



HUMAN RESOURCES POLICIES

Made pursuant to
The Innovative University of Enga Act 2022

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1. OVERVIEW

Innovative University of Enga believes that hiring qualified personnel to fill positions in the different departments contributes to the University's overall success. Each employee is therefore hired with the objective of making a significant contribution to Innovative University of Enga.

2. PURPOSE

The hiring policy has been established to ensure **Innovative University of Enga** has the opportunity to attract the best available staff for all vacant positions.

3. SCOPE

This hiring policy applies to all employees of **Innovative University of Enga** who are involved in the hiring process.

4. RESPONSIBILITY

It shall be the responsibility of the **Human Resources (HR) Department** to implement this policy and to monitor its performance.

It is the responsibility of **Managers and Supervisors** to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorised;
- All roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the **HR Department** to ensure that:

- All Managers are aware of their responsibilities in the recruitment and selection process;
- Managers are given continuous support and guidance in regard to recruitment and selection issues.

5. POLICY AND PROCEDURES

In hiring the most qualified candidates for positions, the following process should be followed.

a) Staff request

When a position (newly created or replacement, continuing or term position) needs to be filled or extended, a staff request form must be completed and authorized.

Requests must be submitted by the supervisor or service manager and forwarded to the HR Department:

- Position title;
- Hours/shift teams of the position;
- The full time or part time status of the position;
- Reason for the opening;
- Duties and essential qualifications of the position (or a current position description may be attached);
- Any special instructions relating to advertising on recruitment.

b) Job description

A job description describes the areas of responsibility and accountability within a department. When a position is vacant, it is appropriate to review and, if necessary, update the job description and task description to ensure that it is up to date. Professional qualifications should also be reviewed. The HR Department can assist in updating work descriptions.

New or modified positions will be evaluated by the HR Department in order to determine a salary range corresponding to the underlying responsibilities.

c) Meetings

HR will arrange a meeting with the hiring manager before posting a job offer. The objective of this meeting is to learn more about the position, requirements and profile of the ideal candidate. The recruitment strategy will be defined during this meeting and expectations will be established with all stakeholders.

d) Job postings

Once the position is approved and the job description is finalized (if applicable), the HR Department will prepare the job posting. HR will create job postings that briefly describe the job opening and communicate Innovative University of Enga's brand.

The job posting will be prepared based on the job description and any special requirements detailed on the staff request. It may also include preferred qualifications that may enhance performance in the position. These would be considered in the event that two candidates are considered relatively equal.

All job openings will be posted concurrently on Innovative University of Enga's intranet or Internet and externally with sources appropriate for the position being filled. Jobs will remain posted until the position is filled.

All qualified candidates are encouraged to apply for positions. As the University strives to be an equal opportunity employer, all employment postings will encourage applications from qualified persons or other persons from a visible minority group, persons with disabilities and women. Applicants who self-identify in their cover letter will be given special consideration.

The HR Department will be responsible for tracking all applicants and retaining applications and resumes as required.

e) Internal applicants

Hiring managers can post a job opening internally before starting to recruit external candidates. If they decide to post internally, they can:

Current employees with a satisfactory employment status may apply for internal job openings. The consents of the employee's manager and the HR Department may be necessary for employees with less than one year of service with Innovative University of Enga.

All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the HR Department.

f) Application

The HR Department will receive all applications. Following the closing date, the HR Department will make the applications available to the selection committee.

g) Interview process

The HR Department and the manager of the future employee will screen applications and resumes before scheduling interviews.

Initial interviews will generally be conducted by the HR Department using behaviour-based interview questions and a structured interview process. The second interview will be conducted by the HR Department and the hiring manager. Candidate evaluation forms will be completed after each interview and kept with the application.

The HR Department will notify candidates who are not selected for positions at Innovative University of Enga.

Also, we encourage hiring managers to send interview feedback to candidates. They should first though check with HR to make sure they won't invite legal action. Being brief, respectful and keeping feedback job-related are the general rules for writing feedback emails to candidates.

h) Reference checks

HR will conduct professional reference checks and employment verification of the best candidates based on the results of the candidate employment verification forms completed by the interviewers.

A minimum of three professional references is required from each candidate.

i) Selection committee

The purpose of the selection committee is to make a hiring recommendation to the hiring manager. Discussions within the selection committee and information obtained from data verification and reference checks are strictly confidential and there will be no disclosure of such information outside the selection committee or the HR Department.

j) Job offers

Once a decision has been made to hire a candidate, an offer will be made subject to satisfactory completion of background checks and testing. Background checks will vary by position and may include academic credentials, criminal history, credit history, driving record, drug tests or any other information relevant to the position.

