a medical certificate of the dependant on whose account the leave was taken. When the leave is taken on account of a dependant who needs to be examined by medical experts for serious illnesses and when such examination requires the support of the employee, a report from the doctor on the examinations being conducted, or alternatively, a statutory declaration by the employee shall be sufficient.
- 2.3. 'Dependant' means biological off-spring(s), parents, and biological sibling(s) of the employee, or any member who stays with the employee permanently and who is entirely dependent upon the employee.
- 2.4. The College/School or Department shall maintain records of time taken as compassionate leave by every employee.
- 2.5. Compassionate Leave shall be treated as a privileged benefit.

## **3. Procedures for Applying for Bereavement Leave**

- 3.1. Head of Department/Human Resources Department must ensure that when possible the employee gives at least one (1) day notice in advance of taking such leave.

## **4. Bereavement Leave: On Staying Home**

- 4.1. The University recognises that employees may choose to stay home for the bereavement of the death of an immediate family member, rather than travel to the funeral or the principal place of condolence gathering. But forms of bereavement other than those customary in Fiji shall not be amenable to bereavement leave.

## **5. Procedures for Applying for Compassionate Leave**

- 5.1. Employees taking this leave must advise their supervisor within two hours of the commence-

ment of the working day if the leave proposed to be taken was on account of an illness that could not have been reasonably predicted. In this circumstance, immediately upon arrival at work, the employee must apply through HRSS.

## **6. Review**

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **STUDY LEAVE POLICY**

### **Policy No.: HR-21**

#### **1. Policy Statement**

- 1.1. The University regards continuing study as capacity building, which is essential in keeping the University moving forward to meet the requirements of continuously changing labour market needs and to be competent with the job requirements in an environment of rapidly evolving technology. The University recognizes that the need for its employees to upgrade their skills and education, and to keep their skills current will be of benefit to the University community and stakeholders.
- 1.2. While the University encourages employees to continue studies, such an undertaking may have an impact on the productivity of an employee. As such any full-time employee wishing to undertake a formal study, whether for credit or not, whether funded by the University or not, and whether through face-to-face or online/distance mode, shall seek approval for such stud-

ies through prescribed forms and processes.

## 2. Eligibility

- 2.1. All full-time employees on three year contracts (which contain provisions for renewal) and tenured employees are eligible for study leave.
- 2.2. Study leave is meant to enable an employee to further his/her education in an area directly in the subject area in which the employee is employed to teach/train and/or research and/or work. There must be direct evidence that such a qualification upgrade would enable the employee to carry out his/her duties more effectively.
- 2.3. The University has two facilities for study leave:
  - 2.3.1. full-time study leave, during which the employee proceeds on leave to study on a full-time basis, and
  - 2.3.2. part-time study leave, during which the employee proceeds on leave to study on a part-time basis.
  - 2.3.3. Employees shall become eligible for full-time study leave after the first year of their three-year contract.
- 2.4. This shall be regarded as a privileged benefit.

## 3. Full-time Study Leave

- 3.1. An employee proceeding on full time study leave shall have his/her contract suspended with salaries, term and benefits suspended at the level at which it was on the date the employee proceeded on the leave, which shall be restored when the employee returns from the leave having successfully completed his/her study.
- 3.2. Employees proceeding on full-time study leave may apply for educational allowance from the University. The rate of the allowance for various levels of study shall be established by the University from time to time.
- 3.3. This allowance shall only be paid upon confirmation from the employee's relevant academic supervisor that the employee is making good academic progress.
- 3.4. Employees who have studied under the study leave policy and have the last graduating units remaining may proceed on full time leave without pay for the last remaining term but for whom the University may pay tuition fee upon enrolment. Employees who fail a unit shall be required to refund to the University, tuition paid for the failed unit.
- 3.5. Each employee proceeding on full-time study leave shall be required to enter into a bond to serve the University for a period:
  - 3.5.1. that is equivalent to the period of study leave if the employee proceeding on the study leave did not seek any educational allowance from the University, or
  - 3.5.2. that is twice the period of the study leave if the employee sought and received the educational allowances for study or tuition payment.
- 3.6. An employee may opt out of the bond by refunding the University all direct and indirect costs incurred by the University on sending the employee on study leave. In exceptional cases. The Vice Chancellor may waive the requirement to serve the full bond period; such waiver shall be documented in writing and set precedents for consideration of future waiver applications.
- 3.7. Any breach of the bond, including premature termination of employment during the bond period on the part of the employee, entitles the University to seek recovery or refund of all direct and indirect costs incurred by the University of sending the employee on study leave, and the costs of the recovery action.
- 3.8. Full-time study leave periods may be extended up to six months on the written advice of the academic supervisor under whom the employee is studying, that the employee is likely to complete the study in the period, and upon the recommendation of the section head.
- 3.9. Employees who proceed on full-time study leave but who do not complete the programme of

study for which they were granted the study leave, or who fail the programme, shall be required to pay back to the University all direct and indirect expenses the University incurred in sending the employee on the study leave.

- 3.10. In addition to refunding all direct and indirect expenses that the University incurred in sending the employees on study leave, any teaching/training staff either in the Higher Education stream or the TVET stream who fails to complete the programme in the recommended period of completion, shall be demoted in rank(s) and/or salary.
- 3.11. In determining the outcomes in paragraphs s3.9 and s3.10 above, the University shall take into account the circumstances leading to the employee's failure or termination of study.

## 4. Part-time Study Leave

- 4.1. Employees proceeding on part-time study leave shall have the options of:
  - 4.1.1. maintaining their full salaries during this period and carrying a full-time workload but studying for no more than 1 unit or 15 credit points at a time per term, which limit shall be reviewed if the GPA of the employee is over 4 in which case the employee may be allowed to enrol in additional credit points/units.
  - 4.1.2. carrying a partialload for a partial salary calculated on the basis of the proportion of the load carried.
- 4.2. Employees who study on a part-time basis but maintain full-time work, qualify for a maximum of one day per unit or one day per 15 credit points, as study leave on full pay, which is the equivalent of up to a maximum of 3 days per year.
- 4.3. Employees who have not been able to secure a scholarship or financial assistance to study and who decide to undertake part-time studies shall receive, upon application, refunds of the tuition fee paid by them for studies that are done at the University, and for studies at other institutions if the course/unit/programme is not offered at the University but which are approved by the University, provided that the student passes the unit/course/programme.
- 4.4. The following outlines the conditions including a bond to serve the University, for employees proceeding on study leave:
  - 4.4.1. if the employee proceeds on full-time study leave but did not seek any educational allowance from the University, then a bond for a period that is equivalent to the period of study leave
  - 4.4.2. if the employee proceeds on full-time study leave, and sought and received educational allowances for study, then a bond for a period that is twice the period of the study leave
  - 4.4.3. for an employee who worked full-time, and received tuition refunds, for a sum that is equivalent to the total tuition refunds
  - 4.4.4. for an employee who opted for part-load and received tuition refunds, for a sum that is equivalent to the total tuition refunds
  - 4.4.5. for an employee who opted for part-load, but who did not opt for any tuition refund, no bond is required; and
  - 4.4.6. for an employee who worked full-time, but did not opt for any tuition refund, no bond is required
- 4.5. An employee who proceeds on part-time study leave but who either fails or does not complete the unit/course in which he/she enrolled, shall be required to pay back to the University all direct and indirect expenses the University incurred in sending the employee on the study leave.
- 4.6. In addition to refunding all direct and indirect expenses that the University incurred in sending the employee on study leave, any teaching staff, either in the Higher Education stream or the TVET stream, who fails to complete the unit in which he/she enrolled, shall be demoted in rank(s) and/or salary.
- 4.7. In determining the outcomes in paragraphs s4.5 and s4.6 above, the University shall take into account the circumstances leading to the employee's failure or termination of study.

### 5. Procedures for Applying for Study Leave

- 5.1. Completed applications for full-time study leave must be lodged with the HR Department at least three months prior to the date of commencement of the study leave with the endorsement of section heads.
- 5.2. Completed applications for part-time study leave must be lodged with the HR Department at least 2 weeks prior to the date of commencing the study leave with the endorsement of section heads.

### 6. Review

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## STAFF INDUSTRIAL ATTACHMENT POLICY

### Policy No.: HR-22

#### 1. Policy Statement

- 1.1. The University regards continuing study as capacity building, which is essential for elevating the University's relevance and for it to meet the evolving needs of industry and the nation.
- 1.2. The University recognizes that keeping skills current is essential for the University.

#### 2. Eligibility

- 2.1. This policy applies to all full-time employees involved in delivering TVET on a full-time basis and who have three-year contracts or are tenured TVET stream employees.
- 2.2. Industrial attachment leave is meant to enable an employee to further his/her practical experience in the subject area in which the employee is employed to teach and/or research.
- 2.3. Non-teaching employees, and non-TVET employees in the teaching/training only stream, may apply to the VC for consideration of industrial attachment leave.

### 3. Application of the Policy

- 3.1. Every teaching employee for the purpose of delivering TVET is required to have an industrial attachment for a total of at least three months in each three-year period of employment at the University. Teaching employees in the higher education stream, and employees in support services may also apply for industrial attachment leave.
- 3.2. Industrial attachment could take the following forms:
  - 3.2.1. working for an enterprise/organisation providing the same type of goods/services in the area in which the employee is engaged to teach/train students; or
  - 3.2.2. working on research projects that are directly related to the area the employee is employed to teach/train students at the University; or
  - 3.2.3. working on consultancies that are directly related to the area the employee is employed to teach/train students at the University, provided that the University's Intellectual Property Policy is followed; or
  - 3.2.4. working on approved industrial projects within or outside the University.
- 3.3. The proposal on industrial attachment must contain the details of the attachment, including full details on the research projects, industrial projects or consultancies that the employee intends to undertake.
- 3.4. Industrial attachment could be through either:
  - 3.4.1. full-time attachment, during which the employee proceeds on leave on a full-time basis, or
  - 3.4.2. part-time attachment, during which the employee continues to work for the University, but the attachment is spread over his/her period of employment and such attachment period totals no less than three months during each three year period of employment.
- 3.5. Any employee proceeding on industrial leave is deemed to indemnify the University from any liability the person may incur while on industrial attachment.

### 4. Remuneration during Attachment

- 4.1. It is the responsibility of the employee to identify and negotiate with the enterprise with which he/she wishes to do his/her attachment, and to ensure that the remuneration provided is fair and reasonably reflects the employee's abilities and productivities.
- 4.2. Employees shall not qualify for Industrial Attachment Leave if the attachment does not provide a fair remuneration reflecting the abilities and productivities of the employee. The only exception to this is for TVET staff in sections that train predominantly for non-profit organisations outside the government.
- 4.3. The University shall pay no salary during the period of full-time industrial attachment.
- 4.4. Employees proceeding on full time industrial attachment shall have their salaries suspended for the period of the leave. If the employee is paid a full salary by the enterprise where the salary paid is greater than the employee's University salary, the employee is entitled to keep the higher salary.
- 4.5. Employees proceeding on part-time industrial attachment, either with an enterprise, or within the University, shall direct all earnings from such attachment to the University, which shall, after ensuring that all statutory deductions have been made, pay the employee 50% of the net earnings at the end of each three-year period. If the industrial attachments were undertaken during weekends and/or public holidays, or during the period of the employee's annual leave, 75% of the net earnings (after paying for the statutory deductions), shall be refunded to the employee at the end of each three-year period of employment. Employees departing the University before completion of a three year period of employment with the University from the date of commencement of this policy, and before completion of each three year period of employment subsequently, shall forfeit any payments that would otherwise be due to them.

### 5. Procedures for Applying for Industrial Attachment

- 5.1. Completed applications for industrial attachment leave must be lodged with the HR Department at least thirty days prior to the date of commencement of the leave if the leave is full-time

or at least 10 working days prior to the commencement of the leave if the leave is on a part-time basis. In exceptional circumstances, the Director responsible for HR, with concurrence of the section Dean, may waive these application requirements.

## 6. Review

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## SABBATICAL LEAVE POLICY

**Policy No.: HR-23**

### 1.0 Policy Statement and Objective

- 1.1 The University recognizes that the world of tertiary education is evolving rapidly. If the University is to remain relevant, the University and its academic staff need to keep current with developments in each professional area.
- 1.2 It is the objective of FNU's Sabbatical Leave Policy to provide academic staff, Deans, Directors and the Registrar, an opportunity to get unbroken period of time to carry out research and study at preferably another location.
- 1.3 This shall be regarded as a privileged benefit.

### 2.0 Policy

- 2.1 Each year, the University shall call for applications from all qualifying staff who wish to go on sabbatical leave during the following year.

- 2.2 Sabbatical leave is to be utilised by staff to carry out specified study (understudy, research, writing) at specified institution(s) and location(s).
- 2.3 Employees who would have served the University for two terms of three years each by the date they wish to proceed on sabbatical leave, and who have received a renewal for a third term qualify to apply for sabbatical leave. Thereafter, employees qualify to apply for sabbatical leave after every two terms of three years each.
- 2.4 Applicants must provide a comprehensive proposal of their activities, including deliverables, during the sabbatical leave.
- 2.5 The University shall establish a mechanism for examining and recommending to the Vice Chancellor the list of preferred applicants. The Vice Chancellor approves sabbatical leave on the basis of the recommendations, the University's strategic priorities, and the University's financial position.
- 2.6 Sabbatical leave shall be for periods up to three months. In exceptional circumstances, the Vice Chancellor may approve a period of sabbatical leave that is more than three months, but which shall not be for more than six months in total.
- 2.7 Employees proceeding on sabbatical leave shall maintain their salary and benefits during the period of sabbatical leave. However, if employees are remunerated by any source during the period of sabbatical leave, the sum shall be deemed to be a consultancy earning and shall be treated as that.
- 2.8 Employees given sabbatical leave shall enter into a bond to repay the University all monetary sums spent directly and indirectly, including the sum spent on hiring replacement employees if any, on their leave, if the employee does not serve the University the full term of the contract after the sabbatical leave.
- 2.9 The successful applicants shall, within 30 days of their return from sabbatical leave, provide a report satisfactory to the body initially screening the applications. If the report submitted is unsatisfactory, the employee shall be given one opportunity to revise the report. If the report remains unsatisfactory, the employee shall be required to refund the salary and benefits that were paid to him/her for the duration of the sabbatical leave.

### 3.0 Eligibility

- 3.1 The following are eligible for sabbatical leave:
  - 3.1.1 Deans, Directors and Registrar,
  - 3.1.2 All employees in the higher education stream with demonstrated research and/or publication record
  - 3.1.3 'Teaching only' stream staff are normally not eligible for sabbatical leave, except those who show aptitude for benefit from the sabbatical leave, as evidenced from the quality of application for the leave.

### 4.0 Review

- 4.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 4.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## CONFERENCE LEAVE POLICY

**Policy No.: HR-24**

### 1.0 Policy Statement and Objective

- 1.1 The University recognizes that a major component of academic life is the generation of new knowledge. Often, documentation of activities related to the creation of knowledge is presented among a community of peers in conferences for scrutiny. Participation in conferences, therefore, forms an important aspect of an academic life.



- 1.2 It is the objective of the Conference Leave Policy to provide academic staff, Deans, Directors and Registrar, opportunities to present their documentation of work done towards creation of knowledge in communities of peers who gather at conferences.
- 1.3 This shall be regarded as a privileged benefit.

## **2.0 Eligibility**

- 2.1 Employees who are on three year employment contracts are eligible for conference leave.

- 2.2 Conference leave can only be accessed if:
  - 2.2.1 the applicant has submitted a paper at an academic conference where the paper has been accepted through blind peer reviews for presentation as a plenary paper, a panel paper, or a concurrent session paper
  - 2.2.2 where the same paper has been presented at a well-publicised presentation within FNU, preferably hosted within the section and attended by the supervisor recommending the leave
  - 2.2.3 the supervisor recommending the leave is convinced that the paper has academic merit befitting presentation at an academic conference, and
  - 2.2.4 the applicant submits the completed paper with the conference leave application. A power point document is not a substitute for the full conference paper.
- 2.3 Poster presentations alone shall not be considered for conference leave funding. Poster presentations accompanied by a well researched paper may be considered for conference leave funding.
- 2.4 Under normal circumstances, employees are entitled to one paid conference leave per contract period of three years. The University shall pay up to full-return air fare, subsistence, and conference registration fee to successful applicants. The University's financial position, and conference budget would determine the level of funding support that the University may provide to applicants.

## **3.0 Processes**

- 3.1 At least four times a year, the University shall call for applications for participation in conferences.
- 3.2 Conference leave applications must contain a comprehensive proposal of their activities, including deliverables, during the conference leave.
- 3.3 The University shall follow the following procedure for examining and recommending to the Vice-Chancellor the list of preferred applicants.
  - 3.3.1 The applicant shall apply for approval of conference leave to HR via their section head
  - 3.3.2 HR shall analyze the full report and make a recommendation to Office of the Vice Chancellor
  - 3.3.3 The Vice Chancellor considers the recommendations and makes his/her own judgment on the recommendations made. The Vice Chancellor may delegate this responsibility to any office or officer of the University.
- 3.4 Conference leave allowances (including per diem) shall not extend for more than five days at a time. For conferences which are longer than 5 days, inclusive of travel time, employees would need to fund the costs for additional days on their own.
- 3.5 Where staff are invited with full funding, the University shall make leave available, as long as there is no direct impact on teaching and learning.
- 3.6 Within 30 days of the expiry of the conference leave, the applicant shall provide a report satisfactory to the body initially screening the applications. If the report is found to be unsatisfactory, the employee shall be provided one opportunity to revise the report. If the report remains unsatisfactory or if no report is submitted within 30 days, the employee shall be required to refund the expenses incurred in funding the applicant for the conference, as well as salary and benefits that were paid to him/her for the duration of the conference leave.

## **4.0 Review**

- 4.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 4.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## MATERNITY LEAVE POLICY

**Policy No.: HR-25**

### 1. Policy Statement

- 1.1. The object of this policy is to protect female employees of the University and to ensure that they are not disadvantaged when taking maternity leave.
- 1.2. Full-time female employees of the University are entitled to paid maternity leave as per the Employment Relations Promulgation 2007.

### 2. Entitlement

- 2.1. A female employee of the University who expects to give birth is entitled to maternity leave for a period of 84 consecutive days subject to providing her employer with a certificate from a registered medical practitioner or registered nurse specifying the possible date of birth.
- 2.2. The maternity leave shall be taken consecutively with the child birth period.
- 2.3. The employee is responsible for ensuring that she takes her maternity leave at such a time so

as to prevent any difficulties to her health.

2.4. The entitlement to paid maternity leave is as follows:

- 2.4.1. for the first three births, to the normal remuneration she would have received as if she had been at work; and
  - 2.4.2. for the fourth and subsequent births, to half the normal remuneration she would have received as if she had been at work.
- 2.5. If at any time during the three months immediately before the birth of her child, a female employee was employed for a period of, or periods amounting in the aggregate to, not less than 150 days during the nine months before the birth of her child, the female employee is entitled to paid maternity leave as set out in subsection 2.1.
  - 2.6. If there is more than one employer from whom the female employee would be entitled to claim wages, the Permanent Secretary for Labour, a labour officer or a labour inspector shall determine the amount of wages that must be paid by the University and the part that must be paid by the other employer(s).
  - 2.7. If a female employee is absent from work for a period of more than 84 consecutive days she is not entitled to wages in respect of the days in excess of 84 days.
  - 2.8. A female employee who returns to her employment after maternity leave would be appointed at least to the same or equivalent position held prior to proceeding on maternity leave, without any loss of salary, wages, benefits and seniority.
  - 2.9. Where a female employee falls sick after the expiry of the maternity leave, she is entitled to sick leave under the provisions of the Sick Leave Policy.

### 3. Time of Leave

- 3.1. The employee may proceed on maternity leave at any time before confinement provided that if she intends to continue to work during any part of the 20 working days prior to the expected date of delivery, she must produce a medical certificate certifying that she is fit to work during that period.

