

PASAI Human Resources Guide

Supportive material

Chapter 3 Developing HR policies



Pacific auditors working
together

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Good example: Dress Code Policy (OAG Fiji)

Commencement Date	16 August 2018 (Revised 31 August 2023)
Relevant Legislation/	Section 152 (6) and (7) of the Constitution of the Republic of Fiji Islands
Review Date	The review date is 12 months after the commencement date and every three years after that. Next Review August 2026

1. Intent

The Dress Code Policy assists in the enhancement of the corporate image the Office of the Auditor General (OAG) presents to its clients, visitors and co-workers.

All OAG staff should project a professional image by being appropriately dressed while at work or while attending work-related events.

2. Scope

This Policy applies to all employees of the OAG. The OAG expects all its employees to maintain standards of dress and personal appearance while at work which are appropriate to their roles.

3. Objective(s)

This Policy defines appropriate dress code standards and addresses the non-compliance with the policy.

4. Definitions and Acronyms

Policy Maker: Auditor-General

Management: Executive Management Committee

5. Supporting Documents/References

Constitution of the Republic of Fiji - 2013

6. Keywords

Compliance - adhere to guidelines set forth in this policy.

Employees – all individuals holding permanent and temporary contract with the OAG.

7. Supporting Procedures and Guidelines

RESPONSIBILITIES	
Implementation, Monitoring and Evaluation	TCorporate Services
Compliance	All staff are responsible for complying with the policy.
Development and/or Review	The Corporate Services division will be responsible for developing and/or reviewing the policy.
Interpretation and Advice	The Deputy Auditor-General is responsible for interpreting and advice on the policy.

ANNEXURE 1

Definitions

Corporate dress code will include:

- i. a dress or a combination of skirt or pants with short or three quarter/long sleeved blouse for female staff;
- ii. a combination of trousers or suluvakataga with short or long sleeved shirts for male staff;
- iii. blazers/coats for both female and male staff; and
- iv. Corporate Bula wear of either a dress, blouse, and shirt.

Dress Standards

OAG employees are expected to dress in proper business/professional work attire suitable for formal office wear.

Managers will discuss these standards with employees from time to time, recognising that what is appropriate in one situation or at one time will not necessarily be appropriate at others. The following are some examples of what is considered acceptable and unacceptable:

Acceptable	Unacceptable
Business Collared shirts , Formal pants, trousers and suluvakataga	Jeans, crop pants, shorts, tights/leggings
Formal blouses /tops, collared tops formal business pants or skirt	T-shirts, tank tops, tube tops or halter neck tops
Skirts of appropriate length	Denim (shirts, jeans pants, casual dresses)
Formal Blazers	Athletic shoes/sneakers
Business wear shoes	flip-flops

As a general rule, the choice of clothing and footwear must be consistent with an employee's working environment. It should not pose a safety or health risk to another employee or to others, or attract undue attention or distract others.

Hats and other head coverings should not be worn while an employee is working, unless required in accordance with genuine religious beliefs or cultural traditions.

Shirts are to be worn neatly tucked in for all male officers while female officers have an option to either tuck in their blouses or leave it out neatly.

Employees are expected to wear business/professional work attire from Monday to Thursday or any time deemed necessary, including an event or meeting that requires normal business attire.

The Bula wear will only be worn on Fridays or on occasions as advised by Management.

The Administrative Support Officers shall be dressed appropriately according to guidelines set forth in this policy when driving OAG official vehicles at all times.

Personal Appearance

Employees are expected to be well presented, clean and well groomed while at work. A manager may require an employee to remove jewellery and body decorations which are a possible safety hazard. An exemption may be made for jewellery and other decorations which are worn for genuine reasons of ethnicity, culture or religious beliefs and are not considered a health and safety risk by OAG.

Personal grooming should take into account personal safety.

Inappropriate tattoos and other body decorations are not to be visible when employees are at work.

Addressing non compliance

Managers or supervisors should speak to any employee whose dress or personal appearance is not appropriate for work or work related activities.

In extreme cases, the employee may be required to return home and change clothes or appearance at their own cost. The supervisor or HR will issue a written warning to the employee and records will be placed in the employee's personnel file.

Employees must be informed that repeated disregard for the Policy or dress code violations may result in disciplinary action.