Internal candidates must complete the required background checks or examinations that have not yet been completed.

Once the HR Department has obtained satisfactory results from all required background checks and tests, candidates will receive a final job offer. If a candidate does not accept a job offer within seven (7) calendar days, the offer may be cancelled by the University.

6. REVOKED OFFERS

When a formal offer has to be revoked, the hiring manager and Human Resources Department should draft and sign an official document. This document should include a legitimate reason for revoking the offer.

Legitimate reasons include:

- Candidate is proved to not be legally allowed to work for our University at a specific location;
- Candidate has falsified references or otherwise lied about a serious issue;
- Candidate doesn't accept the offer within the specified deadline (deadline must have been included in the offer letter);
- Hiring managers and HR must notify the candidate formally as soon as possible.

7. APPLICABILITY

This policy applies to IUE Council, all IUE employees, contractors, volunteers and consumers.

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IUE Council	IUE Council		

Innovative University of Enga (“University,” “Us,” “We”) is committed to fostering, cultivating, and preserving a culture of diversity, equity and inclusion.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and University’s achievement as well.

We embrace and encourage our employees’ differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

1. POLICY

Innovative University of Enga diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees’ varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

2. OUR COMMITMENTS

We encourage equality, diversity and inclusion in the workplace as they are good practice and make business sense. We aim at creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.

This commitment includes training managers and all other employees about their rights and responsibilities under the Inclusion Policy. Responsibilities include staff conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination.

All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

We shall take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of the University's work activities.

Such acts will be dealt with as misconduct under the organisation's grievance and/or disciplinary procedures, and appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

We shall make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.

We shall review employment practices and procedures when necessary to ensure fairness, and also update them and the Policy to take account of changes in the law.

We shall monitor the make-up of the workforce regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality, diversity and inclusion, and in meeting the aims and commitments set out in the Inclusion Policy. Monitoring will also include assessing how the Inclusion Policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

3. RESPONSIBILITIES OF EMPLOYEES

All employees of Innovative University of Enga have a responsibility to always treat others with dignity and respect. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other University-sponsored and participative events. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

4. COMPLAINTS

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the University 's Inclusion Policy and initiatives should seek assistance from a supervisor or a Human Rights representative.

5. APPLICABILITY

This policy applies to IUE Council, all IUE employees, contractors, volunteers and consumers.

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. POLICY

With respect for diversity being one of our core values, we at Innovative University of Enga (hereinafter referred to as the “University,” “us,” or “we”) have been committed to being an equal opportunities employer. The same is reinforced by our Policies.

Our success is based on our people. We treat each other with respect and dignity and expect everyone to promote a sense of personal responsibility. We recruit competent and motivated people who respect our values, provide equal opportunities for their development and advancement, protect their privacy and do not tolerate any form of harassment or discrimination.

We embrace diversity and respect the personal dignity of our fellow employees. We respect the personal dignity, privacy and personal rights of every employee and are committed to maintaining a workplace free from discrimination and harassment. Therefore, employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation, or engage in any kind of verbal or physical harassment based on any of the above or any other reason. Employees who feel that their workplace does not comply with the above principles are encouraged to raise their concerns with the HR Department.

2. SCOPE

The Equal Opportunity Policy is applicable for all job applicants and employees.

We are committed to providing equal opportunities without any discrimination on the grounds of age, color, disability, origin, nationality, religion, race, gender, or sexual orientation and will not engage in any kind of verbal or physical harassment based on any of the above or any other reason.

Our employees are personally responsible for treating each other with respect and dignity, which includes respecting the rights and differences of others. Employment with us will be based on merit and not on any irrelevant attributes or characteristics that an individual may possess. Developmental and promotional opportunities will be based on performance, ability and potential, and will be consistent with the needs of the business.

3. DIGNITY AND RESPECT

Our leaders shall be responsible for creating a conducive work environment built on tolerance, understanding, cooperation and respect for individual privacy.

Everyone in our work environment must be treated with dignity and respect. We do not tolerate any form of harassment, whether sexual, physical, verbal or psychological.

We have clear and fair disciplinary procedures, which necessarily include an employee's right to be heard.

We respect our employees' right to privacy. We have no concern with their conduct outside of our work environment, unless such conduct impairs their work performance, creates conflicts of interest or adversely affects our reputation or business interests.