### 4. Payment of wages on death of female employee

- 4.1. If an employee dies from any cause before the expected birth or after the day of the birth of her child and before any wages to which she is entitled have been paid to her, the University shall pay her nominee or dependents the commensurate monetary sum.

### 5. Payment of wages to nominee

- 5.1. Any outstanding wages may be paid on behalf of a female employee to a person authorised in writing by the female employee; or for a deceased female employee, to the Permanent Secretary if there is no authorised person.
- 5.2. An employee on maternity leave who has given birth to a still born child or the death of who's child occurs during the maternity leave, remains entitled to maternity leave only upon the written advise of a medical doctor that the leave is essential for the health of the employee. In such case, the leave granted shall be treated as sick leave.
- 5.3. The employee may return to work before the end of maternity leave by providing a doctor's report on fitness to work. In such circumstances, maternity leave lapses.
- 5.4. For clarity, employees shall not be entitled to maternity leave benefits if they take employment with any organisation during the period of maternity leave, whether such employment is for a remuneration or not.

### 6. Restriction on termination

- 6.1. No female employee shall be terminated from employment on the grounds of pregnancy.
- 6.2. Where a termination occurs while a female employee is pregnant, the burden of disproving that the termination was related to that condition rests with the University.
- 6.3. If, after three months from the expiration of her maternity leave, a female employee remains

absent from work, as a result of illness (certified by a registered medical practitioner) arising out of her pregnancy or the birth of her child rendering her unfit for work, the University may give her a notice of termination under the provisions of the Termination of Employment Policy.

6.4. If a female employee is terminated under subsection 6.3, she is deemed to have been employed up to and including her period of maternity leave for the purpose of computing her period of employment.

### **7. Health and Safety**

- 7.1. An assessment of the risks to all pregnant employees will be carried out by an officer nominated by the Human Resources Department.
- 7.2. If any work is identified as carrying any type or degree of risk for the female employee or her unborn child, she shall be notified immediately and arrangements shall be made to remove her from these risks. This may mean that the working conditions are altered or that she is offered another more suitable job for the duration of the pregnancy.
- 7.3. If the employee has any concerns about her health at any time, the onus is upon her to speak to her supervisor immediately and to communicate her concerns to the HR Department in writing.

### **8. Time off for Ante-natal/Post-natal Care**

- 8.1. Employees are entitled to time-off to attend ante-natal or post-natal clinics as required by the Consultant GP, provided that she applies for time-off through the prescribed form, and provided that an appointment card is shown to her supervising officer.

### **9. Notification Requirements**

- 9.1. Employees requiring time off for ante-natal and/or post-natal care must inform their manager/supervisor of the absences as far, in advance, as possible.
- 9.2. An employee must provide the University a certificate from a registered medical practitioner or registered nurse specifying the possible date of confinement.
- 9.3. An employee must notify the University of her intention to begin maternity absence as early as possible, but no later than 20 working days before maternity absence starts.

### **10. Failure to Return to Work after Maternity Absence**

- 10.1. An employee who does not return to work following maternity leave without the permission of the supervisor, or supported by medical evidence, will be subjected to the policy on unauthorised absence from work.

### **11. Procedures for Applying for Maternity Leave**

- 11.1. The employee who is pregnant must inform her supervisor and the HR Department of her pregnancy. This must be done in writing at least six months prior to the expected delivery date.
- 11.2. When an employee advises her supervisor of her pregnancy, the supervisor and the HR staff responsible for maternity leave must meet the employee and refresh her on the provisions of this policy, and her rights and responsibilities.
- 11.3. The head of her section and the Human Resources Department must ensure that the employee submits the completed prescribed form(s) for the application of the maternity leave.

### **12. Review**

- 12.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 12.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **PATERNITY LEAVE POLICY**

**Policy No.: HR-25(b)**

### **1. Policy Statement**

- 1.1. The object of this policy is to enable a male employee of the University to provide active sup-

port to his wife during and immediately after childbirth.

### **2. Entitlement**

- 2.1. A male employed at the University shall be entitled to 5 working days leave commencing from the date of the child birth if the staff provides active support to the wife during and immediately after childbirth.
- 2.2. The entitlement to paid paternity leave is as follows:
  - 2.2.1. for the first 3 children he fathered, to the normal remuneration he would have received as if he had been at work; and
  - 2.2.2. for the 4th and subsequent children, to half the normal remuneration he would have re-

ceived as if he had been at work.

- 2.3. For the record, the entitlement to paternity leave is only on account of the employee's active support during child birth and presence around the wife during and immediately after childbirth.

### **3. Time of Leave**

- 3.1. The employee may proceed on paternity leave on the date of the child birth.
- 3.2. Paternity leave can not be deferred or accumulated.

### **4. Procedures for Applying for Paternity Leave**

- 4.1. The employee must advise his supervisor and the HR Department of the pregnancy of his wife, together with a copy of the medical report on the expected date of delivery, at least 20 working days prior to the expected date of the childbirth.
- 4.2. The employee shall submit the duly completed application form for Paternity Leave at least 20 working days prior to the expected date of delivery.
- 4.3. The date of the leave shall be effective from the date of the child birth.
- 4.4. Upon application, the effective date of the paternity leave could be brought to 2 days prior to the date of expected delivery.

### **5. Review**

- 5.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **LEAVE WITHOUT PAY POLICY**

### **Policy No.: HR-26**

#### **1. Policy Statement**

- 1.1. An employee may be granted leave without pay for up to three (3) years, provided it can be established that the good functioning of the University will not be detrimentally affected by the granting of such leave. In special circumstances, deemed to be in the public interest or in the interest of the University, this leave may be extended by the Vice Chancellor.
- 1.2. The most common situations in which this provision shall be applied are:
  - 1.2.1. When an employee is accompanying his/her spouse on an official assignment at a location that makes it logistically impossible for the employee to attend office.
  - 1.2.2. When an employee wishes to return to industry in order to keep current with professional practice.
  - 1.2.3. When an employee wishes to upgrade his/her qualification but fails to secure study leave.

- 1.2.4. When an employee is not eligible to any other leave entitlement and leave is considered essential for the welfare of the employee.
- 1.2.5. When the leave would serve the national interest.
- 1.3. The HR Department, as well as the College/ School or Department must maintain records of time taken as leave without pay for every employee.

#### **2. Procedures for Applying for Leave Without Pay (LWOP)**

- 2.1. Applications for leave without pay within the provisions of s1.2 above must be made as follows:
  - 2.1.1. For LWOP up to five working days: applications are to be made to the respective Dean, or Director/Registrar, who shall have authority to approve LWOP for up to five working days, and who shall in all cases inform the HR Department of the decision to grant the LWOP, at least 10 working days in advance of the employee taking the LWOP..
  - 2.1.2. For LWOP of over five working days but less than three months: applications are to be made at least 15 working days before the intended commencement of the leave to the Director of HR. The applications must contain the recommendation of the section head (Dean, Director, Registrar, Vice Chancellor). The Director of HR shall consider whether the LWOP would adversely affect the delivery of services by the University, and if convinced that there is no adverse impact, shall approve such leave.
  - 2.1.3. For LWOP for over three months: applications are to be made at least 20 working days before the intended commencement of the leave to the Vice Chancellor through the Director of HR, and the section head (Dean, Director, Registrar), with recommendations from both, the Director of HR and the section head.
- 2.2. The Head of Department/Human Resources Department must ensure that the employee provides due notice in advance of taking such leave. Such due notice period is as follows:
  - 2.2.1. Application for leave without pay up to five working days: ten working days notice.
  - 2.2.2. Application for leave without pay for between six working days and 20 working days: 15 working days notice.
  - 2.2.3. Application for leave without pay for over 20 working days and up to three months: 20 Working Days notice.
  - 2.2.4. Application for leave without pay for between three months and one year: six weeks notice.
  - 2.2.5. Application for leave without pay for over one year: eight weeks notice.
  - 2.2.6. The notice period may be waived by the Vice Chancellor in cases where such a notice period is not practical.
- 2.3. The Vice Chancellor may consider the request by an employee for Leave without Pay outside the provisions of s1.2 above, evaluating each case on its merits.
- 2.4. The Head of Department/Human Resource Department must ensure the employee applies through HRSS and submits a completed Leave Application Form to request payment for leave, in line with the next payroll deadline.

#### **3. Review**

- 3.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 3.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.



**SPECIAL LEAVE POLICY**
**Policy No.: HR-27**
**1. Policy Statement**

- 1.1. The Vice Chancellor may approve up to 15 consecutive days of special leave for such eventualities as representation as an official member in a national sports team or officially recognized missions organised by the Government of Fiji. Such leave may be granted with pay, with partial pay, or without pay depending upon the quantum of payments and payment of expenses made by the sponsoring/organising body towards the participation of the member.

- 1.2. In exceptional circumstances where participation is in international competition that requires participation for over 15 consecutive days or where the mission involves participation over 15 consecutive days, employees may get additional leave, but without pay or benefits.
- 1.3. For participation in sports events, this clause is intended to cover situations created by the growing international trends towards members of national teams being paid on a professional or semi-professional basis. The intention is that an employee shall not profit from the generosity of the University in being granted leave for such purposes.
- 1.4. The HR Department, as well as the College/School or Department must maintain records of time taken as special leave for every employee.
- 1.5. The overriding consideration in deciding on such a leave request would be whether the leave would create a critical disruption to any performance or output of the section in which the employee works.

**2. Procedures for Applying for Special Leave**

- 2.1. The Head of Department/Human Resources Department must ensure that the employee provides at least fifteen (15) working days notice in advance of the proposed date of such leave.
- 2.2. The Head of Department/Human Resources Department must ensure that the employee submits a completed Leave Form to request payment for leave in line with the next payroll deadline.
- 2.3. The Vice Chancellor shall consider the request by an employee for Special Leave evaluating each case on its merits.

**3. Review**

- 3.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 3.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

**UNAUTHORIZED ABSENCE POLICY**
**Policy No.: HR-28**
**1. Policy Objective**

- 1.1. The objective of the Unauthorized Absence Policy is to provide for the consequences of unauthorized absence from work.

**2. Policy Statement**

- 2.1. Unauthorized absence results when an employee is away from the work place and:
  - 2.1.1. has not provided proper notification and/or documentation, or

- 2.1.2. has not obtained approval for the absence.
- 2.2. It is the responsibility of the employee to provide appropriate and satisfactory information and/or documentation regarding absences from work.
- 2.3. An employee who is absent from his or her assigned work location or schedule without official leave shall be considered to be absent from work.
- 2.4. All such absences shall be treated as unauthorised leave without pay. Employees who take unauthorised leave for a total of two working days shall be deemed to have committed misconduct. Those employees who take unauthorised leave for a total of five working days per year, shall be deemed to have committed gross misconduct.
- 2.5. Employees would need to provide a written explanation of their absence(s) to the supervisor and the HR Department within 48 hours of returning to work. Unauthorised leave on account of public or private emergencies or factors beyond the direct control of the employee shall be acceptable and shall, when an employee's explanations are accepted, deem the unauthorised leave to be authorised leave.
- 2.6. Except for unauthorised leave on account of public emergencies, all unauthorised leave shall be treated as unauthorised leave without pay.
- 2.7. It is the responsibility of an employee who is absent from work without leave or authority, to inform his/her immediate supervisor of this absence. In the event of inability to communicate with the supervisor, the employee shall communicate his/her absence to at least one of the following: the senior most supervisor in the section; the Dean or Director, or the section's clerical officer (clerk/typist/secretary/administrative officer/executive officer).
- 2.8. If the employee fails to communicate such an absence for 24 hours from the commencement time of work, the employee would be deemed to have abandoned his/her employment, and thus be summarily dismissed. The University reserves the right to advise the public of the termination of the employment of the employee concerned.
- 2.9. The only mitigations against the deemed abandonment rule are an event that was beyond the employee's direct control, or a life threatening emergency, both of which must be independently verifiable. For the sake of clarity, absence of credit in one's mobile phone, or a phone not being charged, are not valid grounds for mitigation.
- 2.10. Unauthorized leave or unexcused absence shall not be compensated in any form by the University.

### 3. Review

- 3.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 3.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## PROFESSIONAL & PERSONAL CONDUCT POLICIES

### CONTENTS

- \* **Code of Conduct for Employees**
- \* **Conflicts of Interest and Commitment Policy**
- \* **Termination of Employment Policy**
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- \* **Meal and Rest Periods Policy**
- \* **Discrimination and Harassment Policy**
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- \* **Drugs, Alcohol and Kava Policy**
  - \* **Whistleblower Protection Policy**
  - \* **Participation in Political Activities**
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## CODE OF CONDUCT FOR EMPLOYEES Policy No.: HR-29

### 1.0 Policy Statement

- 1.1 The reputation of the University for its professional integrity is vital to its success and should, therefore, be of paramount concern to all employees at all levels, ranging from management to general.
- 1.2 The very nature of the University's stakeholder and customer relationships, and the confidential and industry-sensitive information provided in the course of the University business, places a special responsibility on each employee to ensure that their conduct is beyond reproach.
- 1.3 The University expects its management, supervisory and general employees to be free of interests and activities that may serve to prevent and/or limit one from acting in the best interest of the University.
- 1.4 It is expected that all employees shall conduct their professional and personal activities in a manner that does not adversely reflect upon the reputation of the University.
- 1.5 Compliance can be achieved only when professional and personal behaviours conform to the highest acceptable standards of ethical, moral and professional behaviour.

### 2.0 Application

- 2.1 These policies and procedures apply to all employees.

### 3.0 Ethical Basis of Conduct

- 3.1 The University requires that its employees behave ethically at all times. Ethical conduct is the fundamental principle that should underpin an employee's every decision and action in the discharge of their duties. Ethical conduct should provide guidance in cases where no specific rule is in place or where matters are genuinely unclear; it helps to determine what is right and proper in one's actions.
- 3.2 Behaving ethically means:
  - 3.2.1 acting legally and with integrity
  - 3.2.2 being honest
  - 3.2.3 acting within ones authority, knowledge and expertise
  - 3.2.4 being polite and helpful to all students, colleagues, and those seeking services from the University
  - 3.2.5 making decisions based on merit
  - 3.2.6 respecting privacy and confidentiality
  - 3.2.7 working efficiently and effectively to the best of one's ability
  - 3.2.8 working within the policies of the University
  - 3.2.9 always treating the interest of the University as paramount, and
  - 3.2.10 other behaviours, which are acceptable internationally as ethical.
- 3.3 Ethical conduct also means:
  - 3.3.1 In the conduct of the University's business, no gift, incentive, commission, bribe, kickback or similar improper benefits or payments or considerations are to be offered or given to anyone, or received from any individual or organization.
  - 3.3.2 Contributions or any form of assistance or services made should never be provided in a manner designed to circumvent the law.
  - 3.3.3 In their professional activities, employees should engage in vigorous but fair and ethical

competition, stressing the merits of the University's services and products.

- 3.3.4 Employees should refrain from making disparaging statements about others or their actions or to engage in unfair actions to intentionally damage or cause undue stress to others.

#### 4.0 Rationale

- 4.1 The Code of Conduct benefits both management and employees by defining what the University considers to be acceptable standards of behaviour for its employees, and by indicating what are considered to be breaches of the code.

#### 5.0 Basis of the Code of Conduct

- 5.1 The University's Code of Conduct requires that employees behave reasonably at all times, having regard to their specific role(s) and individual conditions of appointments, the interests of the University, and the welfare of students, employees, and University stakeholders.
- 5.2 The standards which follow, establish the guidelines for employee conduct so as to ensure that:
- 5.2.1 students are provided appropriate learning opportunities;
  - 5.2.2 employees are treated fairly and equitably;
  - 5.2.3 the University operates efficiently and effectively; and
  - 5.2.4 disciplinary action does not come as a surprise to employees who have breached University policies.

#### 6.0 Obligations of Employees

- 6.1 Employees have an obligation to the University and its students to:
- 6.1.1 Be present at work as required and to be absent from work only with proper authorization.
  - 6.1.2 Maintain expected standards of performance, which requires:
    - 6.1.2.1 Carrying out their duties in an efficient and competent manner
    - 6.1.2.2 Avoiding behaviour which might impair their work performance or reduce learning opportunities for students
  - 6.1.3 Respect the rights of colleagues, students and the public. In meeting this obligation, employees are expected to:
    - 6.1.3.1 avoid behaviour which might endanger or cause distress to other employees, or otherwise contribute to the disruption of the workplace;
    - 6.1.3.2 refrain from allowing personal relationships to adversely affect the performance of official duties;
    - 6.1.3.3 handle personal information with care and respect;
    - 6.1.3.4 not discriminate against, or harass, clients or colleagues because of their gender, marital status, ethnicity, disability or views on religion or any other personal protected or social characteristics defined in Policy No. 1;
    - 6.1.3.5 respect the cultural background of colleagues and clients in all dealings; and
    - 6.1.3.6 have due regard for the safety of others in the use of the University's property and equipment.
  - 6.1.4 Obey and follow all lawful and reasonable instructions and policies of the University and to work as directed, provided such directions are consistent with the employee's job description and policies of the University.
  - 6.1.5 Maintain proper standards of integrity and conduct in the performance of their duties, including:
    - 6.1.5.1 arriving and holding office at all regular hours,
    - 6.1.5.2 being suitably dressed for work, and
    - 6.1.5.3 appropriate and non-disruptive behaviour at the place of work
  - 6.1.6 Maintain proper standards of integrity and conduct at all times, including in their private lives

where the employee's conduct in private life may reflect upon the University.

- 6.1.7 Show reasonable care in the use of the University's properties, resources, and funds by not using them, or allowing them to be used, for anything other than authorized purposes, and by ensuring that there is no wastage of resources.
- 6.1.8 Incur no liability on the part of the University without proper authorization.

#### 7.0 Misconduct

- 7.1 The University expects its employees to conduct themselves within the laws of Fiji, and within the policies and regulations of the University.
- 7.2 Any action contrary to the code of conduct and/or contrary to policy is regarded as misconduct. More specifically, misconduct on the part of employees include:
- 7.2.1 Any breach of the terms of service or the contract of employment of the employee.
  - 7.2.2 Any breach of the policies or regulations of the University.
  - 7.2.3 Any breach of the laws of Fiji.
  - 7.2.4 Neglecting one's professional duty(ies).
  - 7.2.5 Failure to discharge one's duty as reasonably expected of the employee.
  - 7.2.6 Misconduct includes any conduct or omission on the part of an employee that:
    - 7.2.6.1 impairs the reasonable freedom of others to pursue their studies, research, duties and other lawful activities at the University or on the site or to participate in the life of the University; or
    - 7.2.6.2 hinders the pursuit of academic excellence by circumvention of proper procedures in relation to academic conduct at the University; or
    - 7.2.6.3 amounts to use of University facilities or information contrary to the intent of the provision of the facility or information, or improper use of the property of others on the site; or
    - 7.2.6.4 is instanced in section 9 of this Policy.