Review

This policy will be reviewed 12 months after implementation and every 3 years after that.

Who to Contact About this Policy

Any queries is directed to Deputy Auditor-General.

Approval

The Corporate Dress Code Policy becomes effective on the date approved by the Executive Management Committee.

Revision/Change Log

Version 1.0

Policy endorsed by:	Executive Management Committee
Policy approved by:	Auditor-General
Policy effective from:	16 August 2018
Policy to be reviewed by:	16 August 2019
Policy prepared by:	Uniform Committee
Manager responsible for policy:	Manager Corporate Services/Uniform Committee

Version 2.0

Policy endorsed by:	Executive Management Committee
Policy approved by:	Auditor-General
Policy effective from:	08 September 2023
Policy to be reviewed by:	31 August 2026
Policy prepared by:	HR
Manager responsible for policy:	Manager Corporate Services

Good example: Policy for project positions (OAG Fiji)

Relevant Legislation	Employment Relation Act (ERA) 2007 General Orders (GO) 2011 PSC Terms and Conditions of Employment for Government Wage Earners (GWE) 2010
Commencement Date	25 May 2023
Review Date	The review date is 12 months after the commencement date and every three years after that

1. Intent

It is fundamental for the Office of Auditor General to continue operations to deliver the Auditor-General's mandate as outlined in the Constitution of the Republic of Fiji, 2013.

The office of the Auditor General (OAG) recognizes the need to appoint project employees from time to time to support and maintain effective audit service.

This policy is intended to assist in the recruitment and management of project employees and to ensure a consistency of approach in the use of project employment at the OAG.

The circumstances where project employment is regarded as appropriate includes the following:

- The funding of the post is of short term duration
- The post is for a specific project, contract or event

The Auditor General approves and authorizes all project employment for the office.

2. Scope

This policy is applicable to all project employees engaged by the office.

3. Objective(s)

The policy recognizes the operational requirements for the project employment and ensures:

- The project employees are recruited in line with the OAG Recruitment & Selection policies.
- A fair and consistent approach to the management of project employees.

4. Definitions and Acronyms

Project Worker means a person who is engaged specific project and duration.

Policy Maker Auditor-General.

Management Approval of Auditor-General or Deputy Auditor

5. Supporting Documents/References

This policy refers to other policies of the office including Recruitment & Selection, Leave Policy and Attaché, Internship & Temporary GA Policy.

6. Supporting Procedures/Guidelines

The guidelines to the policy are attached as Annexure to this policy. This information will provide the background to the development of the policy should staff need clarification.

RESPONSIBILITIES	
Implementation	The Supervisors and HR is responsible for implementing the policy.
Compliance	The applicant is responsible for complying with the policy.
Monitoring and Evaluation	The Supervisors and HR are responsible for monitoring and evaluating the policy
Implementation & Monitoring Designation	Deputy Auditor General
Development and/or Review	The Corporate Services division will be responsible for developing and/or reviewing the policy
Interpretation and Advice	The Deputy Auditor General is responsible for interpreting and advice on the policy.

ANNEXURE I – Project Employee

1. Recruitment & Selection

All project positions shall be advertised, recruited and processed in accordance with OAG Recruitment and Selection Policy to appoint project employees. The required minimum qualification, experience and skills for each project positions shall be outlined in the statement of duties.

Following the appointment, the appointees will be contacted to sign up the contract of service and submit satisfactory medical & police clearance reports to the office.

2. Engagement of Project Employees:

- a. Project Employees shall be engaged for a specific project in accordance with their letter of appointment detailing the terms and conditions of employment.
- b. If the project employee is subsequently engaged in other projects, he or she should be issued with a new Letter of Appointment specifying the terms and conditions of the new appointment.
- c. Issuance of this new appointment nullifies the previous appointment in (a).
- d. The project employee shall be required to sign the letter of the engagement.
- e. The Project employee shall be paid all accrued benefits at the end of the appointment or contract prior to re-engagement.

3. Terms and Conditions

The project employees are entitled to the same terms and conditions of employment as similar post holders on permanent contracts, subject to the duration of contract and service. The appointees will have the opportunity to work for a contract of 12 months.

a. Benefits & Entitlement

Costs and arrangements for travel, accommodation and living expenses are the responsibility of the appointees. The engagement will be for a period of 12 months. Project employees will be offered salary as per the approved and budgeted remuneration for each post.