4. POLICY STATEMENT

We are committed to providing equal opportunities in employment and creating an inclusive work environment. We endeavor to:

- provide equal and fair opportunities for employment to all qualified applicants;
- maintain a work environment free from harassment based on age, color, physical ability, marital status, parental status, ethnic origin, religion, sexual orientation, or gender identity;
- make employment relationship decisions solely on the basis of individual ability and qualifications, subject only to occupational requirements, seniority and other appropriate non-discriminatory criteria;
- adhere to applicable law pertaining to equal employment opportunities and fair employment practices; and
- inform staff of certain behavior that is unacceptable, and measures that the University may take in response to deviant behavior towards employees.

5. ROLES AND RESPONSIBILITIES

All employees have the responsibility to comply with this Policy and all applicable laws and regulations. Compliance is required whenever an employee is acting in their capacity as a representative of the University.

Managers and supervisors have the additional responsibility to take reasonable steps to resolve complaints that are brought to their attention and to maintain confidentiality as far as practicable.

Human Resources representatives have the following additional responsibility: to provide advice and address grievances relating to the employment of persons with disabilities and/or

any other complaints regarding discrimination in any other form against any job applicant/employee.

6. NON-DISCRIMINATION

We shall not discriminate directly or indirectly against any employee or job applicant on any grounds, including on the grounds of age, color, physical ability, ethnic origin, nationality, religion, gender, family status, marital status, gender re-assignment, or sexual orientation.

We will make reasonable accommodation, whenever necessary, for qualified employees or job applicants who have disabilities.

Reasonable accommodation means necessary and appropriate modification and adjustments, without imposing a disproportionate or undue burden in a particular case, to ensure for persons with disabilities the enjoyment or exercise of rights equally with others.

7. BULLYING AND INTIMIDATION

We promote a harmonious working environment in which our employees will be treated with dignity and respect. We have a zero-tolerance Policy towards bullying and harassment.

8. COMMITMENT TO DIVERSITY AND INCLUSION

We are committed to strengthening diversity and inclusion at the workplace through an enabling environment, supportive work life Policies for employees and a culture that welcomes differences and creates a sense of belonging. We strive to create a work environment where all employees can develop and grow to achieve their full potential. We are an equal opportunities employer and are committed to maintaining respect and dignity for all.

9. COMPLAINT PROCESS AND PROCEDURES

A person wishing to make a complaint of discrimination can consult and file a complaint with the Executive Leadership and Management Board (ELMB). The complaint should be made in writing and addressed to the chairperson of the ELMB within five (5) working days of any such incident of discrimination.

Once the complaint has been filed, an investigation will be undertaken immediately by the Committee to work towards the prompt resolution and prevention of discriminatory acts and practices. The matter should be resolved within fifteen (15) working days.

10. APPLICABILITY

This policy applies to IUE Council, all IUE employees, contractors, volunteers and consumers.

Document Control

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1. POLICY

Innovative University of Enga believes in providing opportunities for its employees to advance within the University. Promotion opportunities to positions of higher responsibility for existing staff members will be limited only by the individual's ambition, attitude, and qualifications such as proven experience, education, and capabilities.

2. DEFINITIONS

"Promotion" is the movement of an employee to a higher-grade level, either within the same department or to another department due to a change in duties and not due to a market adjustment in salary.

Our University is committed to investing in our employees and rewarding good performance to encourage overall excellence.

For this reason, promotion from within is a highly regarded practice in our University as a way of giving our employees the chance for career advancement.

This Promotion Policy illustrates the guidelines and the process that managers must follow when effecting promotions.

All employees should be aware of this Policy to avoid any confusion about who qualifies for promotion and when.

3. ELIGIBILITY

Any employee in good standing is eligible for promotion consideration, assuming he or she meets the minimum qualifications for the position.

4. FACTORS WHICH INFLUENCE PROMOTION

Following are the factors which influence promotion:

- Performance
- Seniority

- Assessment of potential
- Time since the last promotion
- Merit and ability
- Training

In accordance with our University policies, we will not tolerate promotions that are based on:

- Managers' subjective opinions unsupported by performance evaluations or metrics
- Discrimination
- Fraternization
- Favoritism
- Nepotism

To avoid such incidents, managers must keep good records of their promotion evaluation process.

5. PROMOTION WITHIN SAME DEPARTMENT

All new vacant positions below the chief level are posted internally for fifteen business days and are open to all eligible employees of Innovative University of Enga.