#### 8.0 Categories of Misconduct

- 8.1 Misconduct comprises:
- 8.1.1 Misdemeanour: This is conduct that comprises a single act that is contrary to University policy or regulation, or a single omission, where such an act or omission does not have any quantifiable impact on the University and does not adversely affect any stakeholder of the University.
    - 8.1.1.1 Counselling: The supervisor may on his/her discretion, or on the instruction of the Director of Human Resources or the ViceChancellor, counsel the employee and advise him/her of the need to cease any wrongful act or misconduct. The supervisor and the employee shall both sign-off the counselling session proceeding(s). The counselling programme shall extend to no more than four weeks. The supervisor and/or the employee may ask for a representative from the Human Resources Department to be present at the counselling session(s).
    - 8.1.1.2 Any repeat of the act or omission shall be regarded as a minor misconduct.
  - 8.1.2 Minor misconduct: This is a conduct that comprises more than one act, including isolated single acts, in breach of any University regulation or policy, or more than one omission, irrespective of whether the act or the omission has any quantifiable impact on the University or adversely affects any stakeholder of the University. Minor misconduct shall be treated as follows:
    - 8.1.2.1 Counselling and Caution Letters: The supervisor, on his own discretion, or on the instruction of the Director of Human Resources or the ViceChancellor, shall provide counselling to the employee and issue the employee a caution letter. A copy of the caution letter shall be sent by the issuing officer to the HR Department for records. Three caution letters may

- be issued, each giving one week to the employee to improve his/her performance in regard to general compliance with University policies and regulations.
- 8.1.3 **Major Misconduct:** This is conduct that comprises continuing acts, including isolated single acts, and which are in breach of any University regulation or policy, or comprises more than one omission, irrespective of whether the act or the omission has any quantifiable impact on the University or adversely affects any stakeholder of the University. Repeated minor misconducts shall become a 'misconduct'. Major misconduct shall also include all acts and/or omissions that are defined as 'misconduct' in this or any other University policy or regulation. Major misconduct shall be treated as follows:
- 8.1.3.1 **Warning Letters:** The supervisor shall advise HR of the misconduct, upon which HR shall issue a warning letter to the employee. If the major misconduct continues, or the employee engages in another instance of misconduct, a second warning letter shall be issued. Thereafter, the matter shall be deemed to be a serious misconduct.
- 8.1.4 **Serious misconduct:** This is conduct that comprises a serious breach of a University regulation or policy or a series of breaches of regulations and/or policies, or conduct that is not in keeping with the national and international standards of conduct in the profession, or major omissions, or repeated cases of misconduct. Serious misconduct shall be dealt with by the Staff Conduct Committee of the University, as per the procedures of the Staff Conduct Committee.
- 8.1.5 **Gross misconduct:** This comprises one or more serious breach(es) of University policy(ies) or regulation(s), or a conduct that causes, or has the potential of actually or potentially creating an adverse impact on the reputation and/or stature of the University. Gross misconduct includes conduct that involves:
- 8.1.5.1 actual physical violence during official hours and/or during the period of official events, causing bodily harm to an employee, honorary appointee, consultant, contractor, volunteer, other students, and members of the public who interact with the University or wish to interact with the University.
- 8.1.5.2 An acknowledgement of, or conviction for a sexual offence against any person whether in any way related to the University or not and whether committed during official hours or not.
- 8.1.5.3 Manipulating and/or doctoring of documents and/or records that are crucial for the smooth functioning of the University, including manipulating or attempt to manipulate records or minutes of meetings.
- 8.1.5.4 Any leaking, selling or unauthorised release of any examination material, irrespective of whether or not the material was under the direct control of the person.
- 8.1.5.5 Insubordination.
- 8.1.5.6 Attempt(s) to, directly or indirectly, take any matter concerning the University to an individual or organisation or officeholder outside the University, including trade unions, prior to exhausting the procedures laid down in the University regulations and policies.
- 8.1.5.7 Bringing or attempting to bring disrepute to the University or to the supervisor(s) or to managers, through deliberate misinformation to individuals or bodies or officeholders within or outside the University, or to the media.
- 8.1.5.8 Providing information without being authorised by the supervisor, to any stakeholder in or provider of, post-secondary education/ training so as to, or aimed at, undermining the integrity of the University.
- 8.1.5.9 Fraud, theft and attempted theft.
- 8.1.5.10 Any conduct that is classified as a criminal conduct under the Fiji Crimes Decree 2009 and for which the person has been sentenced to imprisonment.
- 8.1.5.11 Cheating or doing anything which may assist a person to cheat in relation to assessment, research, publications or consultancy, including but not limited to plagiarism.
- 8.1.5.12 Any other conduct that a University policy prescribes as gross misconduct.

- 8.1.6 Nothing in this policy prevents the University in dealing with cases of gross misconduct as the Vice-Chancellor deems fit.
- 8.1.7 The Director of Human Resources, in consultation with the Vice-Chancellor, shall determine whether certain conduct comprises gross misconduct. The penalty for gross misconduct is summary termination of employment of the employee.
- 8.1.8 Where the evidence of the alleged gross misconduct needs to be assessed independently, the Vice-Chancellor may refer the matter to the Staff Disciplinary Committee. The Staff Disciplinary Committee shall deal with the matter as per the procedures of the SDC.

## 9.0 Examples of Acts or Omissions that are Prohibited

**9.1 University's Integrity:** Cheating or doing anything that may help a person to cheat in relation to assessment, research, publications or consultancy, including but not limited to plagiarism. Some examples of acts/omissions relating to academic integrity are:

- 9.1.1 presenting copied, falsified or improperly obtained data as if it were the result of laboratory work, practical work (log books), field trips, workshop reports, or other investigatory work;
- 9.1.2 victimising students or amending a record of a student without due process and advice to the student;
- 9.1.3 including in the employee's individual work, material which is the result of significant assistance from another person without acknowledging such assistance or if that assistance was unacceptable according to the instructions or guidelines for that work;
- 9.1.4 assisting another employee, co-researcher/author, or student in the presentation of that person's work in a way that is unacceptable according to the instructions or guidelines for that work;
- 9.1.5 speaking to or communicating with students during an assessment where speaking or communicating is not authorised;
- 9.1.6 providing students or others, or being involved with one or more people in providing students or others knowledge, without authority, and/or discriminately, about the contents of examination papers before the examination date;
- 9.1.7 providing others, or being involved with one or more people in providing confidential documents or contents of confidential documents, to those who are not the intended recipients of the documents;
- 9.1.8 closely paraphrasing sentences or paragraphs from one or more sources without appropriate acknowledgment in the form of a reference to the original work(s);
- 9.1.9 submitting work that has been produced by others as if it were the work of the employee;
- 9.1.10 copying computer files in whole or in part without indicating their origin;
- 9.1.11 submitting, without duly acknowledging, work, papers, or proposals, which have been wholly or partially derived from another person, whether an employee of the University or not, by a process of mechanical transformation, for example, changing variable names in computer programmes;
- 9.1.12 making a false representation on a matter affecting any stakeholder of the University materially so as to have a notable impact on the stakeholder;
- 9.1.13 making a false statement in order to obtain favourable appraisal or consideration;
- 9.1.14 submitting CVs/resumes/credentials which contain false information and which information has/had a material bearing on the initial appointment and/or placement at a certain rank, and/or promotion;
- 9.1.15 using or causing to be used, falsified documents.

## 9.2 Dealings with others at the University

- 9.2.1 Disrupting or obstructing an official University activity, for example, disrupting a class or an official meeting.
- 9.2.2 Harassment on the site or in the course of an official University activity based on any of the prohibited grounds of discrimination set out in the relevant Acts of the Government of Fiji or



consequential regulations, or University policies.

9.2.3 Examples of conduct involving dealings with others include, but are not limited to:

- 9.2.3.1 sexual harassment of a person;
- 9.2.3.2 harassment based on the race, ethnicity, gender, sexual orientation, culture or origins of a person;
- 9.2.3.3 assaulting a person on site or in the course of an official University activity.
- 9.2.3.4 causing rumours or gossiping, which, in nature, are defamatory of character.

**9.3 Dealings with property:** Intentionally damaging or wrongfully dealing with property on the site or at the University, for example, theft of property, misuse of an emergency call point, littering, defacing or otherwise damaging the facilities of the University, and affixing a notice or notices to part of a site being other than a notice board designed for that purpose.

**9.4 Dealings with Information:** Knowingly disclosing confidential information relating to any University matter, which is of a confidential nature, which the employee has no authority or right to divulge, including disclosing the results of a research project carried out for an outside body that the employee knows should be kept confidential.

**9.5 Dealings in Information and Communication Technology**

- 9.5.1 All dealings that are contrary to the University's ICT policies comprise misconduct.
- 9.5.2 Misuse of information and communication technology facilities (including software) or communication facilities of the University. Examples of misuse of ICT facilities include:
  - 9.5.2.1 gaining or assisting another person to gain unauthorised access to a facility;
  - 9.5.2.2 using a facility for an unauthorised purpose;
  - 9.5.2.3 unauthorised modification, transfer or deletion of any hardware, software or data; and
  - 9.5.2.4 unlawful copying of software using a University resource or facility or installing software on a University facility without authorization.

**9.6 Behaviour at the University**

- 9.6.1 This includes creating a disturbance or being disorderly on a University site. Examples of this include:
  - 9.6.1.1 using insulting, threatening or obscene language on a University site;
  - 9.6.1.2 lighting a fire without permission;
  - 9.6.1.3 throwing stones or dangerous objects at others, or at properties of the University or at properties of others.

**9.7 Dealings with employees of the University**

- 9.7.1 Disobeying a reasonable direction of a supervisor or of an officer duly tasked with the responsibility of emergency evacuation or an officer responsible for OHS at the University, constitutes misconduct.
- 9.7.2 Obstructing or attempting to interfere with the lawful performance of duty by an employee of the University, for example, failing to show one's identity card when required to do so by a employee of the University who reasonably requires proof of identity for the performance of his/her duty, unless the employee has reasonable cause not to supply the evidence sought but he/she supplies the identity card or other evidence of identity to the Director of Human Resources within 48 hours of the time when supply was required by the employee.
- 9.7.3 Acting outside one's authority, expertise and knowledge.

**9.8 Misconduct declared by Policy, Regulation or Rule:** A breach of any provision of the regulations or rules where breach is declared to be misconduct for the purposes of this policy and procedures, and any and all breaches of University policies are misconducts.

**9.9 Enforcement of penalties:** Failure to comply with an order made under this regulation, other than non-payment of a fine, is misconduct.

**9.10 Examples of other conducts constituting misconduct**

- 9.10.1 Regular absenteeism from office or lateness.
- 9.10.2 Smoking in a restricted area.

- 9.10.3 Failure to carry out delegated work schedule through incompetence or malingering.
- 9.10.4 Lack of application to an assigned task.
- 9.10.5 Loud yelling, abusive language or raucous behaviour or preventing another employee from carrying out his/her work.
- 9.10.6 Failure to complete stipulated hours of work, unless sick or because of some personal emergency.
- 9.10.7 Repeated lateness either at start time for the day; or at the start time after any break during the work day; or at commencing specified tasks during the work day; or when specific reporting times have not been met.
- 9.10.8 Posting of offensive notices within the University's premises.
- 9.10.9 Entering into restricted areas without prior authorisation or direction to perform specific duties.
- 9.10.10 Non-performance of duties and responsibilities
- 9.10.11 Not responding to requests, not acknowledging correspondences, or not making a timely decision that is required to be made by the person.
- 9.10.12 Use for personal pecuniary gains or misuse of University computer software and/or hardware.
- 9.10.13 Harassment of other employees, students, guests or visitors.
- 9.10.14 Poor personal hygiene, defined as personal hygiene that is generally unacceptable in the vocation the employee is appointed.
- 9.10.15 Failure to report and/or record workplace accidents and/or near misses.
- 9.10.16 Failure to use equipment/facilities as instructed or failure to care for equipment/ facilities.
- 9.10.17 Any act of dishonesty, including being in unauthorised possession of University owned assets or those belonging to other employees, students, guests or visitors, whether or not such act results in a criminal prosecution.
- 9.10.18 Soliciting any unauthorised private business transaction during work time or using University facilities.
- 9.10.19 The unauthorised removal of, or any wilful damage to, property belonging to the University, other employees, students, guests, consultants or visitors.
- 9.10.20 Fighting, swearing or any other conduct at a University premise that could adversely reflect on the University, or boisterous play causing injury to another employee, student, guest, or visitor to the University.
- 9.10.21 Insolence to a student, visitor or supervisor.
- 9.10.22 Falsification of personal and/or University records.
- 9.10.23 Unauthorised absence from work including walking off the job or being absent from work for more than 72 hours consecutively, without prior approval.
- 9.10.24 Consuming, using, or being under the influence of any alcohol or illegal drug/substances while at work, or commencing a shift under its influence. This also includes kava consumption other than at an authorised event.
- 9.10.25 Failure to operate equipment or care for equipment as specified.
- 9.10.26 Any violation of accepted standards of public morality while at work.
- 9.10.27 Tampering with or misusing any fire and/or other safety equipment.
- 9.10.28 Failure to notify hazards (or potential Hazards) in the workplace.
- 9.10.29 Failure to observe safety and security rules.
- 9.10.30 Deliberate acts adversely affecting hygiene, safety or quality.
- 9.10.31 Sleeping at work during working hours except with the written advise of the nominated medical practitioner.
- 9.10.32 Spreading false claims relating to staff or students knowing that the claims were false.
- 9.10.33 Unauthorised use of company procedures and/or information outside the scope of employment.

- 9.10.34 Misrepresentation of the University for personal gain.
- 9.10.35 Engaging in any other employment contrary to the policy on outside employment.
- 9.10.36 Criminal conviction.
- 9.10.37 Threatening behaviour towards or harassment of other employees, students, or visitors.
- 9.10.38 Sexual harassment and/or racial harassment, and/or child abuse.
- 9.10.39 Knowingly obtaining access, or transmitting through the University's e-mail or internet access any material that is of a pornographic nature, or otherwise is considered offensive on the grounds of sex, race, disability; or sending defamatory, abusive, intimidating or discriminatory e-mails; or use of unauthorised software, violating software agreements, removing or disabling virus protection/security software, or is contrary to the University's ICT Policy.
- 9.11 The examples listed above are standards that cover most situations. However additional standards may be added.
  - 9.11.1 If employees have any doubt or questions on wrongful conduct or misconduct they must seek written clarifications from their supervisor/manager.
  - 9.11.2 Misunderstanding or ignorance of standards shall not be acceptable defence.
  - 9.11.3 The list provided is not a complete list of acts of misconduct. It is an indication only.
  - 9.11.4 Employees should be aware that it is a University policy for the Police to be informed where it is suspected that an employee has committed an act of dishonesty/fraud/sexual offence, is violent or is involved with illegal drugs.

### **10.0 Breaches of Code of Conduct**

- 10.1 A breach of the code of conduct constitutes misconduct.
- 10.2 Misconduct is determined as misdemeanour, and may be minor, major, serious or gross, based on the facts of the case.
- 10.3 Misconduct shall be dealt with through the University's disciplinary processes.

### **11.0 Allegations of misconduct**

- 11.1 When an allegation is made that an employee has committed an act of misconduct, the allegation shall be investigated and dealt with in accordance with the provisions of this policy.

### **12.0 Key Considerations**

- 12.1 There are a number of key principles that underpin the disciplinary procedure to ensure that employees are treated consistently and fairly.
- 12.2 In the event of an alleged criminal action reported to the police by the University, the employee shall be suspended without pay pending the result of a police investigation and formal charges brought against the employee by the police. Such suspension shall be for a period that is necessary for the police to complete its work on the matter, or a maximum of 30 working days, after which the University shall reinstate the employee on partial pay.
- 12.3 For the sake of clarity, any conduct of an employee in his/her private capacity that involves any matter dealing with the exercise of a fundamental freedom of the individual, including freedom of association, and freedom of movement shall not be construed as misconduct or gross misconduct.
- 12.4 The Staff Conduct and the Staff Disciplinary Committees shall examine all evidence before them prior to making a decision.
- 12.5 Employees have the right to be accompanied at a staff conduct or staff disciplinary hearing by a representative who is an employee at the University.
- 12.6 Employees will be given written confirmation of any disciplinary decision taken, which will be placed in their personal files.

### **13.0 Receipt of Misconduct Allegations**

- 13.1 When any employee of the University receives an allegation of misconduct from any other employee, he/she shall immediately inform the Director of Human Resources, in writing, of the

- receipt of the allegation of misconduct.
- 13.2 When the Director of the Human Resources receives an allegation of misconduct, either directly or through an officer of the University in writing, the Director shall determine whether there is any need for investigation.
- 13.3 For reports that the Director considers not worthy of any investigation, the Director shall advise the parties of this, and copy the advice to the Vice Chancellor for his information.
- 13.4 For reports that the Director considers worthy of investigation, the Director shall proceed with the investigation and advise the Vice Chancellor of this.
- 13.5 The Vice Chancellor, of his own motion, whenever he is aware of circumstances, which, in his opinion, are serious enough to require disciplinary investigation, shall normally refer these to HR for investigation, unless there are circumstances of special urgency in which case he may refer the complaint directly to either the Staff Conduct Committee or the Staff Disciplinary Committee for investigation, determination and recommendation.
- 13.6 If, in the opinion of the Vice Chancellor, the allegation does not need any preliminary investigation, he may formulate a charge sheet and refer the complaint directly to the Staff Conduct Committee or the Staff Disciplinary Committee.
- 13.7 The Vice Chancellor may at any time suspend any employee from his/her office if, in his judgement, the circumstances so require. In the event the employee is suspended without pay, such suspension shall be for a period no longer than 21 consecutive days from the date of suspension, after which the suspension on account of this provision shall be lifted, and replaced by suspension with 50% pay. In no event should any SCC/SDC resolution take a period more than 8 weeks.
- 13.8 Nothing in this policy prevents the University in dealing with cases of misconduct as the Vice Chancellor deems fit.

### **14.0 Investigation**

- 14.1 An investigation is aimed at establishing the nature of misconduct that has been committed and establishing the facts.
- 14.2 The investigation shall be conducted by the Human Resources Department of the University within seven days of the receipt of the allegation of misconduct. In instances where there is an absence of the technical expertise necessary to carry out the investigation, or in cases of conflict of interest, the investigation shall be undertaken by a person or persons from outside the HR Department. The investigation shall examine the evidence before it, including any evidence it may choose to get through interviews and other means, and make recommendations to the Director HR, following which:
  - 14.2.1 The Director HR shall deal with minor misdemeanours, minor misconduct and major misconduct cases within 5 working days.
  - 14.2.2 The Director HR shall cause further investigation and make recommendations to the Vice Chancellor within 10 working days for Serious and Gross Misconduct cases.
- 14.3 Upon receipt of this report, the Vice Chancellor shall make a decision on the recommendation within three working days except when the Vice Chancellor is out of his/her principal office, in which case he/she shall make a decision within no more than ten working days.
- 14.4 If the decision is for the matter to be dealt with without being remitting to the Staff Conduct or the Staff Disciplinary committees, the VC shall deal with the matter within 10 working days.
- 14.5 If the decision is for the matter to be remitted to the conduct or disciplinary committee's consideration, the HR Department shall formulate a charge sheet against the employee and the SCC/SDC shall deal with the matter within 21 days.

### **15.0 Staff Conduct Committee**

- 15.1 The University shall establish a Staff Conduct Committee, which shall deal with cases of serious misconduct and those that come under the ambit of the Staff Conduct Committee, and other matters as provided for by any regulation or policy of the University.

15.2 Membership: The membership of the Staff Conduct Committee shall include:

- 15.2.1 A staff nominee of the Vice-Chancellor, who shall chair the Committee.
- 15.2.2 One member of the SMG other than the Director responsible for Human Resources, who shall be appointed by the Director responsible for Human Resources on the basis of the person's availability and absence of any conflict of interest.
- 15.2.3 One nominee of the employee alleged to have been involved in the major misconduct, the nominee not being a legal practitioner.

### **15.3 Conflict of Interest**

- 15.3.1 If a matter concerns a member of the Committee, either as a complainant or as a potential witness, the member shall step aside and an alternative member shall be selected from the Deans or Directors /Registrar as appropriate.