Project employees are eligible for leaves as per conditions outlined in the OAG leave policy. This includes; sick leave and bereavement leave. The Annual leave will be calculated pro-rata for the term of contract.

The appointee is not considered to be as established staff of OAG as the arrangement is in the interim and therefore any staff benefit or working conditions agreed between staff and the office shall not apply.

4. Fundamental Principles and Rights

a. Confidentiality and Ethics

The OAG Code of Conduct policy states the principles and expectations governing behaviour of individuals and in the conduct of their work and the same would be expected from the temporary graduate auditors. The appointee is required to keep confidential all information including unpublished information made known to him/her during the period of engagement and must take secrecy oath prior to commencing work.

b. Professional Attire

The OAG Code of Conduct outlines staffs competence and professionalism. During the engagement, one must dress in formal attire.

c. Working Conditions

During the engagement, project employees will be provided with a workstation and computer access.

d. Duties and Responsibilities

The project employees will be actively assisting in the audit under the guidance of nominated supervisors.

5. Discipline, Grievance and Performance

Any breach of conduct shall be dealt with the OAG Staff Disciplinary Policy and the Code of Conduct Policy. Equally, the project worker has the right to raise a grievance under the OAG Grievance Policy.

Similarly, performance issues shall be dealt with in line with the OAG Performance Management procedures.

6. Health & Safety

All project employees shall receive relevant information, instruction and necessary supervision to enable them carry their duties. This includes; workplace safety and OHS procedures.

7. Monitoring & Implementation

To ensure effectiveness of this policy it will be reviewed in May 2024. Taking into account any challenges for this policy and any changes by the service provider.

8. Review

The review date is 12 months after the commencement date and every three years after that.

9. Who to Contact About this Policy

Any queries is directed to the Deputy Auditor General

10. Approval

The Project Employment Policy becomes effective on the date approved by the Executive Management Committee.

11. Revision/Change Log

Version 1.0

Policy endorsed by:	Executive Management Committee
Policy approved by:	Auditor-General
Policy effective from:	25 May 2023
Policy to be reviewed by:	
Manager responsible for policy:	Manager Corporate Services



OFFICE *of the* AUDITOR GENERAL
Republic of Fiji

HR Champions Programme

Policies

The Questions

1. Process of developing policies. What put the “wheels in motion” and made it necessary for you to develop your policies?
2. How did you decide in the number and areas of the policies – why those and not others?
3. Do you feel that any of them are more necessary than others – exemplify.
4. How do you make sure that they are followed or that staff knows about them?
5. Practical steps when you develop a policy.

Why is it necessary to develop policies?

- Wheels in motion – the mandate
SAI AUTONOMY
- 2013 Constitution for the Republic of Fiji
- OAG Policy Development Framework
- Assistance from twinning with the Tasmanian Audit Office.

Framework Policies



OFFICE OF THE AUDITOR GENERAL

5.0 POLICY REGISTER

This is maintained by the HR & Policy Officer in an Excel Database.