Department heads wishing to recommend a promotion for an employee because of a change in job duties being performed should review and revise the employee's job description in accordance with that employee's actual job duties, making note of major changes in responsibility that would warrant consideration of a promotion.

The department head should submit the new job description, along with a completed salary authorization form, outlining recommended grade/salary/title changes, and a memorandum outlining the recommendation to the Director of Human Resources.

The Director of Human Resources will review the documentation and compare it to market rate and the internal structure at Innovative University of Enga and determine if the recommendation should be supported, modified or denied.

The Director of Human Resources will provide all documentation with a final recommendation to the President of IUE for final approval.

6. PROMOTION TO ANOTHER DEPARTMENT

All job vacancies below the chief level are posted internally for fifteen business days.

Employees who are interested in a posted position should make that interest known by applying for the position.

Internal candidates do not need the permission of their supervisor to apply for open positions at Innovative University of Enga. After applicants are interviewed by HR and if they are considered good candidates for the position, their supervisor will be notified of their application by HR.

If a vacancy exists at the chief officer level, potential internal candidates will be reviewed by the President of IUE. The position may also be advertised externally. Internal candidates, if any, will be considered based on a comparison with both internal and external candidates. A final decision will be made by the President.

The maximum time that an employee may be kept in his or her current position after being accepted for another Innovative University of Enga position is 30 calendar days.

7. PAY CHANGES

All changes in pay will be consistent with the guidelines listed in the Innovative University of Enga compensation plan. The salary offered for the new position will be determined primarily based on the employee's qualifications for the new position and internal equity within the department or work group. Employees can choose to accept or decline offers without repercussions for their current position.

8. CAREER GROWTH WITHOUT PROMOTION

Managers can expand employees' responsibilities and influence without promoting them in the official sense, for example, when a salesperson assumes leadership of his team, or a junior coder begins handling engineering operations.

Employees may earn higher salaries or allowances for these roles, even in the absence of an official title change. Such benefits are determined by the position and added duties and are at the sole discretion of the immediate supervisor.

Managers should always have an updated schedule detailing the promotion plan for their teams and discuss future career prospects during performance appraisals.

9. MONITORING AND REVIEW

A formal review of this Policy will take place every three years unless there is a significant change in relevant legislation or University need which triggers a review before then.

10. APPLICABILITY

This policy applies to IUE Council, all IUE employees, contractors, volunteers and consumers.

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Innovative University of Enga will conduct its business honestly and ethically wherever we operate in the world. We will constantly improve the quality of our services, learning, teaching and research, operations and will create a reputation for honesty, fairness, respect, responsibility, integrity, trust and sound business judgment. No illegal or unethical conduct on the part of officers, directors, employees or affiliates is in the University's best interest. Innovative University of Enga will not compromise its principles for short-term advantage. The ethical performance of this University is the sum of the ethics of the men and women who work here. Thus, we are all expected to adhere to high standards of personal integrity.

Officers, directors, and employees of the University must never permit their personal interests to conflict, or appear to conflict, with the interests of the University, its students or affiliates. Officers, directors and employees must be particularly careful to avoid representing Innovative University of Enga in any transaction with others with whom there is any outside business affiliation or relationship. Officers, directors, and employees shall avoid using their University contacts to advance their private business or personal interests at the expense of the University, its students or affiliates.

No bribes, kickbacks or other similar remuneration or consideration shall be given to any person or University in order to attract or influence business activity. Officers, directors and employees shall avoid gifts, gratuities, fees, bonuses or excessive entertainment, in order to attract or influence business activity.

Officers, directors and employees of Innovative University of Enga will often come into contact with, or have possession of, proprietary, confidential or business-sensitive information and must take appropriate steps to assure that such information is strictly safeguarded. This information – whether it is on behalf of our University or any of our students or affiliates – could include strategic business plans, operating results, marketing strategies, students lists, personnel records, upcoming acquisitions and divestitures, new investments, and manufacturing costs, processes and methods. Proprietary, confidential and sensitive business information about this University, other or Higher Education Institutions, companies, individuals and entities should be treated with sensitivity and discretion and only be disseminated on a need-to-know basis.