### **15.4 Procedures and Penalties**

- 15.4.1 The Staff Conduct Committee shall determine its own procedures. However, the procedures shall be in keeping with the principles of natural justice.
- 15.4.2 Subject to any restriction of this policy, if the Committee finds the respondent staff guilty of the major misconduct, the Committee may recommend to the Vice Chancellor one or more of the following penalties:
  - 15.4.2.1 Reprimand.
  - 15.4.2.2 Demotion in rank and/or salary.
  - 15.4.2.3 Transfer, with or without demotion, to other duties, or to other locations.
  - 15.4.2.4 Any other penalty other than dismissal considered suitable by the Committee.
- 15.4.3 For clarity, the penalties must not be inconsistent with the HR and other Policies of the University.
- 15.4.4 The Vice Chancellor shall consider the report and make a deliberate decision on the recommendations of the report. If the Vice-Chancellor concurs with the recommendations, then that shall become the decision on the matter. If the Vice Chancellor does not concur with the whole or part of the recommendations, then he may revert the report to the Committee for consideration of the reasons for the VC's non-acceptance of the recommendation(s), or substitute a fair decision in place of the recommendation.
- 15.4.5 The respondent has the right to appeal against the decision to the Staff Conduct Appeals Committee.
- 15.4.6 Where there is a complainant in the matter that led to the proceedings, the complainant has the right to appeal to the Staff Conduct Appeals Committee.

### **15.5 Referral**

- 15.5.1 The Staff Conduct Committee may recommend referring a case to the Staff Disciplinary Committee.
- 15.5.2 In such cases, the Director responsible for HR shall examine the matter and advise the Vice Chancellor on the recommendation. The Vice Chancellor may endorse the SCC recommendation, or may make a decision as he deems fit.

### **15.6 Appeals**

- 15.6.1 Parties may appeal the decision of the Staff Conduct Committee to the Staff Disciplinary Committee.

### **16.0 Staff Disciplinary Committee**

- 16.1 The University shall establish a Staff Disciplinary Committee, which shall deal with all matters concerning employee misconduct that are of the nature of gross misconduct, and other matters as provided in any regulation or policy.

#### **16.2 The Staff Disciplinary Committee shall comprise:**

- 16.2.1 an independent chairperson, who shall be a person qualified to be a magistrate or a judge

- in Fiji, preferably someone who is a retired Magistrate/Judge or retired Legal Practitioner;
- 16.2.2 a representative of the employee charged for misconduct; the representative may be any person, including a representative of the trade union of which the person is a bona fide member, provided that the representative is not a legal practitioner and is domiciled in Fiji; and
- 16.2.3 a representative of the University, who shall be the nominee of the Vice Chancellor.

### **16.3 Procedures**

- 16.3.1 A person nominated by the University's Human Resources Department shall present the University's case to the Committee and shall, for all intents and purposes, represent the interests of the University.
- 16.3.2 The Staff Disciplinary Committee shall determine its own procedures. However, the procedures shall be in keeping with the principles of natural justice.
- 16.3.3 The employee being charged with the disciplinary offence shall present his/her own case, or have the case defended by any person he/she selects.

### **16.4 The following timelines are to be observed by the Staff Disciplinary Committee:**

- 16.4.1 30 days from the charges being brought to the decision to suspend the staff member without pay.
- 16.4.2 No more than 60 days for all other cases.
- 16.5 The intent of the staff disciplinary process is to complete the hearing and announce the decision within 21 days of the suspension of the employee. All attempts will be made by the HR Department to find the first available date within the first 5 working days of advising the staff of the convening of the SDC. It is the responsibility of the staff to select his/her representative for the SDC during this period. The non-availability of the representative of the employee on any date required by the SDC to complete the process within the time frame, shall not prevent the SDC from proceeding with the case. The employee, however, has the option of advising the HR Department, in writing, of his/her willingness to remain suspended without pay for any period that would enable his/her representative to attend the SDC sessions, in which case the employee shall continue to remain suspended without pay until the SDC completes its deliberations.

### **16.6 Appeals**

- 16.6.1 Parties may appeal the decision of the Staff Disciplinary Committee to the Staff Disciplinary Appeals Committee.

### **17.0 Reports of Staff Conduct and Staff Disciplinary Committees**

- 17.1 The Staff Conduct Committee and Staff Disciplinary Committee shall submit their reports containing the recommendation to the Vice-Chancellor.
- 17.2 The Vice Chancellor shall consider the reports and may accept the recommendations fully, or reject them fully, or accept them in part.
- 17.3 Where the Vice Chancellor does not accept the recommendations of the SDC either fully or in part, he/she shall submit the case within five working days as an appeal to the Staff Disciplinary Appeals Committee for its deliberation.

### **18.0 Proof of Conviction**

- 18.1 When a case involving an employee is taken to a court of competent jurisdiction, any conviction by the court shall be deemed as proof beyond reasonable doubt of the commission of the crime. When the court convicts the employees, the Staff Conduct Committee, the Staff Disciplinary Committee, or the Staff Conduct Appeals Committee or the Staff Disciplinary Appeals Committee shall only determine the penalty for the misconduct.

### **19.0 Procedures and Penalties**

- 19.1 The Staff Conduct Committee, the Staff Disciplinary Committee, the Staff Conduct Appeals Committee, and the Staff Disciplinary Appeals Committee shall determine their own proce-



- dures for carrying out their functions.
- 19.2 Subject to any restriction of this policy, if the SDC or the SDAC, as the case may be, finds the respondent guilty of the offence, it may impose one or more of the following penalties:
- 19.2.1 Reprimand.
  - 19.2.2 Demotion in rank and/or salary.
  - 19.2.3 Dismissal.
  - 19.2.4 Transfer, with or without demotion, to other duties, or to other locations.
  - 19.2.5 Any other penalty considered suitable by the Committee.
- 19.3 For clarity, the penalties must not be inconsistent with the HR and other Policies of the University.

### **20.0 Dismissal**

- 20.1 If the Vice Chancellor concurs with a recommendation of dismissal, the University may provide the employee an opportunity to resign from the University, which shall be exercised within five days of being given the opportunity. If the employee resigns, the notice of dismissal shall not take effect. The employee, however, shall make a declaration that he/she was charged for the offence(s) and upon being found guilty, was given the opportunity to resign, which he/she exercised to the exclusion of any other remedy within or outside the University. This option applies in all cases except in cases of physical violence, fraud, thefts and sexual offences.
- 20.2 If the Vice Chancellor concurs with a recommendation of dismissal, and the employee does not accept the option of resigning, the employee shall be summarily dismissed from his/her employment with the University.

### **21.0 Appeals**

- 21.1 The parties may appeal the decision of the Staff Disciplinary Committee in writing with the Staff Disciplinary Appeals Committee within ten working days of being informed of the decision for all cases involving penalties other than dismissal.
- 21.2 For the penalty of dismissal, the employee may appeal the decision in writing within five working days of being advised of the decision, in which case, the filing of the appeal in writing within the stipulated timeframe serves to place a stay on the implementation of the penalty.
- 21.3 When the University appeals the decision of the Committee, the status of the employee as at the date of the commencement of the hearing by the Staff Disciplinary Committee shall remain until the appeal is heard and the decision is made.

### **22.0 Staff Conduct Appeals Committee**

- 22.1 The University shall establish a Staff Conduct Appeals Committee, which shall deal with appeals against the decisions on the case considered by the Staff Conduct Committee.
- 22.2 This Appeals Committee shall be independent of the Staff Conduct Committee. There shall not be any overlapping membership of the Staff Conduct Committee.
- 22.3 The Appeals Committee shall comprise:
- 22.3.1 a Chairperson, being a member of the SMG other than the Director responsible for HR, to be appointed by the Vice Chancellor, and
  - 22.3.2 two other persons, of which one member shall be the nominee of the employee charged with misconduct, and one member shall be the nominee of the Director of HR.
- 22.4 The appeals committee shall determine its own procedures. However, the procedures shall be in keeping with the principles of natural justice.
- 22.5 The Appeals Committee shall deal with the matter within 30 days.
- 22.6 The Staff Conduct Appeals Committee may allow the appeal, or reject the appeal.

### **23.0 Staff Disciplinary Appeals Committee**

- 23.1 The University shall establish a Staff Disciplinary Appeals Committee, which shall deal with appeals against the decision made on the matter before the Staff Disciplinary Committee.
- 23.2 This Appeals Committee shall be independent of the Staff Disciplinary Committee. There shall not be any overlapping membership of the Staff Disciplinary Committee.

### **23.3 The Appeals Committee shall comprise:**

- 23.3.1 a Chairperson, being a person suitable to be appointed as a judge in Fiji, to be appointed by the Chairperson of the University's Human Resources Committee, and
  - 23.3.2 two other persons, of which one member shall be the nominee of the employee charged with misconduct, and one member shall be the nominee of the Vice Chancellor.
- 23.4 The appeals committee shall determine its own procedures. However, the procedures shall be in keeping with the principles of natural justice.
- 23.5 The Appeals Committee shall deal with the matter within 30 days.
- 23.6 The Staff Conduct Appeals Committee may allow the appeal, reject the appeal or remit the case back to the Staff Disciplinary Committee for further consideration.

### **24.0 Further Appeals**

- 24.1 Parties may appeal against the decisions of the Appeals Committee under the provisions of the ERP.

### **25.0 Acquittal**

- 25.1 If the employee is acquitted of the charge(s) of misconduct, the employee shall be paid all his/her remunerations that may have been withheld and all benefits he/she were entitled to shall be restored except where the Committee specifically decides on the remunerations and/or benefits.

### **26.0 Costs**

- 26.1 The University shall bear the costs of the Committee. The parties shall bear their own costs of prosecution and defence. The Committees shall sit at the campus where the offence took place, except where the University decides on another location, in which case the University shall bear the costs of the transport and fee.
- 26.2 The Staff Disciplinary Committee, or the Staff Conduct Appeals Committee, may specifically make recommendations on the costs.

### **27.0 Gross Misconduct and Summary Dismissal**

- 27.1 Nothing in this policy prevents the University from dealing with cases of gross misconduct as the Vice Chancellor deems fit.
- 27.2 The University retains the right of summary dismissal under the following circumstances:
- 27.2.1 where a worker is guilty of gross misconduct;
  - 27.2.2 for wilful disobedience to lawful orders given by the employer;
  - 27.2.3 for lack of skill or qualification, which the worker expressly or by implication warrants to possess;
  - 27.2.4 for habitual or substantial neglect of the worker's duties; or
  - 27.2.5 for continual or habitual absence from work without the permission of the University and without other reasonable excuse(s).

### **28.0 Review**

- 28.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 28.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **CONFLICT OF INTEREST & COMMITMENT POLICY** Policy No.: HR-30

### **1. Policy Statement and Objective**

- 1.1. The University respects the right of employees to privacy in their personal activities and financial affairs.
- 1.2. The University also recognises that situations may arise during the term of employment of a person with the University where there may be actual or potential conflict of interest between



interest between an employee's non-employment personal interests and the interests of the University. The prime purpose of the Conflict of Interest and Commitment Policy is to provide guidance to employees to enable them to avoid situations in their personal activities and financial affairs which are, or may appear to be, in conflict with their responsibility to act in the best interests of the University.

## 2. Policy

- 2.1. No employee shall engage in activities which can create a potential conflict of interest and conflict of commitment for the employee as defined in this policy.
- 2.2. Employees are required to disclose all potential conflict of interest and conflict of commitment situations.
- 2.3. Each employee has a duty to act in the best interest of the University.
- 2.4. Every employee is to fill in the personal declaration form upon taking employment, and there after, whenever their personal circumstances with respect to the matters contained in the personal declaration form change. It is the responsibility of the employee to ensure that the information as required in the personal declaration form is always kept current.
- 2.5. An employee who has, directly or indirectly through family or business connections, an interest in supplies of goods or services, or an interest in contractors or potential contractors with the University, should declare this interest in any meeting which discusses matters on supplies and/or contracts. Under no circumstance shall the employee participate in any decision making on supplies and/or contracts, as the case may be, that involves the business or interests in which they have a direct or indirect interest.
- 2.6. No employee shall participate in the selection, award, or administration of a contract with any party with which it has a direct or indirect business/commercial interest. If circumstances are such that the employee is the only person responsible for administration of the said contract, the employee shall advise his/her supervisor of this and produce periodic reports for the Vice Chancellor on the administration of the contract.
- 2.7. No employee shall participate in the selection, award, or administration of a contract with any party with who he/she is negotiating regarding potential employment or any arrangement concerning potential employment with the organisation.
- 2.8. An employee should avoid outside employment or business activity involving obligations, which may in any way conflict or appear to conflict with the University's interests, including its interest in the full or part-time services of any employee.
- 2.9. An employee participating in any selection, award, or administration of a contract, and/or in any decision on employment of a person at the University, including in interview panels and performance appraisal, who has any of the members of his/her province, village, settlement, or extended family, as the subject of the decision making, shall declare this information to the panel/meeting considering the contract, tender, or interview/appointment, and the Chair and the Secretary of the meeting shall ensure that such declaration is recorded in the minutes of the meeting.
- 2.10. An employee who feels that his/her traditional position and/or ties, or his/her ties with the village or settlement, may prevent him/her from making an impartial decision on any selection, award, or administration of a contract, or in any decision on employment of a person at the University, including in interview panels, shall declare this position to his/her supervisor, and/or the Director of Human Resources, and/or the Vice-Chancellor.
- 2.11. Directorships or consultation arrangements for which an employee is expected to receive compensation, including per diems, must be cleared with the immediate supervisor or College Dean, Division Director or with the Vice-Chancellor.
- 2.12. An employee shall not be involved in personal transaction with organizations where the organization has a business dealing with the University. Where such a personal transaction is necessary, the employee shall declare the details of this transaction to the Director of Human

Resources.

- 2.13. An employee shall not be involved in personal activities that include, but are not limited to, the purchase or sale of securities, real property, or other goods or services in which he/she could might appear to have the opportunity to use, for personal gain, confidential information or special knowledge gained as a result of his/her relationship with the University.
- 2.14. An employee should refrain from unauthorized disclosure of non-public information concerning the University's intentions, its investments, its property development, sale or acquisition, its purchasing or its contracting activities.
- 2.15. An employee shall not make unauthorized use of University resources for his/her personal benefit or for the benefit of any other person.
- 2.16. No employee shall receive any personal gift and/or favour from any person or organisation with which the University has a business relationship. Personal gifts of more than nominal value offered should be tactfully declined or returned to avoid any appearance or suggestion of impropriety.
- 2.17. Employees shall familiarize themselves with the provisions of the Crimes Decree 2010.
- 2.18. An employee doing business on behalf of the University with specific vendors should refrain from participating on vacation trips with representatives of those vendors. Such trips are not appropriate, even when the employee pays a fee to the vendor to participate in such trips.
- 2.19. No employee shall act in any University matter involving a member of his/her immediate family including, but not limited to, matters affecting family members' employment or evaluation or advancement in the University, without first making full disclosure. Such disclosure should include the nature of the familial relationship and the impact or potential impact of the employee's action on such family member.
- 2.20. An employee who believes that his/her conduct or activities may conflict with these guidelines or activities, or may appear to conflict with these guidelines or may otherwise create a conflict of interest, should disclose the details with a responsible University officer in writing, and copy the same to the HR Office.

## 3. Illustrations of potential conflicts of Interest and Commitment

- 3.1. Interest in any Concern: Ownership by an employee or by any member of his or her immediate family of a substantial financial interest, in any concern, with which the University does business, directly or indirectly, or which is seeking to do business with the University.
- 3.2. Interest in Transaction: Representation of the University by an employee in any transaction, which such employee or any relative of the employee or his or her spouse has a substantial financial interest.
- 3.3. If there is a conflict of interest between a teacher or a trainer involving any relative of the employee or his or her spouse, then this must be declared to the Dean or Director of NTPC as the case may be.
- 3.4. Representation by Relative: Representation of the University by an employee in any transaction where the other party is represented by a relative of the employee or his or her spouse.
- 3.5. Use of Confidential Information: Use of or disclosure of confidential information to outsiders for personal profit or advantage of any person.
- 3.6. Gifts or Gratuities: Acceptance by an employee or any member of his/her immediate family, from any individual or entity who does business with the University or is seeking to do business with the University, of gifts or merchandise, cash or gift certificates in any amount whatsoever, loans, entertainment or other substantial gifts of goods or services. This does not include loans from financial institutions on customary terms, or articles of nominal value normally used for sales promotion purposes.
- 3.7. Rendering of Services to other Entities: Rendering of managerial, consultant or any other substantial services to any entity including services as a director where not specifically authorized by the University; and in particular, where said services are provided on a fee for service or

contractual basis.

- 3.8. Full Time Service: Engaging in outside business or employment incompatible with the University's right to full time and efficient service from its employees.
- 3.9. Use of Position to Influence Others: Use of one's position at the University to influence any other individual or entity in its dealings with other parties for the personal profit or advantage of any person.

#### **4. Dealing with Conflict of Interest concerning Student Assessment**

- 4.1. Where a conflict or potential conflict of interest arises during an employee's teaching and/or assessment activity, or a reasonable person may perceive a potential conflict of interest, for example where an immediate family member, or spouse, is a student in an employee's class, the employee shall immediately advise his/her supervisor of this situation, and the supervisor shall ensure that the employee does not participate in any of the assessment activities of the said student.

#### **5. Compliance**

- 5.1. Failure to comply with the terms of this policy shall comprise misconduct on the part of the employee.

#### **6. Review**

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

### **TERMINATION OF EMPLOYMENT POLICY**

**Policy No.: HR-31**

#### **1.0 Policy Statement**

- 1.1 The University aims to ensure that it functions efficiently and effectively to achieve its objectives. To this end, the University aims to provide a working environment that is conducive to optimal employee performance.
- 1.2 However, it may be necessary on occasion to terminate the contracts of employees for specific reasons.

#### **2.0 Objective**

- 2.1 This policy outlines the circumstances under which the University may execute such termination.

#### **3.0 Termination on Medical Grounds**

- 3.1 Without prejudice to any provision in an employment contract, the University may:
  - 3.1.1 terminate a contract of employment by giving one month's notice of termination of contract if the employee is certified by the Medical Board as medically unfit for the purpose the employee was hired.
- 3.2 The Medical Board shall be chaired by a specialist medical consultant in the area of illness of the employee.
- 3.3 The employee and the University have the right to nominate, at their respective expenses, one other registered medical practitioner to be on the Medical Board. The University shall be responsible for the expenses of the Chair of the Board, any University nominated practitioner, and any examinations/tests carried out on the recommendation of the Board. The Board shall submit the report to the ViceChancellor.
- 3.4 Supervisors have the responsibility to ensure that employees who have medical issues are adequately counselled and advised on precautions and safety at work.

#### **4.0 Termination on Grounds of Redundancy**

- 4.1 Termination on grounds of redundancy is possible only if:
  - 4.1.1 there is a change in Council policy, which leads to the nullification of the position that the employee was holding unless the nullification is in title or name of the post only.
  - 4.1.2 circumstances arise beyond the University's control that requires redundancy.
- 4.2 Without prejudice to any provision in an employment contract, the University may terminate a contract of employment by giving a notice of termination of contract for the same period as required for the employee to provide to the University for resignation, or in lieu of the notice period, a compensation equivalent to the salary for the period that is required for the employee to resign.

#### **5.0 Termination on Grounds of Irreconcilable Breakdown in Relationship**

- 5.1 Without prejudice to any provision in an employment contract, the University may terminate a contract of employment by giving three month's notice of termination of contract, or in lieu of the notice period, a compensation equivalent to three month's salary, if there is an irreconcilable breakdown in the relationship between the employee and his/her Supervisor, and any transfer of the employee is not possible or feasible.
- 5.2 An irreconcilable breakdown in relationship occurs when the work habits and practices lead either the employee or the supervisor to major communication breakdown between the employee and the employee's supervisor and manager to the extent that productivity begins to suffer.
- 5.3 Prior to termination of employment under this provision, the responsible parties shall be given a period of three months to mend the relationship; this process shall be facilitated by the Human Resources Office.

#### **6.0 Termination on Other Grounds**

- 6.1 Without prejudice to any provision in an employment contract, or any provision of the HR policies, the University may terminate an employment contract without notice if the employee:
  - 6.1.1 is guilty of gross misconduct; or
  - 6.1.2 has materially breached any of the terms and conditions of his/her contract; or
  - 6.1.3 is convicted of any criminal offence punishable by imprisonment; or
  - 6.1.4 for wilful disobedience to lawful orders given by the employer; or
  - 6.1.5 for lack of skill(s) or qualification(s), which the employee expressly or by implication warranted to possess; or

- 6.1.6 for habitual or substantial neglect of his/her duties; or
- 6.1.7 for continual or habitual absence from work without the permission of the University or without other reasonable excuse.