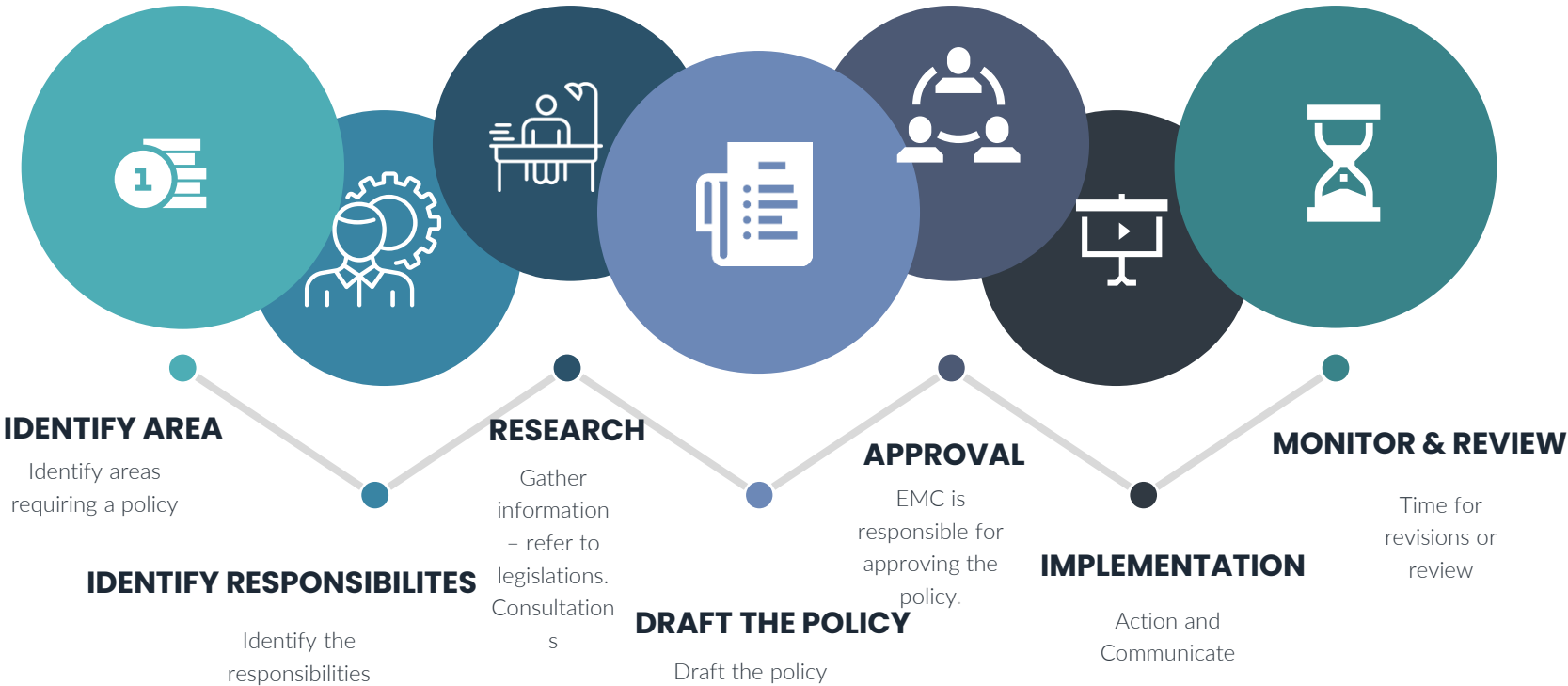
Policy No.	Document Title	Commencement Date	Effective Dates	Implementation & Monitoring Designation	Development/ Review	Next Review Date	Current Status /Proposed Recommendation	Priority Listing
1	Conflict of Interest Policy	27 April 2017	27 April 2017 16 Aug 2018 23 May 2019 29 Sept 2021	HR & Policy Officer	CSG	24 September 2024	Approved/Revised	Low
2	Mobile Policy	27 April 2017	27 April 2017 16 Aug 2018 23 May 2019 30 Nov 2022	HR & Policy Officer	CSG	30 November 2023	Approved Revised on 30/11/23 No major Change – recommend Implementing for 3 years	Low
3	Flexi Time Policy	27 April 2017	27 April 2017 01 April 2020	HR & Policy Officer	CSG	31 March 2023	Approved/Revised No major Change – recommend Implementing for 3 years	Low
5	Motor Vehicle Policy	20/07/2017 23 January 2020	20 July 2017 23 January 2020	HR & Policy Officer	CSG	23 January 2023	Approved/Revised	High
6	Travel Policy	20 July 2017	20 July 2017	Finance & Admin	CSG	20 July 2018	Approved	Medium
7	Materiality Policy	21 June 2017	21 June 2017	AAG	CSG	24 February 2024	Approved	Low

Areas covered

1. Audit Methodology
2. Corporate Policies
3. Human Resource Policies
4. Financial Policies
5. Physical and Technical Infrastructure Policies

OAG Policy Database

POLICY DEVELOPMENT



Policy Awareness

- Acceptable use & put to practice “Know the rules”
- Strengthen staff & management responsibility.
- Put in place control measures “You Can” or “You Cant” - set clear instruction
- Create flexible and balance working relationship.