Misuse of material inside information in connection with trading in the University's securities can expose an individual to civil liability and penalties under the IUE Act 2022. Under this Act, directors, officers, and employees in possession of material information not available to the public are "insiders." Spouses, friends, suppliers, brokers, and others outside the University who may have acquired the information directly or indirectly from a director, officer or employee are also "insiders." The Act prohibits insiders from trading in, or

recommending the sale or purchase of, the University's securities, while such inside information is regarded as "material", or if it is important enough to influence you or any other person in the purchase or sale of securities of any University with which we do business, which could be affected by the inside information. The following guidelines should be followed in dealing with inside information:

- ☐ Until the material information has been publicly released by the University, an employee must not disclose it to anyone except those within the University whose positions require use of the information.
- ☐ Employees must not buy or sell the University's securities when they have knowledge of material information concerning the University until it has been disclosed to the public and the public has had sufficient time to absorb the information.
- ☐ Employees shall not buy or sell securities of another corporation, the value of which is likely to be affected by an action by the University of which the employee is aware and which has not been publicly disclosed.

Officers, directors and employees will seek to report all information accurately and honestly, and as otherwise required by applicable reporting requirements.

Officers, directors and employees will refrain from gathering competitor intelligence by illegitimate means and refrain from acting on knowledge which has been gathered in such a manner. The officers, directors and employees of Innovative University of Enga will seek to avoid exaggerating or disparaging comparisons of the services and competence of their competitors.

Officers, directors and employees will obey all Equal Employment Opportunity laws and act with respect and responsibility towards others in all of their dealings.

Officers, directors and employees will remain personally balanced so that their personal life will not interfere with their ability to deliver quality products or services to the University and its students.

Officers, directors and employees agree to disclose unethical, dishonest, fraudulent and illegal behavior, or the violation of University policies and procedures, directly to management.

Violation of this Code of Ethics can result in discipline, including possible termination. The degree of discipline relates in part to whether there was a voluntary disclosure of any ethical violation and whether or not the violator cooperated in any subsequent investigation.

Remember that good ethics is good business

APPLICABILITY

This policy applies to IUE Council, all IUE employees, contractors, volunteers and consumers.

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1. PURPOSE

Innovative University of Enga is committed to ensuring equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence.

We believe in integration, and we are committed to meeting the needs of people with disabilities in a timely manner. We will do so by removing and preventing barriers to accessibility and by meeting our accessibility requirements under Papua New Guinea's accessibility laws.

This policy demonstrates the commitment that has made to fostering and supporting a diverse workforce and to integrating equal opportunity for people with disabilities into Innovative University of Enga policies, procedures, decisions and operations. Innovative University of Enga is committed to supporting a culture that values the promotion of a positive and safe environment for all its employees and an environment that reflects the University's University al values, in accordance with the principles of understanding, acceptance and inclusion.

2. APPLICABILITY

This policy covers all staff and job applicants. This also covers employees who become disabled during their employment. Where relevant it also covers staff employed by outside agencies working at Innovative University of Enga's premises.

3. POLICY STATEMENT

This policy covers all areas of employment, including recruitment, promotion and training.

All reasonable and necessary changes will be investigated, and any justified changes will be made to the workplace and to employment arrangements so that disabled people are not at any substantial disadvantage compared to non-disabled people.

In recruitment and selection, Innovative University of Enga will modify selection techniques, where appropriate, and make any other reasonable changes to ensure that disabled people can be considered equally with non-disabled candidates.

Innovative University of Enga will ensure that disabled people will receive equal treatment in training and development, and, where appropriate, will supply additional training.

A flexible approach will be adopted and, where possible and justified, consideration to reallocation of duties, time off for rehabilitation, assessment or treatment or other appropriate measures to ensure equal opportunity.

Every endeavor will be made to ensure that contract workers are not discriminated against because of their disability and will ensure that any contract workers and other agencies that may be used are aware of this policy.

4. POLICY GUIDELINE

Employees will have access to the services provided by disability services and, where applicable, may use any specialized equipment provided for their workplace. Employees may also bring and use their own specialized equipment, with the approval of their supervisor.

In addition, the University is committed to following the political direction as outlined below:

- Innovative University of Enga is committed to supporting all staff and recognizes that staff with disabilities, or those who may be developing a disability, may require additional support to enable them to remain in the workplace.
- As an employer of choice, and as good practice, Innovative University of Enga will also consider making reasonable adjustments for any staff that may not be deemed as having a disability as defined by the law.
- Innovative University of Enga has made a commitment to not only abide by the essential actions, but wherever operationally possible, to go beyond any statutory legal requirement to support staff who develop a disability to stay in the workplace.
- This policy is designed to support staff with existing disabilities, staff who may be developing a disability, as well as the recruitment of staff with disabilities. The policy should also encourage all staff to work within the principles and spirit of this policy, regardless of whether they are disabled.
- Disability is a protected characteristic in law, this allows the employer to treat staff more favorably than their non-disabled colleagues, however, not to the detriment of staff with other protected characteristics as covered by this policy.
- This policy is based on best practice and recognizes the need to protect against discrimination due to disability as defined in the law as well as the UN Convention on the Rights of persons with Disabilities, Article 27.