### 7.0 Process

- 7.1 No termination of employment shall be effective without the endorsement of the ViceChancellor.

### 8.0 Handover

- 8.1 Employees whose contract of employment is terminated are required to complete the handover formalities before their last date of employment with the University.
- 8.2 Final salary and benefits shall only be paid upon the completion of the handover process.

### 9.0 Certificate of Employment

- 9.1 On departure from the University, employees shall be provided with a letter from the University stating the nature and the period of their employment at the University.

### 10.0 Review

- 10.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 10.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## ATTENDANCE & PUNCTUALITY POLICY

### Policy No.: HR-32

#### 1. Policy Statement

- 1.1. The objective of this Policy is to establish reasonable and necessary controls to ensure adequate attendance of employees to work.
- 1.2. The College/ School or Department must maintain records of time - in and time - out for every employee.
- 1.3. Apart from records of employees' attendance and productivity measurements, a major objective

of maintaining timebooks is to provide a formal record of the whereabouts of University employees, which could prove critical in any possible litigation involving the University and/or University employees.

- 1.4. The ERP requires a daily attendance register incorporating the hours the worker is employed on each day and the days of the worker's employment during each week. Each employee of the University, therefore, shall register on a daily basis their presence at the workplace through the mechanisms the University provides, including the biometric attendance system.

#### 2. Guidelines

- 2.1. Employee working schedules and starting times shall be established on the basis of departmental needs for each work location. The Department Manager is responsible for communicating work schedules to subordinates.
- 2.2. Employees are expected to be at their work station and ready to work at starting time. Work activity should commence at starting times and continue until the normal designated stopping times for breaks, lunch, or the end of work.
- 2.3. Employees who are employed on rostered duties would have their commencing time and finishing time vary according to the roster. The section heads (Deans, Directors, Registrar, Vice Chancellor) shall be responsible for rostering work and determining the commencing and finishing times.
- 2.4. Employees who are required to be at work on account of emergencies or other acceptable reason, for more than 15 continuous hours in a day are entitled to commence work late the next day. The section heads shall be responsible for determining the commencement time for such a person.
- 2.5. Employees shall be required to sign in through the biometric device provided, or in its absence, sign an attendance register, immediately upon commencement and immediately after completion of duty.
- 2.6. Employees shall be required to sign the attendance board when they leave their office or workstation on all occasions.
- 2.7. In the event of absence or tardiness from an assigned work schedule, the employee is required to notify the Manager/Supervisor. When reporting absence, the employee must telephone his or her Manager, or other designated individual(s) as specified by management. When the employee cannot reach a Supervisor or Manager, the absence should be reported to the senior-most supervisor in the section; the Dean or Director, or the section's clerical officer (clerk/typist/secretary/administrative office/executive officer or if none of the above are available, then the absence shall be reported to the Human Resources Department. The employee must call within one hour of scheduled start time or be prepared to provide evidence of extenuating circumstances.
- 2.8. Tardiness, unexcused absence or failure to report as required may result in disciplinary action.
- 2.9. The University reserves the right to require an employee to submit a physician's certificate in the event of repeated absences for medical reasons or in the event of medical absences. The University also reserves the right to refer the employee, who is frequently absenting him/herself, to a Medical Board for assessment of the employee's suitability for continued employment at the University.
- 2.10. An employee's absence shall be considered excused if covered by policy and the employee provides proper and timely notification deemed satisfactory by the Manager. Timely notification means calling in on the day of absence or providing advance notice for absences which can be anticipated.
- 2.11. An employee's absence shall be deemed not excusable when an employee fails to call in, gives a late notice, fails to give advance notice for an absence that could be anticipated, exceeds the number or length of absences as defined by policy or authorized in advance by

- the Manager, or has habitual and/or repeated absences.
- 2.12. The University recognizes that with modern technology, flexibility in work performance is strengthened. As such, an employee may work from another location. In such cases, he/she must seek written permission from his/her supervisor, with a copy of the request and the response submitted to the HR Department. Any breach of this would be regarded as misconduct.
  - 2.13. Excessive absenteeism, regardless of reason(s), and that render an employee insufficiently available for work, shall be regarded as misconduct.
  - 2.14. An employee who is absent without authority for more than 24 hours during the working week without acceptable notification to his/her superior or an authorized designated senior officer in the University, shall be deemed to have abandoned the position and shall be summarily dismissed from employment. In such cases, the head of department/Manager is to notify the Human Resources Director who will handle related personnel processing. In such circumstances, the University reserves the right to advise the public of the employment status of the defaulter.
  - 2.15. Excessive absenteeism from the assigned work station after reporting to work, regardless of reason(s), and that render an employee insufficiently available for work, shall be regarded as misconduct.
  - 2.16. The Department Secretary, office administrator, Executive Officer, or an officer designated by the supervisor or the Human Resources Department, or the Vice Chancellor's Office, shall be responsible for maintaining attendance records and for relevant reporting.

### 3. Procedures for Being Late to Work

- 3.1. The Head of Department / Human Resources Department must ensure the employee provides at least an hours notice in advance of his/her lateness.
- 3.2. If the employee continues to be late without a valid reason after he/she has been adequately counselled by his/her supervisor, such behaviour shall be deemed as misconduct.
- 3.3. A valid reason in this context means a reason that was beyond the control of the employee, or which was not within reasonable anticipation of the employee.

### 4. Review

- 4.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 4.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## MEAL AND REST PERIODS POLICY

**Policy No.: HR-33**

### 1. Policy Objective

- 1.1. The objective of this policy is to encourage employees to take meal and rest breaks.

### 2. Policy Guidelines

- 2.1. In accordance with applicable law, employees are entitled to, and encouraged to, take meal and rest periods at times and under conditions prescribed by management.
- 2.2. The intent of this policy is to provide opportunities for employees to meet their dietary and

health needs, as well as to rest and relax periodically from assigned work tasks.

- 2.3. The normal working day for an employee is determined by the work requirements of the section the employee works in. This is determined between the supervisor and the employee within the operational requirements of the University.
- 2.4. In determining the work roster, a salaried employee shall be required to work an average of 7.5 hours each day (excluding breaks), to a maximum of 45 hours each week.

### 3. Breaks

- 3.1. Unless the employee's employment contract provides otherwise, non-compensable meal periods of at least thirty (30) minutes but not more than 60 minutes are provided for all employees and should be taken after not more than five (5) continuous hours of work.
- 3.2. Employees are also entitled to a fifteen (15) minute rest period after each continuous two and a half (2.5) hours of work; a maximum of two such breaks are permitted per day.
- 3.3. Rest periods are not accumulated, nor shall they be combined with or added to an employee's meal period.
- 3.4. In order to ensure continuity of services, and to provide flexibility of service delivery, the University may roster work. In such cases, the rest periods and/or meal periods may not coincide for all workers.
- 3.5. For Support Services employees who are at work for more than 12 continuous hours in a day for whatever reason but with the permission of the supervisor, are entitled to a rest period of two hours the next consecutive working day. This break is not available for work that precedes a non-working day.
- 3.6. For teaching employees, the break times are flexible.
- 3.7. This section only applies to full-time employees of the University.

### 4. Meals

- 4.1. Employees shall be relieved of duties entirely during the meal period. They shall normally not be required to consume food at their work station (or, for teaching staff, in classrooms) except under special conditions approved by their managers.
- 4.2. The University shall make provision for facilities for employees, attachees, volunteers and interns to have their meals.

### 5. Limitation

- 5.1. The nature of the employee's work or the nature of the task to be performed may moderate the strict application of these policy guidelines. Such moderation shall be within strict reason.

### 6. Review

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## DISCRIMINATION AND HARRASSMENT POLICY

**Policy No.: HR-34**

### 1. POLICY

- 1.1. It is the policy of the University to administer its personnel practices in an environment free of discrimination or harassment. The University regards discrimination and harassment as unacceptable and has zero tolerance for it.
- 1.2. The University and its management are committed to helping redress any discrimination or harassment that occurs at the University, and to accommodate individuals who are victims of



discrimination or harassment.

## 2. Scope

- 2.1. This Policy is applicable to all students, employees and visitors at the University.

## 3. Discrimination

- 3.1. Discrimination is defined as conduct at the workplace that treats a person or people (students, other employees and visitors) differently from the treatment that the job requires to be given to the respective person and where such different treatment can be reasonably attributable to the person's personal or social characteristics.
- 3.2. Personal and social characteristics referred to in this policy include race, ethnicity, colour, gender, disability, physical appearance, national extraction or social origin, marital status, pregnancy, sexual orientation, and religious or political persuasion.
- 3.3. This policy prohibits discrimination on the basis of a person's personal or social characteristics or on any other basis as provided for by the laws of Fiji.
- 3.4. The University respects the right of its employees to hold, vigorously defend, and express their ideas and opinions in an atmosphere of mutual respect, understanding, and sensitivity. However, the right to free expression does not excuse any employee from engaging in discrimination or discriminatory harassment.
- 3.5. Individuals or groups who engage in discrimination or discriminatory harassment as defined by this policy, shall be subjected to disciplinary action up to and including termination from employment or dismissal from the University.

## 4. Harassment

- 4.1. Harassment occurs when a worker is harassed in his or her workplace, or places where workers are gathered for work-related purposes including social activity, when an employer or their representative or a co-worker—
  - (a) makes a request of a worker for any other form of activity which contains an implied or overt—
    - (i) promise of preferential treatment in that worker's employment;
    - (ii) threat of detrimental treatment in that worker's employment; or
    - (iii) threat about the present or future employment status of that worker;
  - (b) by the use of a word (whether written or spoken) of a nature or materials of a nature;
  - (c) by physical behaviour or gestures of a nature; creates an intimidating, hostile or humiliating work environment by conduct, word or both on the basis of protected physical characteristics, that subjects the worker to behaviour which is unwelcome or offensive to that worker (whether or not that is conveyed to the employer, its representative or the perpetrator) and which is either repeated or is of such a nature that it has a serious detrimental effect on the worker's employment, job performance or job satisfaction; in this context, detrimental effect includes the creation of an environment which affects a worker's physical, emotional or mental health and well-being.
- 4.2. Additionally, subject to a strict test of proof, harassment may include the following repeated activities:
  - 4.2.1. verbal abuse, or threats, or intimidation, where the objection is done in writing;
  - 4.2.2. unwelcome remarks, jokes, innuendos or taunting about a person's characteristics, including body, attire, age, marital status, ethnicity or national origin, religion, sexual orientation, or gender, or invitations or requests, leering, offensive gestures, physical contact including touching, patting, pinching, or stroking, where the "unwelcome" element is demonstrated via a written objection;
  - 4.2.3. display of sexually explicit, racist or other offensive or derogatory material, where such display is beyond the private sight of the employee;
  - 4.2.4. behaviour that undermines another's self-respect and/or exhibits an air of superiority.

- 4.2.5. not responding to requests or not making a timely decision that is required to be made by the person which frustrates the work or activities of another employee or section.
- 4.3. Harassment does not include appropriate employee/employer supervisory practices, including warnings, or instructor/student instructional processes.

## 5. Duty to Accommodate

- 5.1. Duty to Accommodate refers to the obligation of the University to take reasonable steps to eliminate disadvantages from a rule, practice or physical barrier that has or may have an adverse impact on individuals or groups of individuals.

## 6. Visitors

- 6.1. Visitors are those people who volunteer at the University or participate in Board or other committee activities or who otherwise visit the University.
- 6.2. Visitors are expected to follow the University's Discrimination and Harassment Policy while at the University.

## 7. Process

- 7.1. Upon receiving a complaint of Discrimination or Harassment, the Human Resources Department may appoint a suitable office holder to investigate the complaint. The appointed officer shall provide a copy of the Discrimination and Harassment Policy and Procedures to both the complainant(s) and respondent(s). The appointed officer shall then determine if the complaint falls under the jurisdiction of this Policy.
- 7.2. If the complaint does not fall under this Policy, the Complaint will be dismissed. When complaints are dismissed, the officer, through the Human Resources Department, shall submit a report to the Vice Chancellor on the basis for dismissing the complaint.
- 7.3. When the complaint falls within the jurisdiction of this Policy, the appointed Officer shall determine, based on the nature and/or severity of the complaint, whether the complaint ought to proceed as a counselling/mediation issue or as a disciplinary issue.
- 7.4. If the Officer determines that the matter be treated as a counselling/mediation issue, the appointed Officer shall act as a facilitator between the complainant(s) and respondent(s) to try to resolve the issues under the complaint, and to counsel the respondent.
- 7.5. If the counselling/mediation process is unsuccessful, then the complainant, the respondent or the appointed Officer may initiate the formal disciplinary procedure.
- 7.6. During the course of a formal disciplinary process, the University shall exercise the duty to accommodate and to take any step that is deemed appropriate to provide the complainant(s) a non-hostile environment to work, and/or study, and/or participate in the disciplinary process.

## 8. Remedies

- 8.1. The University shall take such disciplinary action(s) or other sanctions it deems appropriate against respondents covered under this Policy up to and including summary dismissal or expulsion.

## 9. Procedures for Complaints on Sexual Harassment or Racial Discrimination

- 9.1. Any employee who feels that he or she has been a victim of sexual harassment or racial discrimination at the University should contact within a day of the incident, any of the following University officers:
  - 9.1.1. Immediate supervisor
  - 9.1.2. Director or the industrial relations section of the Human Resources Department
  - 9.1.3. Official University counsellor, or
  - 9.1.4. Registrar's representative on any of the Campuses.
- 9.2. The officer listed above who has been contacted by an employee alleging harassment and/or racial discrimination must immediately advise the Director of Human Resources of the report of the incident, and in consultation with the Director, organise immediate counselling support and minimise the risk or likelihood of any further harassment/discrimination of the employee.
- 9.3. The complainant must submit a written and signed statement of the complaint to the Director

of Human Resources within three (3) days of the incident.

- 9.4. Upon receipt of the written complaint, the Director of Human Resources must cause a preliminary investigation of the complaint to be carried out within five working days of the report.
- 9.5. Investigations concerning sexual harassment shall have a member of the same sex present on the investigating team.
- 9.6. On the basis of the report, the Director shall make a preliminary determination whether sexual harassment or racial discrimination has occurred. The parties shall be accordingly informed, and where the preliminary determination shows that no harassment or discrimination has occurred, a full report shall be promptly submitted to the ViceChancellor.
- 9.7. If the Director makes a preliminary determination that sexual harassment or racial discrimination has occurred, the offender will be dealt with in accordance with the applicable University disciplinary procedures.
- 9.8. An employee's failure to report the occurrence of sexual harassment as per these procedures shall be deemed to waive any right of redress for the employee.

#### **10. Confidentiality**

- 10.1. All students, employees and visitors are expected to maintain confidentiality when dealing with any matter under this Policy.
- 10.2. This clause does not prohibit a complainant or respondent from seeking appropriate advice such as counselling from a Student Counsellor, Human Resources Department, a qualified medical professional, parent, community elder, or any other person of similar standing.

#### **11. Obligation**

- 11.1. All individuals to whom this Policy applies are required to co-operate with the internal processes of the University and to provide to the investigator(s) any and all information relevant to any matter involving this Policy. This includes an obligation to provide evidence at the investigator(s) request. Individuals who do not co-operate may be subjected to disciplinary action.

#### **12. Natural Justice**

- 12.1. The rules of natural justice shall apply in the administration of this policy.

#### **13. Review**

- 13.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 13.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

### **WORKPLACE BULLYING POLICY**

#### **Policy No.: HR-35**

#### **1. Policy Statement**

- 1.1. The University is committed to providing a positive working environment free from intimidation, ridicule and harassment. Every Manager/Head of Department, supervisor and employee has a responsibility to maintain a working environment free from negative and bullying behaviour.
- 1.2. The University shall investigate all complaints of bullying and will take remedial action where necessary.

#### **2. Principles**

- 2.1. The principles which apply to the workplace bullying complaints procedure are:
  - 2.1.1. everyone has a right to be treated with respect
  - 2.1.2. everyone has a right to natural justice
  - 2.1.3. complaints will be treated in confidence and when confidentiality cannot be guaranteed this will be clearly indicated
  - 2.1.4. access to counselling for affected workers, and
  - 2.1.5. all incidences of bullying will be dealt with promptly, thoroughly, fairly and confidentially.
- 2.2. Making false or malicious complaints of bullying shall be regarded as a serious disciplinary offence.

#### **3. What is Workplace Bullying?**

- 3.1. Workplace bullying is the tendency of individuals or groups to use persistently aggressive or unreasonable behaviour against a co-worker, subordinate or supervisor.
- 3.2. Workplace bullying has the deliberate intent of causing physical and/or psychological distress to others.
- 3.3. Workplace bullying can include such tactics as verbal, nonverbal, psychological, physical abuse and humiliation. Bullying at the workplace can include:
  - 3.3.1. public humiliation(s), or regularly being quick to criticize and slow to praise, or unreasonable persistent criticism, which is not part of a managing performance process, or loud and aggressive attacks or more subtle intimidation such as constant criticism of a trivial nature;
  - 3.3.2. regularly threatened with dismissal in the presence of other employees or persons;
  - 3.3.3. regularly threatening the supervisor;
  - 3.3.4. any form of behaviour that undermines the ability of the employee to perform or advance in his/her profession;
  - 3.3.5. taking credit for work the alleged victim has done;
  - 3.3.6. unfairly passed over for promotion or denied training opportunities;
  - 3.3.7. social ostracism or isolating the employee from colleagues;
  - 3.3.8. physical assault or verbal and physical abuse, for example, shouting and throwing objects at the employee; and
  - 3.3.9. refuse to delegate or withhold information the employee needs to perform their job, and/or removing responsibility and/or imposing menial tasks when such action is not merited on account of performance.

#### **3.4. Bullying does not include:**

- 3.4.1. differences of opinion, and non-aggressive conflicts and problems in working relations, and
- 3.4.2. workplace counselling, managing underperformance and other action in accordance with HR policy and procedures.
- 3.5. Behaviour will only be defined as bullying if a "reasonable person" observing the situation would consider it to be bullying. The reasonable person is defined as an objective third party in the industry/profession.
- 3.6. The test of workplace bullying is that the activity(ies) have the deliberate intent of causing physical and/or psychological distress to others.

#### **4. Effects of Bullying**

- 4.1. The effects of bullying on the person can include:
  - 4.1.1. severe psychological distress, sleep disturbances and general feelings of anxiety
  - 4.1.2. physical symptoms such as stomach-aches, headaches and general ill-health
  - 4.1.3. incapacity to work, reduced output and performance
  - 4.1.4. loss of self confidence, self esteem and sometimes even suicidal behaviour
- 4.2. The effects of bullying on the organization can include:
  - 4.2.1. lower workplace productivity and efficiency
  - 4.2.2. high employee turnover with resultant increase in recruitment costs, as well as down time

- costs as replacement workers are trained in their new jobs
- 4.2.3. increased absenteeism and sick leave
- 4.2.4. the direct cost of dealing with complaints of bullying such as the cost of counselling affected workers, costs associated with disciplinary action, and the like, and
- 4.2.5. stress related costs via the workers compensation system with resultant increase in insurance premiums and/or rehabilitation costs, poor morale
- 4.3. Bullying also affects the integrity and reputation of the University

### **5. Responsibilities of Managers and Supervisors**

- 5.1. Managers and supervisors are responsible for ensuring that all employees understand that bullying is not tolerated at the workplace, and are responsible for taking early corrective action to deal with behaviour, which may be offensive or intimidating in nature.
- 5.2. If a manager or supervisor feels that a reported incident might constitute bullying and the manager/supervisor feels that the nature of the complaint is outside their expertise, he/she shall refer the matter to the Human Resources Department.
- 5.3. The prevention of bullying requires managers and supervisors to:**
  - 5.3.1. be aware of, identify and prevent bullying in the workplace
  - 5.3.2. eliminate bullying regardless of whether a complaint is received or not
  - 5.3.3. encourage all employees to behave in accordance with the principles of equal opportunity and anti discrimination
  - 5.3.4. provide leadership and role modelling in relation to appropriate and professional behaviour in the workplace, and
  - 5.3.5. respond promptly, sensitively and confidentially to all situations where bullying is exhibited or is alleged to have occurred.

### **6. Employee and Co-Worker Responsibilities**

- 6.1. The prevention of bullying requires employees to be responsible for the following actions:
  - 6.1.1. be aware of and identify bullying behaviour and where appropriate, utilize internal or external mechanisms to stop any further instances of bullying behaviour, and
  - 6.1.2. behave in accordance with the principles of equal opportunity and anti-discrimination.
- 6.2. If bullying behaviour is witnessed or experienced and the employee feels that he/she is able to, then the employee may speak with the alleged bully to object to the bullying behaviour.
- 6.3. If bullying behaviour is witnessed, the employee shall act as a witness if the matter proceeds to investigation stage.
- 6.4. An employee who experiences bullying may seek advice and assistance from any of the following:
  - 6.4.1. a member of the senior management group
  - 6.4.2. immediate supervisor or manager, or
  - 6.4.3. Human Resources Department
- 6.5. Employees who experience bullying can seek to resolve the situation informally or formally.

### **7. Informal complaints procedure**

- 7.1. Employees should contact their supervisor, the Human Resources Department or an employee in the ViceChancellor's office to discuss their concerns.
- 7.2. Informal resolution may also include local mediation between parties at the workplace when appropriate.
- 7.3. A supervisor or manager who observes unacceptable conduct occurring may take independent action to report the matter to the Human Resources Department even though no complaint has been made.

### **8. Formal complaints**

- 8.1. A formal complaint of bullying will need to be made in writing, to the Director of Human Resources, who shall investigate and make a preliminary determination on whether bullying has occurred.

- 8.2. If it is established that bullying has not occurred, the Director shall provide a full written report on this to the ViceChancellor.
- 8.3. If it is established that bullying has occurred, the Director shall:
  - 8.3.1. advise the parties of the outcome
  - 8.3.2. arrange for suitable counselling of the parties, or
  - 8.3.3. carry out a second investigation within six months of the completion of all counselling to ascertain whether the problem has been resolved.
- 8.4. If within six months, a repeat bullying incident is reported by the aggrieved employee, the matter shall be referred to the staff conduct committee for its consideration.

### **9. Confidentiality**

- 9.1. An accusation of bullying can be potentially defamatory, especially if confidentiality is not observed and a person's reputation is unfairly damaged. Discussions, information and records related to complaints must on all occasions remain factual and confidential.
- 9.2. All documentation and details of bullying enquiries and grievances shall be kept securely by the Human Resources Department.

### **10. Victimisation**

- 10.1. Victimisation as a result of reporting workplace bullying is regarded as a serious breach of conduct and will automatically result in a formal investigation, which if proven, may result in disciplinary action being taken against the perpetrator, which may include dismissal. Counselling mandatory

### **11. Review**

- 11.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 11.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **DRUGS, ALCOHOL, KAVA, AND TOBACCO POLICY**

### **Policy No.: HR-36**

#### **1.0 Policy Statement**

- 1.1 The health and safety considerations of University activities and business make it imperative that employees not be impaired by alcohol and/or drugs when performing their duties while at work.
- 1.2 Drugs impair an employee's performance or impinge on that of other employees. Thus, University employees:

- 1.2.1 must not consume non-prescribed drugs during work hours at all;
- 1.2.2 must not consume prescribed drugs during work hours where these are likely to impair work performance or raise a health/safety risk.
- 1.2.3 during work hours must not be under the influence of any drug, party drug from wherever/ whenever they were consumed.
- 1.3 Alcohol can also impair an employee's performance or impinge on that of other employees. To this extent, University employees:
  - 1.3.1 must not consume alcohol during work hours, except during officially sanctioned events when alcohol is served, or exemption is provided by any member of the senior management group, or where alcohol consumption is likely to impair work performance or raise a health/safety risk; and
  - 1.3.2 during work hours must not be under the influence of alcohol from wherever/whenever they were consumed.

## 2.0 Policy Guidelines

- 2.1 An employee must inform his/her Manager of any drugs (whether taken on prescription or otherwise) that the person may have taken in the 24 hours before commencing work, and which may impair the employee's work performance or cause a potential health and safety risk. Any drug classified as a controlled substance is deemed to potentially impair work performance or pose a health and safety risk, and is subject to the Crimes Decree 2009 for prosecution. Editor' Note: Penal Code Out, New Law In – Fiji Times, Tuesday Nov 10, 2009. <http://www.fijitimes.com/story.aspx?id=133278>
- 2.2 Where the University has reasonable cause to suspect that an employee is under the influence of drugs or alcohol during work hours, the University may require the employee to provide a non-invasive sample for testing (for example, urine testing). Where a sample is provided, the employer shall ensure that testing is performed by a reputable agency within 24 hours.
- 2.3 Reasonable cause to suspect that an employee is under the influence of drugs or alcohol during work hours may exist in circumstances including but not limited to situations where the employee:
  - 2.3.1 is involved in a serious or potentially serious workplace accident
  - 2.3.2 is drowsy or inattentive at work without reasonable explanation
  - 2.3.3 displays erratic behaviour at work without reasonable explanation; or
  - 2.3.4 is unable to complete the work tasks to the expected standard.
- 2.4 An employee found to be under the influence of alcohol, prohibited drugs, or kava during work hours, is deemed to have committed misconduct.
  - 2.4.1 Supervisors are required to remove such employees from the workplace immediately.

## 3.0 Kava Drinking Guidelines

- 3.1 Kava is not categorised a prohibitive substance in the same manner as a drug. Kava is sometimes considered a social drink.
- 3.2 Kava users do not display the frequently anti-social behaviour associated with alcohol consumption. However, kava does cause a number of potentially adverse effects, of which one is reduced productivity at the work place. Excessive kava drinking also produces adverse effects, which, if compounded, could lead to serious medical conditions.

### 3.3 University employees must not consume kava:

- 3.3.1 during working hours except during officially sanctioned events when kava is served, or during official ceremonial events
- 3.3.2 after working hours on the premises of the University unless exemption is provided in writing by any member of the senior management group (comprising employees above the rank of Directors/Registrar) or the Campus Co-ordinators, upon written application by an employee for permission to consume kava on the premises on a specific date and time.

- 3.4 This policy applies to all premises except employees' residential premises located on University property.

## 4.0 Smoking policy

- 4.1 The Fiji National University prohibits smoking on all campuses, properties and vehicles. Previously designated smoking areas at FNU have ceased to exist and smoking is no longer allowed at any University premises.
- 4.2 Smoking is also prohibited from any premise or property or vehicle that the University leases or hires, or uses on an exclusive basis for any official event or activity.

## 5.0 Penalty

Staff found breaching the regulations/policies on drugs shall be charged with misconduct. Staff found breaching the regulations/policies on alcohol, kava, and smoking shall be fined, according to the fine regimes determined by the University from time to time. The University may require compulsory counselling for habitual offenders and those with addiction or signs of abuse.

## 6.0 Review

- 6.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## WHISTLEBLOWER PROTECTION POLICY

### Policy No.: HR-37

### 1.0 Policy Statement

- 1.1 As part of the University's good corporate governance practices, this policy is intended to protect an employee who engages in good faith disclosure of alleged wrongful conduct to a designated University official. More specifically it:
  - 1.1.1 encourages employees to disclose serious breaches of conduct covered by University policies or laws of the Republic of Fiji;



- 1.1.2 informs employees how allegations of wrongful conduct may be disclosed;
- 1.1.3 protects employees from reprisal by adverse employment action as a result of having disclosed wrongful conduct; and
- 1.1.4 provides individuals who believe they have been subjected to reprisal, a fair process to seek relief from retaliatory acts.
- 1.2 Nothing in this policy is intended to interfere with legitimate employment decisions to provide protection to University employees who:
  - 1.2.1 disclose or threaten to disclose to their supervisor an act or omission that the employee reasonably believes to be a violation of law, rule or regulation by another University employee;
  - 1.2.2 provide information to or testify before any authorised state authority conducting an investigation hearing or inquiry into a violation of law, rule, or regulations; or
  - 1.2.3 assist or participate in a proceeding to enforce the Code of Conduct.
- 1.3 The University shall not reprimand, discharge, suspend, demote or deny promotion or transfer an employee in relation to an employee's exercise of any one of the three protected activities listed in s1.2 above.
- 1.4 The Code of Conduct and the Disciplinary Policy provides remedies for employees if retaliation occurs, and if the employee's work performance or behaviour did not warrant the adverse action.

## 2.0 Breach of Policy

- 2.1 Notwithstanding any other policy, regulation or national or international law:
  - 2.1.1 any disclosure to an individual or organisation outside the University prior to exhausting the processes provided for in this policy; or
  - 2.1.2 a disclosure in breach of the procedures for disclosure, shall comprise a breach of the Whistle-blower Protection Policy. Such breach shall be deemed gross misconduct.

## 3.0 Conduct and Behaviour

- 3.1 The University has developed policies and procedures for enforcing standards of conduct and behaviour.
- 3.2 An employee can not be compelled by a supervisor to violate a University policy, an applicable law, or public policy.
- 3.3 In the interest of the University, an employee who has particular knowledge of specific acts, which he or she reasonably believes constitute wrongful conduct should disclose the conduct to the Director of HR and/or the Vice Chancellor.

## 4.0 Wrongful Conduct

### 4.1 Wrongful conduct is defined in this policy to be:

- 4.1.1 a violation of any University policy;
- 4.1.2 a violation of applicable laws of the Republic of Fiji; and/or
- 4.1.3 the use of University property, resources, or authority for personal gain or other non University-related purposes except as provided for under University policies.

## 5.0 Disclosure and Investigation

- 5.1 Where the University has defined policies and procedures for maintaining standards of conduct and disclosure of violations, the applicable University policies should be followed to disclose such violations.
- 5.2 In matters relating to wrongful conduct, mismanagement of University resources, or an abuse of authority, which is not covered by specific University policy, the Director of HR is designated to receive such disclosures and conduct or co-ordinate follow up, which may include an investigation of the disclosure.
- 5.3 The Human Resources Department maintains records of these allegations. The Director of Human Resources will determine whether to refer it to other Departments (for example, internal audit, campus security, OHS Committee, and so on) who will follow up on the matter, which

may include an investigation of the disclosure.

- 5.4 Laws and University policies impose privacy and confidentiality restraints on reporting the results of such a review or investigation. Within the constraints of these laws and policies, the Director of Human Resources will acknowledge, and as appropriate and permissible by law and policy, provide confirmation of the status and outcome of the review.
- 5.5 It should be noted that a disclosure warranting an investigation is not the same as making a complaint of reprisal.
- 5.6 Malicious Complaints - Any employee raising a malicious complaint using the whistle blower provision shall be guilty of gross misconduct.??? (Alternatively.... or shall deemed to have committed a gross misconduct.)
- 5.7 In matters of disclosure, the University will make all reasonable efforts to maintain the identity of the employee making the disclosure confidential, as long as maintaining confidentiality does not interfere with conducting an investigation of the specific allegations or taking corrective action.

## 6.0 Complaints of Reprisal

- 6.1 The Director of Human Resources will co-ordinate with the Vice Chancellor or other senior management staff to appoint an investigator. The investigator will report findings and recommendations to the senior management official concerning whether retaliation occurred, and if so, what should the appropriate remedy or remedies be.
- 6.2 The decision of the Vice Chancellor shall be final.

## 7.0 Whistle-blowing Procedures

- 7.1 When Wrongful Conduct is alleged against a fellow employee, the person disclosing can disclose the activity to any one or more of the following:
  - 7.1.1 Immediate Supervisor of the employee.
  - 7.1.2 Section head (Dean or Director).
  - 7.1.3 Director of HR.
  - 7.1.4 Vice Chancellor.
- 7.2 When Wrongful Conduct is alleged against a Supervisor, the person disclosing can disclose the activity to any one or more of the following:
  - 7.2.1 Immediate Supervisor of the Supervisor
  - 7.2.2 Section head (Dean or Director).
  - 7.2.3 Director of HR.
  - 7.2.4 Vice Chancellor.
- 7.3 When Wrongful Conduct is alleged against any officer higher than a Supervisor, the person disclosing can disclose the activity to any one or more of the following:
  - 7.3.1 Section head (Dean, Director, Registrar).
  - 7.3.2 Director of HR.
  - 7.3.3 Vice Chancellor.
- 7.4 When Wrongful Conduct is alleged against a Dean or Director or Registrar or any officer between the ranks of Director and ViceChancellor, the person disclosing may disclose the activity to any one or more of the following:
  - 7.4.1 The Vice Chancellor.
  - 7.4.2 The Chairperson of the University Council's Human Resources Committee.
- 7.5 When Wrongful Conduct is alleged against the ViceChancellor, the person disclosing may disclose the activity to any one or more of the following:
  - 7.5.1 The Chairperson of the University Council's Human Resources Policy Committee.
  - 7.5.2 The Chairperson of the University Council.
- 7.6 When Wrongful Conduct is alleged against the Chairperson of the University Council, or any chair and/or member of the University Council, the person disclosing may disclose the activity to the Minister responsible for tertiary education.

7.7 It is strongly recommended that employees making disclosures also advise either the Director of HR or the Vice Chancellor of the alleged wrongful conduct. This will serve to advance the integrity of this policy, as well as provide further protection to the employee making such disclosure(s).

### **8.0 Obligation of the Officer with the Disclosure**

8.1 The office holder who has received any disclosure of wrongful conduct shall deal with the disclosure promptly and decisively by either submitting it to be dealt with by the staff conduct or staff disciplinary committee, or submitting the disclosure to the Director of Human Resources, with a copy to the ViceChancellor, to be dealt with.

### **9.0 Anonymous Disclosures or Complaints**

9.1 Where an anonymous complaint is received which can easily be ascertained by the University to be true, it shall be regarded as a bona fide disclosure of an irregularity that the University must act on.

9.2 Where anonymous complaints are received which cannot be subject to verification on a prompt check, and/or confirmation without further information from the complainant, shall be disregarded.

### **10.0 Review**

10.1 This policy and its application shall be monitored and reviewed on a regular basis.

10.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **PARTICIPATION IN POLITICAL ACTIVITIES POLICY**

**Policy No.: HR-38**

### **1.0 Policy Statement**

1.1 The people of Fiji have a constitutional right to enjoy the freedoms bestowed upon individuals by the Constitution and other laws of the land. As such, they have the liberty of freedom of expression, and the liberty to engage in political activities. They are free to join political parties or to hold office in political parties. They can attend meetings of a political nature and may speak and vote at such meetings.

1.2 Employment at the University, however, calls for the exercise of responsibility. Universities are seen, by the average person, as centres of excellence in ideas and thought. University credibility is intricately linked to the conduct of university employees.

### **2.0 Political Conduct**

2.1 By nature, political party activism involves taking positions that need not be logically consistent, universalistic, or consistent with the ideals of the very conventions that bestow people the freedom of association and expression. In certain cases, such activities may also come into direct conflict with the interests of the University.

2.2 As such, it is the policy of the University that its employees refrain from active political party participation. This requires employees to refrain from making any statement that is not within the best traditions of scholarship, and from making statements on behalf of political parties and/or political leaders. This also requires employees to refrain from directly identifying with political parties.

2.3 Employees who wish to have a high profile association with political parties need to seek leave from the University (annual leave, or leave without pay) for the duration the employee intends to remain associated with political parties. Such leave applications shall not be withheld unnecessarily by the University.

### **3.0 Participation in Elections**

3.1 Employees intending to contest national or local level elections need to take leave from the University from the date of their announcement of intention to contest, or the announcement of their names by the organisation under whose banner they intend to contest. Such leave may include any annual leave that is due, failing which, leave without pay shall apply.

3.2 Employees who are duly elected to local bodies (municipal councils, provincial councils, and advisory councils) shall be deemed to have resigned from the University from the date of the election. However, where employees are appointed to any local body by the government, their employment status shall remain intact, but they would have to ensure that such appointment does not adversely affect their University duties and obligations.

3.3 Employees who are duly elected to Parliament (either House) shall be deemed to have resigned from the date of the appointment to the House.

3.4 If an employee contesting an election is not elected, the employee must return to duties within seven days of the date of the declaration of the result in the constituency or locality in which the employee contested. Failure to resume duties after the seven day period shall be deemed to be the resignation of the employee from the University.

### **4.0 Liability**

4.1 No expenses or liability of any kind will be met by the University in respect or as a result of any political activity undertaken by the employee. The University shall not facilitate or support financially or in any form, any election bid by any employee, or any political activity undertaken by the employee.

4.2 Political materials must not be distributed or displayed by any employee on University premises and/or through University facilities.

4.3 Campaigning or political activity whilst on duty is not permitted.

4.4 University facilities and resources shall not be used in any way for any political activity.

### **5.0 Review**

5.1 This policy and its application shall be monitored and reviewed on a regular basis.

5.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **UNSATISFACTORY/POOR PERFORMANCE REGULATIONS**

**Policy No.: HR-39**
**1.0 Policy Statement**

- 1.1 These regulations are aimed at encouraging employees whose performance is unsatisfactory or who display poor work habits, to achieve and maintain performance levels that the employees were hired for, and those expected of the incumbent.
- 1.2 The regulation intends to provide ample opportunity for employees to improve their performances before their services are terminated. It is University policy to provide the necessary

resources for employees to carry out their duties satisfactorily.

**2.0 Definitions**

- 2.1 Unsatisfactory/poor performance is performance that is below the generally accepted level of performance for the position an employee was hired to occupy.
- 2.2 Indicators for measuring unsatisfactory performance include volume/quantity of output, timeliness of output, efficiency in completing work to deadlines, and quality of output. Work attendance and diligence also has a bearing on performance.
- 2.3 Some indicators for measuring performance may be regulated by other policies of the University, such as the work attendance policy, workload policy, and so on. Breaches of such policies, and which will have an impact on performance, shall be dealt with as per the unsatisfactory/poor performance regulations.

**3.0 Application**

- 3.1 The procedures apply to all employees.

**4.0 Levels of Action**

- 4.1 For employees whose performance is unsatisfactory or poor, or below the expectations of the supervisor, the following levels of action shall be taken:

**4.1.1 Step One: Counselling**

- 4.1.1.1 The supervisor may on his/her discretion, or on the instruction of the Director of Human Resources or the ViceChancellor, counsel the employee and advise him/her of the need to improve his/her performance.
- 4.1.1.2 The supervisor shall also provide a clear guideline on ways and methods of improving performance.
- 4.1.1.3 The supervisor and the employee shall both sign-off the counselling session proceeding(s).
- 4.1.1.4 The counselling programme shall extend to no more than four weeks.
- 4.1.1.5 The supervisor and/or the employee may ask for a representative from the Human Resources Department to be present at the counselling session(s).

**4.1.2 Step Two: Caution Letters**

- 4.1.2.1 If unsatisfactory performance continues after six weeks of the counselling session, the supervisor may on his/her own discretion, or on the instruction from the Director of Human Resources or the ViceChancellor, issue the employee a caution letter.
- 4.1.2.2 The caution letter shall provide a statement on the employee's performance, and the measures the employee was advised to take during counselling. A copy of the caution letter shall be sent by the issuing officer to the HR Department for records.
- 4.1.2.3 Three caution letters may be given, each giving one week to the employee to improve performance.

**4.1.3 Step Three – Warning Letters**

- 4.1.3.1 If poor or unsatisfactory performance continues after 3 written caution letters, upon the written advice of the supervisor, the employee shall be given a written warning letter by the Director of Human Resources.
- 4.1.3.2 The letter(s) must be given with clear advise instructing the employee about the improvements needed in his/her performance and action to be taken to improve performance. Two warning letters may be issued, each giving the employee two weeks to improve performance.