- This policy will be jointly reviewed regularly by staff side and HR, to ensure compliance with current legislation and best practice.

5 ASSISTIVE DEVICE

- People with disabilities may choose to use their own personal assistive devices, while performing their work. Innovative University of Enga acknowledges the importance of these devices and will allow people with disabilities to use their own personal assistive devices to perform their work, unless there is a defined risk associated with that use.
- In cases where the assistive device presents a safety concern or where accessibility might be an issue, Innovative University of Enga will assess service delivery and potential service options to meet the needs of the individual.

6 GUIDE DOGS, SERVICE ANIMAL & OTHERS

- Innovative University of Enga recognizes the vital relationship and dependency which exists between a person with a disability and their service animal, guide dog, and/or service dog. Guide dogs or other service animals shall be permitted entry to all Innovative University of Enga facilities that are open to the staff.
- If a guide dog or other service animal disturbs other staff members or students, the person and the accompanying animal may be required to leave the zone or premises.
- Innovative University of Enga anticipates that there will be special situations and is prepared to make every effort to adapt to the circumstances on an individual basis as they arise, thereby ensuring the safety of all staff, students, visitors and animals.
- In cases where the animal is excluded from the premises by law, other provisions may be made, such as: another appointment format, i.e. a teleconference when technology permits; another time or place; another accommodation; other assistance measures available to ensure equality of outcome.
- An employee/client with a disability who is accompanied by a guide or service dog will have access to food service areas open to the public, unless otherwise provided by law. Guide and service dogs are allowed to go to places where food is served, sold or offered for sale. Service animals are not allowed to enter areas where food is prepared. Other types of service animals are not permitted in food service areas.
- The staff is responsible for the care, supervision and control of their guide dog or service animal while on site

7 ADMINISTRATION

This policy and its related procedures will be reviewed as required in the event of legislative changes or, changes to University procedure

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. POLICY STATEMENT

This attendance policy outlines our expectation about employees' coming to work. Being punctual when coming to work helps maintain efficiency in our workplace.

2. SCOPE

Most employees need to collaborate with their colleagues to do their job. To make this collaboration easier, we expect employees to be punctual and follow their schedule. This University attendance policy applies to all employees regardless of position or type of employment.

3. DEFINITIONS

Absenteeism refers to frequent absence from an employee's job responsibilities. This includes not coming to work frequently or taking excessive sick leave without being able to submit doctor's notes.

Presenteeism refers to being present at work beyond your schedule even when we don't require overtime. This can cause you to overwork and have an impact on your productivity and job satisfaction. We want to ensure that you keep your schedule both when coming to work and leaving.

Tardiness refers to coming in late, taking longer breaks than you're entitled to and constantly leaving earlier from work without reason. We probably won't mind if you're a bit late one morning or leave a little earlier on a Friday. But, we want to make sure you generally follow your schedule and you don't cause disruption in our workplace.

4. POLICY OVERVIEW

Employees at Innovative University of Enga are expected to be present for work, on time, every day. Regular attendance and punctuality are important to keep your team and the University running smoothly. Arriving late, being tardy, or absence from work causes disruptions and burdens colleagues.

5. FAILURE TO CLOCK IN OR CLOCK OUT

Employees must clock-in and clock-out for each shift. If there is any problem recording a clock-in or clock-out, employees should inform a manager immediately. Employees who consistently fail to clock-in or clock-out may receive disciplinary action, up to and including termination.

6. REPORT OF ABSENCE

Employees are given a five-minute grace period at the start and end of each scheduled shift and for breaks and one hour for lunch.

Employees are required to report an absence by your manager or the Director of HR. Employees must report each day they are absent. Failure to call-off one hour prior to a shift will result in a no call-no show.

7. UNFORSEEN ABSENCES

If you can't come in to work one day, notify your manager as soon as possible. Unexcused or unreported absence for more than three days will be considered job abandonment. If you need to leave work early one day, inform your manager.

We will understand if you have good reasons for being absent, even if you don't report it. Those reasons usually involve serious accidents and family or acute medical emergencies. We may ask you to bring us doctor's notes or other verification. In these cases, we will record your absence as "excused."