**4.1.4 Step Four – Demotion**

- 4.1.4.1 When poor performance persists after steps one to three have been followed, the employee shall be demoted to a level that is commensurate with the employee's performance level.
- 4.1.4.2 Demotion in rank is only possible when there are established ranks at the lower levels in the hierarchy. If there is no lower rank, then demotion shall be in salary.
- 4.1.4.3 If there is no salary/wage that is lower than what the employee is receiving, the option of demotion is deemed to have been exhausted.

#### **4.1.5 Step Five – Termination of Employment**

- 4.1.5.1 Where poor performance persists after steps one to four have been followed, the employee's employment at the University shall be terminated.
- 4.2 Supervisors who do not take the actions listed above in cases of established poor or unsatisfactory performance, shall be guilty of misconduct.

### **5.0 Appeals**

#### **5.1 Appeals Against Caution and Warning Letters**

- 5.1.1 An employee may appeal to the Vice Chancellor, against the warning letters.
- 5.1.2 All appeals shall be in writing and be lodged within five working days from the date of the letter. The appeals must also specify the ground(s) for the appeal.

#### **5.2 Appeals Against Demotions and Termination of Employment**

- 5.2.1 An employee may appeal to the Staff Conduct Appeals Committee, against a decision to demote. All appeals shall be in writing and be lodged within seven working days from the date of the letter. The appeals must also specify the ground(s) for the appeal.
- 5.2.2 The Staff Conduct Appeals Committee shall provide its decision to the staff within ten working days from the date of lodgement of the appeal.
- 5.2.3 The employee may appeal against the decision of the Staff Conduct Appeals Committee as per the appeals procedures from the decisions of the Staff Conduct Appeals Committee.

### **6.0 Review**

- 6.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **GRIEVANCE POLICY**

### **Policy No.: HR-40**

#### **1.0 Policy Statement**

- 1.1 University employees have the right to get all their employment related concerns fairly and efficiently addressed.

#### **2.0 Procedures**

- 2.1 The procedures contained in this policy are intended to give effect to the objective of this policy. By signing their employment contracts, employees are deemed to agree to the grievance pro-

cedures contained in this policy.

- 2.2 An employee who considers that he/she has grounds for an employment grievance, may submit the grievance to the University as per the procedures contained in this policy.
- 2.3 In all cases of employment grievances, the employee is entitled to have a third party present at any meeting between the employee and the University discussing the grievance(s).
- 2.4 The grievance must be submitted within a period of six months beginning with the date on which the action alleged to amount to an employment grievance has occurred or has come to the notice of the employee, whichever is later, to enable the University to remedy the grievance rapidly and as near as possible to the point of origin. If the grievance is not submitted within this period, the University is not obliged to consider the employee's grievance.
- 2.5 When the grievance is submitted to the University, the University shall accord the employee a fair hearing by allowing the worker an opportunity to be heard, and in the presence of a third party if requested by the employee.

#### **3.0 Interpretation and Application of Contractual Provisions**

- 3.1 Any dispute or difference between the parties over interpretation, application or operation of any provision of an employment contract shall be referred by the employee, in writing, to the Director of Human Resources in the first instance.
- 3.2 Failing a satisfactory outcome within a period of three working days, the dispute of difference shall be referred, in writing, to the Vice Chancellor, who shall provide his interpretation of the provisions within five working days.

#### **4.0 Grievances Related to Discrimination or Sexual Harassment**

- 4.1 Any grievance that an employee has that relates to discrimination or sexual harassment shall be dealt with as provided for in the Discrimination and Harassment Policy.
- 4.2 In the event that an employee wishes to proceed, after exhausting the internal procedures, to external remedy, the employee would need to elect whether he/she proceeds under the ERP or the Fiji Human Rights Commission Act 1999, but not both.

#### **5.0 Grievances Related to Work Performance**

- 5.1 Any grievance that an employee has relating to his/her job description, workload or work environment shall, in the first instance, be taken to the employee's immediate supervisor.
- 5.2 Failing a satisfactory resolution by the supervisor within a period of three working days, the aggrieved employee shall elect for one, and only one, of the following options:
  - 5.2.1 either follow the procedures outlined in Schedule four of the Employment Relations Promulgation, or
  - 5.2.2 escalate the resolution to higher levels of line authority within the University. This shall be done in writing. The escalation shall be as per the organizational hierarchy to senior supervisor(s) reaching the section head.

#### **6.0 ERP Procedures of Grievance Resolution**

- 6.1 If the employee is still unsatisfied with the decision of the supervisor, he/she may refer the matter to the University's Human Resources Department; this referral must be in writing, and must state:
  - 6.1.1 the nature of the grievance;
  - 6.1.2 the facts giving rise to the grievance; and
  - 6.1.3 the remedy sought.
- 6.2 The University may grant the remedy(ies) sought.
- 6.3 If the University does not grant the remedy sought, the University shall, within seven days after the day on which the University received the employee's written statement, provide the employee a written response setting out:
  - 6.3.1 the University's view of the facts; and



- 6.3.2 the reasons why the University is not prepared to grant the remedy sought.
- 6.4 The employee may refer the grievance to the Mediation Section of the University, if any, or the Mediation Services of the Ministry of Labour, in the manner the Ministry has prescribed, if:
  - 6.4.1 the employee is not satisfied with the University's written response; or
  - 6.4.2 the University fails to provide, within seven days after the day on which the University receives the employee's written statement, a written response.

### **7.0 Escalating the Resolution within the University**

- 7.1 Failing a satisfactory resolution by the supervisor within a period of three working days, the aggrieved employee may escalate the resolution to higher levels of line authority. This shall be done in writing. The escalation shall be as per the organizational hierarchy to senior supervisor(s) reaching the section head.
- 7.2 The employee shall refer the matter to the senior supervisor and/or the section head, who is required to deal with the grievance within three working days of the referral of the grievance to him/her. The senior supervisor may refer the matter to his/her Dean or Director/Registrar in the first instance, for resolution.
- 7.3 If the outcome is unsatisfactory to the aggrieved employee, the employee shall refer the matter to the Dean, or the Director/Registrar, as the case may be, in which case the officer whom the grievance is referred to, shall deal with the grievance within three working days of the referral. The HR Director may also receive the grievance directly from the senior supervisor and/or the section head of the aggrieved employee. The Dean/Director/Registrar may refer the matter to the Director of Human Resources in the first instance, for resolution.
- 7.4 If the outcome is still unsatisfactory to the aggrieved employee, the employee shall refer the matter to the Director of Human Resources, in which case the Director shall deal with the grievance within five working days of the referral of the grievance to him/her. The Director of HR may refer the matter to the Vice Chancellor in the first instance, for resolution.
- 7.5 Failing a satisfactory resolution by the Director of HR, the employee may refer the grievance to the Vice Chancellor, who shall, within five working days, resolve the grievance.
- 7.6 If the aggrieved is still unsatisfied with the decision of the Vice Chancellor, he/she may refer the matter to the Mediation Services of the Ministry of Labour, in the manner prescribed by the Ministry.

### **8.0 Grievances Related to Employee Conduct**

- 8.1 When any grievance relates to another employee of the University, the employee shall report the matter to the Director of HR or his nominee, for consideration, and for its resolution through the University's employee/staff conduct mechanisms.
- 8.2 If the employee has taken the grievance to any level of his supervisor, and the supervisor assesses the grievance to involve matters of employee conduct, he/she shall refer the grievance to the Director of HR or his nominee, for consideration of its resolution through the University's employee conduct mechanisms.
- 8.3 If the employee is still unsatisfied with the decision of the Director of HR, he/she may elect to, following the procedures listed in s6 or s7 above, as the case may be:
  - 8.3.1 either follow the procedures outlined in Schedule four of the Employment Relations Promulgation, or
  - 8.3.2 escalate the resolution to higher levels of line authority within the University. This shall be done in writing. The escalation shall be as per the organizational hierarchy to senior supervisor(s) reaching the section head.

### **9.0 Grievances Related to Student Conduct**

- 9.1 When a grievance reported relates to a student of the University, the employee shall report the matter to the secretary of the appropriate students' discipline committee (Student Academic Disciplinary Committee or Student General Disciplinary Committee) for the Committee's delib-

- eration.
- 9.2 If the employee has taken the grievance to any level of his supervisor, and the supervisor assesses the grievance to involve matters of student conduct, he/she shall refer the grievance to the Secretary of the appropriate students' disciplinary committee, for consideration of its resolution through the University's Student Disciplinary Committee mechanisms.
- 9.3 If the employee is still unsatisfied with the decision of the supervisor, he/she may elect to, following the procedures listed in s6 or s7 above, as the case may be:
  - 9.3.1 either follow the procedures outlined in Schedule four of the Employment Relations Promulgation, or
  - 9.3.2 escalate the resolution to higher levels of line authority within the University. This shall be done in writing. The escalation shall be as per the organizational hierarchy to senior supervisor(s) reaching the section head.

### **10.0 Grievances Related to Dismissal**

- 10.1 When the employment grievance relates to dismissal, the employee may refer the employment grievance directly to Mediation Services in the manner prescribed in the ERP.

### **11.0 Mediation Services under the ERP**

- 11.1 An employee may refer the employment grievance to the Mediation Services of the Ministry of Labour, in the manner the Ministry has prescribed, if:
  - 11.1.1 an employee is dismissed; or
  - 11.1.2 the employee is not satisfied with the University's written response; or
  - 11.1.3 the University fails to provide, within seven days after the day on which the University receives the employee's written statement, a written response; or
  - 11.1.4 the University and the employee have agreed to waive the requirement for an exchange of written statements and the employee is not satisfied with the University's response to the grievance.
- 11.2 An employee has the right to pursue the grievance in person, or with the assistance of a representative. However, resorting to any party outside the ERP mechanisms, or the Internal University mechanisms as described in this policy, except the representative, constitutes gross misconduct.

### **12.0 Limitation**

- 12.1 No grievance shall be entertained if it is lodged six months after the date the alleged action took place that gave rise to the grievance.

### **13.0 Confidentiality**

- 13.1 Any grievance made known to the University must be kept confidential between the parties unless circumstances require otherwise.
- 13.2 The onus of keeping the grievance confidential is on both, the employee and the University.
- 13.3 Any attempt, directly or indirectly, to air the grievance through any channel other than the internal processes as outlined above, is deemed as gross misconduct.

### **14.0 Lack of Confidence in supervisor(s)**

- 14.1 When there is a lack of confidence of the aggrieved in the immediate supervisor and the supervisors along the accountability steps, the employee may take the matter directly to the Director of HR, who shall consider the case. The Director of HR may refer the matter to the Vice Chancellor for his consideration within 3 days.

### **15.0 Natural Justice**

- 15.1 Consideration of all grievances by employees must be within the principles of natural justice. These principles require the following:
  - 15.1.1 the respondent must know the name of the complainant and all the allegations in relation to his/her conduct or behaviour that is alleged to be the subject matter of the grievance;
  - 15.1.2 the respondent must have full opportunity to put forward his/her case;
  - 15.1.3 all parties to the issue have the right to be heard;

- 15.1.4 all relevant evidence must be considered;
- 15.1.5 irrelevant matters are not to be considered; and
- 15.1.6 the decision must be fair and just.
- 15.2 All discussions must be file noted and kept in chronological order on the employees' file.

#### **16.0 Review**

- 16.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 16.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

### **PROFESSIONAL DEVELOPMENT AND APPRAISAL POLICIES**

#### **Contents**

- \* **Training and Development Policy**
- \* **Staff Appraisal, Review and Promotion Policy**

### **TRAINING AND DEVELOPMENT POLICY**

#### **Policy No.: HR-41**

#### **1. Policy Statement**

- 1.1. The University values its human resources highly. For the University to continue to deliver the best education and training to its students, the University needs its employees to always remain up to date with technology, developments and knowledge in their respective areas. It also

needs to create an environment in which its employees would aim to lead technology, development and knowledge in their respective areas.

- 1.2. College Deans, Department Directors, supervising officers and employees have a shared responsibility in identifying the HR needs of their respective sections and selves. The respective employees are also to consider the most efficient way of meeting the needs of their sections. Recruitment of new employees with the necessary skills and training and development of existing employees are two important means through which the HR needs of the University may be met. Training and Development is a shared responsibility between the University and the employee concerned.
- 1.3. The training and development of employees is an important aspect for consideration and inclusion in College/Departmental Strategic Plans. In setting goals and performance standards, managers must consider the availability of skills and the extent to which training may be necessary for the realisation of specific outcomes.
- 1.4. Managers are required to draw training needs assessment of their sections during the processes used to develop the HR plans of the section. The assessment would determine the priority of training for the section.

#### **2. Application**

- 2.1. This policy is applicable to all tenured staff and staff with contracts of three years or more.
- 2.2. This may be extended to staff with contracts of one year or more at the discretion of the Director responsible of Human Resources.

#### **3. University's Training Needs and Priorities**

- 3.1. The following are the objectives of the University's training system:
  - 3.1.1. to improve the performance standards of employees in their present occupations,
  - 3.1.2. to increase the flexibility of employees with a view to enhancing multi-skills in areas where multi-skills are needed, and
  - 3.1.3. to provide new knowledge skills.
- 3.2. Training Needs shall be identified at three different levels, as specified below:
  - 3.2.1. University Training Needs shall be decided upon through the deliberations of the senior management group, which, in turn, will incorporate strategic changes in the University's directions; the strategic plan of the University shall provide the basis for future directions.
  - 3.2.2. Section Needs Analysis shall be carried out through a consultative process involving managers, supervisors and employees of the respective sections. Reports on the findings of these processes shall need to be provided to the University Training and Development Committee. It shall be the responsibility of the UTDC to incorporate this into the Annual Training Plans.
  - 3.2.3. Individual Level Training Needs
    - 3.2.3.1. University Identified: This training shall be assessed through a consultative process between each employee and his/her superior officer. It shall be the responsibility of the managers to analyse the data and incorporate them in the Annual Training Plans.
    - 3.2.3.2. Upgrade of Qualifications: Employees may identify training for themselves in order to meet the requirements of promotion to higher positions/ranks. It shall be the responsibility of the managers to analyse the data and incorporate them in the Annual Training Plans.

#### **4. Training**

- 4.1. Training of employees can be provided internally at the University or externally.
  - 4.1.1. Internal: There are two types of internal training. The University shall conduct regular training and development programmes for its employees throughout the year; these are normally short training programmes. The second set of internal training is qualifications upgrade; the preferred training for qualifications upgrade is within the University.

4.1.2. External: The University may send employees to be trained at other institutions in or outside Fiji.

4.2. Employees marked for such training shall be required to attend such training, and obtain credit in any training programme that has credits. Given that training and development benefits both the employee and the University, the costs, including time spent on training, are to be shared by the University and the employee. This may require employees to attend training, without any additional remuneration, outside normal working hours.

#### 4.3. Upgrade of Qualifications:

4.3.1. All training that is aimed at upgrading qualifications as approved by the UTDC is to be funded initially by the employee. Upon successful completion of each unit/course in the programme, the employee may claim back 100% of the tuition fee paid for the unit/course, for all units/courses, the employee is enrolled in at the University or at other institutions as approved by the UTDC. No other fees are refundable.

4.3.2. The following pre-conditions shall be satisfied for any tuition claim back:

4.3.2.1. the supervisor should have approved the enrolment;

4.3.2.2. the employee advised the HR Office of the enrolment, together with evidence of the supervisor's approval, no later than one week before enrolment; and

4.3.2.3. HR has endorsed the approval after the supervisor's approval before the enrolment.

4.3.2.4. The employee shall only proceed for enrollment once HR has endorsed the approval. The major criteria for this assessment shall be that the course/unit/programme is directly in the employee's area of teaching/employment.

4.3.3. No refund of tuition fee shall be provided where the area of study is outside the principal area of the employee's employment, or for studies that are not endorsed by the supervisor, or for studies the employee has not advised the HR Office of, within the stipulated timeframe.

4.3.4. Employees who fail any creditable programme, without any mitigating factors, shall have their contracts at the University terminated without any further notice.

4.3.5. Any employee formally enrolled in any programme of study, including unclassified studies, without the approval of the supervisor and the endorsement of HR, is deemed to have committed a disciplinary offence.

4.3.6. For clarity, the fact that the University supports any employee with training and/or study, whether this be under this section or any other provision of the University policies, is not to be interpreted as an opinion that the employee's contract can not be terminated by the University for good cause.

#### 4.4. Individual Contribution towards Training

4.4.1. Employees are expected to participate to the best of their ability in any training activity relating to their current job description (JD) and its accompanied key accountabilities. It is also the University's expectation that employees share and impart to others, acquired knowledge and skills as required from time to time.

4.4.2. As a general principle, the University shall not assist an employee in providing training which is not immediately relevant to the employee's current or future job responsibilities.

#### 4.5. Payment for Training

4.5.1. As a general principle, employees should not be financially disadvantaged through their participation in internal training and development activities. At the same time, the opportunity afforded to employees to attain or improve skills should also be viewed as strengthening the marketability of the employees. As such, training and development is viewed as an activity that has mutual gains; commensurately, the responsibility of training and development activity is also joint.

#### 5. Processes

5.1. Each College and Support Services Division of the University shall establish a College/Division HR Review Committee, whose responsibility is to regularly review the staffing needs of the

section/department. The Review Committee may be serviced by the HR Department. A review may result in recommendations to the Vice Chancellor for:

5.1.1. confirmation of existing positions,

5.1.2. establishment of new positions,

5.1.3. de-establishment of existing positions,

5.1.4. reclassification of positions, and

5.1.5. redefinition of positions / job descriptions.

5.2. The College/Centre/Division HR Review Committee shall also develop the section's training needs analysis and individual training needs analysis, which it shall table for the University Training and Development Committee's consideration.

5.3. Any report from the College/Centre/Division HR Review Committee that recommends training for existing employees must provide full details on the nature of training that is needed, the need for the recommended training, the sources of such training, and the costs of such training to the University, as well as alternatives to such training.

5.4. The review may also consider the section's organisational structure, and any training and development need for the section, together with an efficiency analysis of the proposed training and development proposal.

5.5. It is the responsibility of the HR Department to ensure that each section carries out such reviews at least on an annual basis.

5.6. It is also the responsibility of the HR Department to develop the University's overall training needs analysis and plan.

5.7. The HR Reviews, and training needs analysis reports and plans for the following year, shall be submitted to the University Training and Development Committee for consideration no later than 30 September of the current year.

#### 6. Training and Development Committee

6.1. The University's Training and Development Committee (UTDC) shall be accountable to the Senior Management Group of the University.

6.2. The UTDC is responsible for examining the training needs of the University and implement any training and development policy that the University puts in place.

6.3. The UTDC may delegate some of its functions to College and Division Training and Development Committees, which shall work within the framework provided by the UTDC. The UTDC shall be responsible for any such delegation of functions.

6.4. The UTDC shall comprise the Director of HR, who shall chair the UTDC, and all Deans, Directors and Registrar, or their nominees. If Deans/Directors/Registrar wish to delegate this to their staff, then the name of the staff member shall be provided to the HR on an annual basis, by 31 December for the meetings for the following year.

6.5. The UTDC shall meet at least once every quarter.

#### 7. Application

7.1. This policy is applicable to all staff with contracts.

#### 8. Procedures

8.1. Individual, Department, Schools and FNU Training Needs analysis

8.1.1. The identification of training and development needs shall be through the Performance Appraisal process.

8.1.2. The assessment would determine training priorities for the department.

8.1.3. Each department is required to provide a needs analysis for the consideration of CCD Staff Review Committee.

8.1.4. The CCD assessment would determine the priority of training for the CCD.

8.1.5. The CCD shall submit the HR Reviews and training needs analysis reports and plans to the HR training division no later than 31 July.

- 8.1.6. The HR department shall provide the University Training Plan for the following year to the University Training and Development Committee for consideration no later than September 30 of the current year.