The following list, although not exhaustive, includes reasons that we don't consider excused absence:

- Waking up late.
- Stopping on the way to work for personal reasons.
- Traffic or public transportation delays excluding situations that result in closing of roads.
- Bad weather, but excluding extreme weather conditions like blizzards, hurricanes and floods.
- Holidays that haven't been approved.

8. EXCUSED, UNPAID ABSENCES WITHOUT DISCIPLINARY ACTION

Excused, unpaid absences can be granted for funerals, bereavement, childbirth, a car accident, medical appointment, and unavoidable emergencies. In these cases, employees must provide documentation to prove the reason for absence.

9. ATTENDANCE POLICY EXCEPTIONS

Absence because of bereavement, or other duty, are exempt from disciplinary action. Bereavement, legal issues or jury duty require proper documentation to be given to a manager within 48 hours of the absence.

10. OVERVIEW OF DISCIPLINARY ACTION FOR ATTENDANCE INFRACTION

Attendance issues will result in progressive disciplinary action up to and including dismissal. The different steps that can lead to a layoff are:

- Verbal warning
- Written warning
- Meeting with manager/supervisor, possible suspension

If an employee is absent for three or more consecutive days, evidence for excusing the absence, such as a doctor's note, must be provided.

If an employee is a no call-no show for three or more consecutive days, it will be considered a job abandonment or termination without notice.

Employees may request exceptions for work absences from human resources and management. These must be approved on a case-by-case basis.

11. GOOD ATTENDANCE

Employees who have less than seven (7) incidents of absenteeism or tardiness in a year will receive an additional paid day off for next year. You have a good attendance record when you:

- Report consistently to work.
- Come to work at the scheduled shift start time.
- Leave work at the scheduled shift end time (except when paid overtime is required.)
- Remaining at work during working hours (excluding breaks.)
- Take breaks that don't exceed an expected length.
- Notify your manager when you need to be absent or late.
- Be absent or late with good reasons only

12. REVIEW AND REVISION

This policy will be reviewed as it is deemed appropriate, but no less frequently than every three years.

13. APPLICABILITY

This policy applies to all IUE employees and volunteers.

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. OVERVIEW

Innovative University of Enga is committed to developing security policies and practices and, in doing so, has implemented this clean office policy to increase physical security in Innovative University of Enga's offices.

A clean office policy is a powerful tool to ensure that all sensitive/confidential documents are removed from the end user's workspace and locked when items are not used or when an employee leaves the workstation. The goal is to minimize the risk of security breaches in the workplace.

2. PURPOSE

The purpose of this policy is to ensure that confidential information and sensitive documents are kept away from inquisitive eyes when they are not used by authorized personnel or when the employee leaves his or her workspace.

This policy is also intended to increase employee awareness of the protection of sensitive information.

3. OBJECTIVE

The objective of this policy is to establish minimum requirements for maintaining a "clean office", where sensitive/critical information about employees, students, intellectual property, customers, partners and suppliers is protected in locked areas and out off site.

A Clean Desk policy not only complies with the highest industry protection standard but is also part of the standard basic controls for confidentiality.

4. SCOPE

This policy applies to all current employees and affiliates of Innovative University of Enga, including full-time and part-time staff, contractual, permanent and temporary employees and also applies to job applicants.

5. POLICY

- Employees are required to protect all sensitive or confidential information in their workspace at the end of the working day and when they are absent from their workspace

for a prolonged period of time. This includes electronic and physical hardcopy information.

- Whiteboards containing confidential and/or sensitive information should be erased after use.
- If you are not sure that a duplicate of a sensitive document should be kept, it is probably better to place it in the locked shredder bin.
- Consider scanning paper items and filing them electronically in your workstation.
- Desktops/laptops must be locked (disconnected or turned off) when left unattended and at the end of the working day. Portable devices such as laptops and tablets that stay overnight in the office should be turned off and stored out of sight.
- Laptops must be either locked with a locking cable or locked away in a drawer.
- Keys used to access restricted or sensitive information and physical access cards should not be left unattended on a desk.
- Any restricted or sensitive information must be removed from the desk and locked in a drawer when the desk is unoccupied and at the end of the workday.
- Mass storage devices such as CDs, DVDs, USB drives or external hard drives must be treated as sensitive material and must therefore be in locked locations when not in use.
- File Executive Leadership and Management Board s containing restricted or sensitive information must be kept closed and locked when not in use or when not attended.
- Printed documents should be immediately removed from printers. Printing of physical copies should be limited and reserved only for documents requiring a physical copy. Documents should be accessed, shared and managed electronically in most cases.
- At the end of the day, any documents remaining in the printer must be put in the shredding bin.
- The documents must be put in a folder intended for this purpose and this folder must be put in a binder and locked at the end of the day.
- All sensitive documents and restricted information that must be destroyed, must be placed in locked confidential shredding bins.
- Passwords should not be left on sticky notes displayed on or under a computer or written in a place that is accessible to everyone.