### **8.2. Training Records**

- 8.2.1. The following records must be maintained by or provided to the Human Resources Department for any training course conducted or attended by University employees:
- 8.2.1.1. names, position grade, and employee number of all University employees attending;
  - 8.2.1.2. date(s) and times of attendance;
  - 8.2.1.3. training location or physical address of the training provider;
  - 8.2.1.4. person(s) and company providing training;
  - 8.2.1.5. all non-wage costs associated with attendance (travel, accommodation, meals, course fee, materials or texts purchased, and so on.); and
  - 8.2.1.6. any other information required by law.

### **Training Guidelines**

- 8.2.2. The following guidelines apply to the participation of employees in training courses:
- 8.2.2.1. employees attending training courses will be paid for their normal assigned period of work;
  - 8.2.2.2. employees will not be compensated for 'overtime' arising out of participation in these training courses; and
  - 8.2.2.3. 'overtime' will not be paid for courses that run outside normal work hours or are rescheduled.
- 8.2.3. Employees will be released from their normal work commitments once approval has been confirmed.

### **8.3. Provision of Training**

- 8.3.1. Based on the results of assessment of training needs, all training will be arranged by the HR Department Manager in consultation with the College Dean or Department Manager.
- 8.3.2. All such training shall be evaluated by the HR Department and reports provided to UTDC periodically.

## **9. Professional Development**

- 9.1. The University shall normally not fund any training and/or development towards a professional membership, and/or maintaining such membership.

## **10. Review**

- 10.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 10.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **STAFF REVIEW, PROMOTIONS AND PERFORMANCE APPRAISAL POLICY**

### **Policy No.: HR-42**

### **1.0 Policy Statement**

- 1.1 The University values productivity and employees' career progression. The University aims to ensure that there is a transparent process of employee appraisal, and that the employees are made aware of any shortcoming in their performances early enough for them to improve their performance continuously.
- 1.2 The University shall appraise performance of employees regularly.

### **2.0 Objective**

- 2.1 This policy provides the process of appraisal of employees' performances, and provides for the policy and procedures on employees review and promotions. To this end, the following are

necessary:

- 2.1.1 Staff Performance Appraisal
  - 2.1.2 Staff Review, and Promotion
  - 2.1.3 Staff Contract Renewal
- 2.2 The paperwork for these three exercises shall be done simultaneously, and shall be completed no later than 31 March each year for the employees in employment during the previous year.

### **3.0 Application**

- 3.1 This policy applies to all full-time employees on contracts of three years and those on tenure.

### **4.0 Staff Performance Appraisal Policy**

- 4.1 All full-time employees on contracts of three years or on tenure shall have their performances appraised annually. An annual performance appraisal provides employees an early intervention in assessing performance that may prove useful in the employees' review exercise for contract renewal.
- 4.2 The University shall require employees to undergo an appraisal process bi-annually. Failure on the part of the employee to abide by this requirement shall constitute a gross misconduct.
- 4.3 It is the responsibility of the section managers (Vice-Chancellor, Deans, Directors and Registrar) to ensure that all employees have their performances appraised. A failure on the part of section managers to abide by this requirement shall constitute a serious disciplinary offence.
- 4.4 Mid-year appraisals are interim appraisals leading to the annual appraisal report.
- 4.5 Annual appraisals shall be via the relevant staff appraisal forms.
- 4.6 Annually, individual wages and salaries would move according to the annual employee appraisal outcomes, and the ability of the University to pay.
- 4.7 Annual staff appraisal exercise would determine whether an employee's performance is:
- 4.7.1 satisfactory, in which case there shall be no salary increment or bonus,
  - 4.7.2 good, in which case there shall be a one-off bonus paid to the employee,
  - 4.7.3 excellent, in which case there shall be a merit increment, which shall be a one increment up the salary point,
  - 4.7.4 meritorious, in which case there shall be a merit increment, which shall be a more than one point increment up the salary point,
  - 4.7.5 unsatisfactory, in which case there shall be a decrement in the salary,
  - 4.7.6 highly unsatisfactory, in which case the employee shall be demoted by one or more ranks, or
  - 4.7.7 unacceptable, in which case the employment of the employee shall be terminated.
- 4.8 When an employee is at the top of the salary band or rank, and performance is good, excellent or meritorious, instead of increments, a one-off bonus shall be paid of a sum equivalent to the dollar value of the increment(s).
- 4.9 The ability of the University to pay any salary increment shall be the crucial determinant of whether employees would receive salary increments following an appraisal exercise. Salary increments and/or bonus(es) shall only be paid if the payments do not place unnecessary stress on the finances of the University in the year of payment and the following two years.

### **4.10 The staff review committee shall deal with all appraisals.**

- 4.10.1 the Staff Review Committee shall be chaired by the Vice Chancellor.
- 4.10.2 the committee membership shall comprise the following:
  - 4.10.2.1 Teaching/Training Staff:
    - 4.10.2.1.1 All Deans and Director NTPC and Directors responsible for Finance and HR
    - 4.10.2.2 Support Services
      - 4.10.2.2.1 All Directors and the Registrar, including Directors responsible for Finance and HR

### **5.0 Staff Review and Promotion.**



- 5.1 Each year the University shall call for applications for promotions. Employees who have served at least two years in the employment of the University qualify to apply for promotions.
- 5.2 The promotion exercise is linked to:
  - 5.2.1 performance appraisal of the employees concerned,
  - 5.2.2 staffing profile of the respective sections,
  - 5.2.3 established priorities of the University, and
  - 5.2.4 the financial ability of the University to carry the liabilities of promotions.
- 5.3 A promotion exercise deals with post holders rather than posts. As such, when a person who has been promoted to a higher rank resigns, the new recruitment would be at the established post rather than the higher position.
- 5.4 It is the University's intention to be guided by any international benchmarks on the staffing profile in each of the three employment streams (Higher Education Academic Stream, TVET Stream and Support Services Stream).

### **6.0 Contract Renewal/Tenure Determination**

- 6.1 Subject to 6.2, 6.3 and 6.4 ,contracts of employees whose performance has been formally appraised as satisfactory at the last annual appraisal, shall be advised that their contract will be renewed at least six months prior to the expiry of the contract.
- 6.2 There shall normally be no movement of salary at renewal or extension of contracts. Annually, individual wages and salaries would move according to the annual employee appraisal outcomes, and the ability of the University to pay.
- 6.3 Even if the performance of an employee is satisfactory, the University reserves the right to decline a contract renewal for the same position if the human resources review of the section shows that there shall be no need during the next three years for the position and/or the skill(s) the employee possesses. In such situations, the provisions on redundancy shall apply.
- 6.4 Contract renewals or tenure determinations are subject to the receipt of a medical report from the University's nominated doctor certifying medical suitability of the person to continue working in the position in which he/she was hired. If the medical report indicates lack of medical suitability, or provides conditional suitability, the offer of contract renewal or tenure shall be deemed to be rescinded, until and unless the physician issues a revised certificate or revises conditions of the certificate such that the condition does not present undue complications or hardships to the University, or advises that a remedial program has been initiated that will permit employment consistent with the University's needs. The costs for the medical report shall be covered by the University.
- 6.5 Even if the performance of an employee is satisfactory, the University reserves the right to decline a contract renewal or determine the tenure if a subsequent mid-year appraisal is rated lower than satisfactory level.
- 6.6 The Vice Chancellor shall report on all contract renewals and non-renewals to the Staff Review Committee.

### **7.0 Review**

- 7.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 7.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

- \* **Payment on Death of an Employee Policy**
- \* **Child Protection Policy**
- \* **Personnel Records Management Policy**
- \* **Forms Policy**

## **MISCELLANEOUS POLICIES**

### **Contents**

- \* **Employee Relations Policy**

## **EMPLOYEE RELATIONS POLICY**

**Policy No.: HR-43**

### **1.0 Policy Statement and Objective**

- 1.1 The University recognises that employees live within a community of workers at and outside the University. As workers, University employees may develop common bonds. These bonds are valuable social relations.
- 1.2 This policy places on record the University's approach to worker organisations on University campuses and outside.

### **2.0 Application**

- 2.1 This policy applies to all employees except the Vice Chancellor, the Director responsible for Human Resources, and all employees above the rank of Dean.

### **3.0 Worker Associations**

- 3.1 University employees have the right to make representations to Management. Such representation could be by way of individual representation, group representation or collective representation.
- 3.2 The University recognises and accepts that occasionally employees may wish to form groups to make effective representation to management. University employees have the freedom of association. As such they have the right to establish their associations on University campuses.
- 3.3 The University also recognises the existence of trade unions that have been established by law, and that operate lawfully within the country. University employees have the freedom of associating with existing trade unions in the country.
- 3.4 It is University policy to allow for equal opportunity to individuals, groups, or employee associations to make representations to management.

### **4.0 Limitations**

- 4.1 Employees working in management and in the HR section are not permitted to hold any official position in any worker association, including trade unions. They, however, have the liberty of becoming a member of a worker's association. Employees of the management and HR section, who are members of a worker's association, are duty bound to keep any information on the University that he or she obtained or that came to his/her attention through the course of working as an employee, confidential from this or any association or from any official of any association. Any breach of this provision shall constitute a case of gross misconduct.
- 4.2 The University shall recognise any association of employees at the management level. The University would also recognise an association of employees who work in the HR section of the University. Members of these associations may hold offices in these associations.
- 4.3 Employees shall advise, in writing, the Human Resources section of any group or association they have joined for purposes of representation. This shall be done within ten working days of them joining the said association.
- 4.4 Employees who are members of any worker association shall be bound by any and all agreements that the University arrives at, with the respective association.
- 4.5 Associations shall notify the University, in writing, of the names and positions of all its office holders.

### **5.0 University Resources**

- 5.1 The fact that the University provides for group and collective representation of employees, and allows for employees to form their own associations for this purpose or join existing associations, shall not be construed to mean that individuals in the referred associations, or the associations as a body corporate have any right to utilise University resources for their activities. University resources, including working hours and internet resources, shall not be utilised by employees for any purpose relating to the interests of any worker association.
- 5.2 Any association representing University employees shall apply to the Director of Human Re-

sources or the Vice Chancellor if it wishes to hold a meeting or a gathering, or to meet any of its members, on any of the University premises, which application shall not be unreasonably denied. The integrity of the University's operations, however, shall remain paramount in any decision on the application.

### **6.0 Review**

- 6.1 his policy and its application shall be monitored and reviewed on a regular basis.
- 6.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **PAYMENT ON DEATH OF AN EMPLOYEE POLICY**

**Policy No.: HR-44**

### **1.0 Policy Statement**

- 1.1 The University values all employees that it has at a particular point in time. The death of an employee not only causes grief to the employee's immediate family, but also to employees at the University. The University shall do whatever is within its means to reasonably contribute to reducing the grief of the family over its loss.

## 2.0 Application

- 2.1 This policy applies to all employees, irrespective of the nature of their contract of employment with the University for a term of one year or greater.

## 3.0 Repatriation Allowance on Death

- 3.1 When an employee who has been stationed away from his/her place of initial appointment dies, his/her family will be entitled to receive a repatriation allowance at the same level as the transfer allowance.
- 3.2 In addition, when an employee dies while on official duty or while at work, the University shall fully fund the repatriation of the employee's body to the home where the last rites of the deceased employee are to be held.

## 4.0 Payments to the Family

- 4.1 When an employee dies while at work, the University shall pay all money due to the employee to the date of his death, to the family member on the employee's HR record.
- 4.2 The University shall also make an ex-gratia payment to the person the employee nominated in his/her HR file, at the following rates:
  - 4.2.1 For employees who are below 55 years:
    - 4.2.1.1 and who died while at work or on official duty, or while hospitalised from the University, 5% of the deceased employee's total salary over the period of service with the University up to a maximum of FJ\$12,000. This shall be over and above any compensation the employee would receive as part of the workmen's compensation insurance.
    - 4.2.1.2 and who died while away from work, 5% of the deceased employee's total salary over the period of service with the University up to a maximum of FJ\$3,000.
  - 4.2.2 For employees who are above 55 years:
    - 4.2.2.1 and who died while at work or on official duty, or while hospitalised from the University, 5% of the deceased employee's total salary over the period of service with the University up to a maximum of FJ\$3,000. This shall be over and above any compensation the employee would receive as part of the workmen's compensation insurance.
    - 4.2.2.2 and who died while away from work, 5% of the deceased employee's total salary over the period of service with the University up to a maximum of FJ\$1,000.
- 4.3 For this policy, the service to the constituent/merging institutions shall be deemed to be service to the University.

## 5.0 Review

- 5.1 This policy and its application shall be monitored and reviewed on a regular basis.
- 5.2 The University reserves the right to amend these policies and/or procedures as it deems necessary.

## CHILD AND STUDENT PROTECTION POLICY

Policy No.: HR-45

### 1.0 Policy Statement

- 1.1 This policy expresses the values and commitment of the University to ensure children are protected during all activities where a member of staff, employee, consultant, student and volunteer of the University is engaged in work or other relations involving the welfare and treatment of children.

- 1.2 For the purpose of this policy, a child is a young person under the age of 18 as stipulated under the United Nations Convention on the Rights of the Child (UNCRC). Student refers to a bonafide student of any institution, irrespective of age.

## 2.0 Values, Principles and Beliefs

- 2.1 FNU has a commitment to protecting children and students and has zero tolerance for any abuse of children or students.
- 2.2 Child abuse involves the violation of children's rights. This is unacceptable to the University.
- 2.3 All children have equal rights to protection from abuse and exploitation.
- 2.4 The situation of all children must improve through promotion of their rights as set out in the UN CRC, other human rights instruments and includes the right to freedom from abuse and exploitation.

## 3.0 Implementation Guideline

- 3.1 The FNU shall aim to:
  - 3.1.1 ensure that all employees are aware of the problem of child abuse and the risks to children,
  - 3.1.2 ensure, through awareness raising and good practice that employees minimize risks to children,
  - 3.1.3 ensure that all adults are clear on what steps to take when concerns arise regarding the safety of children,
  - 3.1.4 ensure that action is taken to report all sighting of abuse of children,
  - 3.1.5 strengthen capacity of employees through inputs from relevant specialist consultants and the signing or endorsement of codes of conduct, and
  - 3.1.6 respond to sighting of abuse of children.
- 3.2 This policy will be subject to a process of continuous improvement, including schedule evaluation and review points.
- 3.3 Regular monitoring of policy knowledge and compliance with processes will be undertaken.
- 3.4 The FNU reserves the right to refuse employment or terminate any FNU employee who has a proven record of abuse of children and may pose a risk to children.
- 3.5 The FNU may decide not to fund or receive funding from any individual or organization that does not meet the protection compliance standards in their operations and activities.

## PERSONNEL RECORDS MANAGEMENT POLICY

Policy No.: HR-46

### 1. Policy Statement

- 1.1. The University, in keeping with its mission and values, is committed to protecting the rights and privacy of employee personal records.
- 1.2. The University's business requires that it seek, process and retain certain information about all employees. The primary purpose for seeking and retaining this information is the Univer-

University's administration of HR, and to comply with any policy and/or statutory obligations that the University may have.

- 1.3. Personal data about employees shall be collected and used fairly, stored securely, and shall not be unlawfully disclosed.
- 1.4. The University shall implement an electronic storage and retrieval system for personnel records.
  - 1.4.1. The University shall administer personnel systems and procedures electronically (for example, the use of HRSS, various types of applications, time and attendance). It is also mandatory for employees to update their personal and professional information, including uploading their most recent CVs/Resumes on the HRSS, at least on an annual basis. Employees who do not abide by this policy shall be disciplined a month after the period when the University opens the HRSS system for employees to upload the information. This period can not serve as a notice period for a resignation to be effective.
- 1.5. The principles of staff data security require that personal data shall be:
  - 1.5.1. obtained and processed fairly and lawfully and shall not be processed unless certain conditions are being met;
  - 1.5.2. obtained for specific and lawful purpose and shall not be processed in any manner incompatible with that purpose;
  - 1.5.3. adequate, relevant and not excessive for those purposes;
  - 1.5.4. accurate and, when necessary, kept up to date;
  - 1.5.5. kept safe from unauthorized access, accidental loss or destruction; and
  - 1.5.6. ensure the availability of data and processing resources.
- 1.6. The People Personnel Services Department or any other person appointed by the Vice Chancellor to process personal data must ensure that they observe the data protection principles at all times.

## 2. Responsibilities

- 2.1. Each employee is responsible for:
  - 2.1.1. ensuring that any information that he/she provides to the University in connection with his/her employment is accurate and is up to date;
  - 2.1.2. informing the University of any changes to his/her personal data;
  - 2.1.3. informing the University of any error in respect of his/her personal data; and
  - 2.1.4. ensuring that he/she familiarizes him/herself with the personnel records policy.
- 2.2. Employees who fail to carry out the responsibilities listed in paragraph 2.0 above risk being charged with misconduct.
- 2.3. The People Personnel Services Department of the Division of Human Resources is responsible for maintaining and updating an employee's personal records in individual personal files.

## 3. Confidentiality

- 3.1. The University shall ensure that all reasonable steps are taken to comply with the principles of confidentiality of personal information.
- 3.2. Personal data will only be collected in order to meet specific legitimate purpose, and will only be retained for as long as those purposes require it. The University will not ordinarily pass personal information to any third party, save when required by law, statutory obligation or legitimate purpose. Any disclosure of personal data will always be balanced against the right of the data subject as provided under the policy.

## 4. Data Security

- 4.1. The People Personnel Services Department is responsible for ensuring that any personal data it holds is always maintained securely and not disclosed to any unauthorized third party.
- 4.2. Personal data needs to be accessible only to those who need to use it. Any judgment in respect of access should always include an assessment of the sensitivity of the information in question, balanced against the risk posed by any unauthorized disclosure. The People Personnel Ser-

vices Department shall maintain this through:

- 4.2.1. keeping the employee's Personal Files in a key controlled secure File Records Room;
- 4.2.2. the key being maintained by the People Personnel Services Manager and HR Officers of the department;
- 4.2.3. a File Movement Logbook being maintained in the file records room which keeps records of movement of individual files from this room, or within this room;
- 4.2.4. if any personal file is requested by the Director of Human Resources or the Vice Chancellor or Dean(s)/Manager(s) than the file is recorded in the File Movement Logbook and dispatched using Human Resources Dispatch Book.
- 4.2.5. Every time anyone accesses the file, the log book must be updated.

## 5. Personal Data Review

- 5.1. A personal data review exercise shall be conducted annually to ensure that the information maintained is accurate.

## 6. Review

- 6.1. This policy and its application shall be monitored and reviewed on a regular basis.
- 6.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## FORMS POLICY

### Policy No.: HR-47

## 1. Policy Statement

- 1.1. The University shall develop all Forms required to sustain the implementation of all policies of the University, and to maintain a complete records system for the University.
- 1.2. All Forms of the University shall be referenced.
- 1.3. All Forms are to be made in both, hardcopy and electronic formats.



1.4. The University shall implement a paper-less environment, whereby reliance on hardcopy forms is gradually reduced. However, any decision on utilising electronic forms shall only be made after consideration of the record keeping dimension of the matter to be handled by the electronic forms.

1.5. The University may administer all or some of its systems and procedures electronically.

## **2. Responsibility and Accountability**

2.1. Management shall be responsible for the development and review of all Forms that are necessary for the functioning of the University.

2.2. Management shall provide regular reports to the Council's committees on any Form relevant to a particular committee that is either developed or revised.

## **3. Review**

3.1. This policy and its application shall be monitored and reviewed on a regular basis.

3.2. The University reserves the right to amend these policies and/or procedures as it deems necessary.

## **Training and Development Policy**

### **Staff Appraisal, Review and Promotion Policy**

## **TRAINING AND DEVELOPMENT POLICY**

**Policy No.: HR-41**

### **1. Policy Statement**

1.1. The University values its human resources highly. For the University to continue to deliver the



FIJI NATIONAL  
UNIVERSITY

# Human Resources Policies