6. ENFORCEMENT

Employees are expected to follow the spirit and intent of this policy. Periodic sweeps of work areas may be conducted by their supervisor or his designee during non-work hours to verify adherence to the policy. Violations will be brought to the attention of the respective supervisors for appropriate follow-up action.

7. MANAGER RESPONSIBILITY

It is the responsibility of any department manager to ensure that the above policies are implemented.

Repeated or serious violations of the office's clean desk policy may result in severe disciplinary action up to and including dismissal.

8. MISSING DOCUMENTS OR DEVICES

If you notice that any of your devices or documents have disappeared, or if you think your workspace has been searched or manipulated in any way, please inform the department manager right away.

9. APPLICABILITY

This policy applies to University Council all IUE employees and volunteers.

Document Control

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

This policy provides guidelines for resolution and the treatment of complaints made by our students, parents, community and customers. Each employee is responsible for reviewing the elements of the policy below. Also, the employee's signature is required to confirm the reading of the University's policy.

1. POLICY STATEMENT

At Innovative University of Enga, we believe that if a student, a member of community or customer wishes to file a complaint or express dissatisfaction, it should be easy for them to do so. It is Innovative University of Enga's policy to receive complaints and consider them as an opportunity to learn, adapt, improve and provide better service.

In addition, a quick resolution of complaints, in a way that respects and values the person's feedback, can be one of the most important factors in recovering the person's confidence about the quality of education or service offered by the University. It can also help prevent further escalation of the complaint. A responsive, efficient, effective and fair complaint management system can assist our University to achieve this.

The purpose of this policy is to ensure that complaints are handled properly and that all complaints or comments are taken seriously. This University expects staff at all levels to be committed to fair, effective and efficient complaint handling.

2. PURPOSE

This policy is intended to ensure that Innovative University of Enga handle complaints fairly, efficiently and effectively. The University's objective is to ensure that its complaints procedure is properly and effectively implemented, and that complainants feel confident that their complaints and worries are listened to and acted upon promptly and equitably.

Our complaint management system aims to:

- allow us to respond to questions raised by people who file complaints in a timely and cost-effective manner;
- increase students, partners and community confidence in our administrative process; and
- provide information that we can use to improve the quality of education, services, personnel and complaint handling.

This policy provides guidance to our staff and to individuals who wish to file a complaint about the key principles and concepts of our complaint management system.

3. SCOPE

This policy applies to all staff receiving or managing complaints from students, parents and community made to or about us, regarding our quality of education (learning, teaching and research), services, staff and complaint handling.

4. WHAT IS A COMPLAINT?

A complaint is any expression of dissatisfaction about the quality of education or services offered by Innovative University of Enga or its staff or the action or lack of action taken regarding operations, facilities or services provided by Innovative University of Enga or by a person or body acting on behalf of the University.

A formal complaint means a complaint that has not been successfully resolved through the Complaint Management Process as outlined in this policy. The complainant has chosen to formalize the complaint by completing a Complaint form.

An informal complaint means a complaint that has been received by the University, by telephone, email, regular mail or in person, which has not been submitted on a Complaint Form.

All non-anonymous complaints filed necessitate a response.

5. COMPLAINT MANAGEMENT SYSTEM

a) Oral Complaints

- Innovative University of Enga employees who receive a verbal complaint should try to resolve the issue immediately if possible. If staff cannot resolve the problem immediately, they should offer to refer it to the Director of HR Department for resolution. The complaints Director of HR will be the named person who deals with the complaint through the process. When staffs or managers receive an oral complaint, both should listen sincerely to the concerns raised by the complainant. Any contact with the complainant must be polite, courteous and sympathetic. At all times, staffs and managers must remain calm and respectful.
- After discussing the problem, each manager or staff member handling the complaint should suggest an action plan to resolve the complaint. If this action plan is acceptable, the staff member should clarify the agreement with the complainant and agree on a way in which the results of the complaint will be communicated to the complainant (i.e. by another meeting or letter).

- If the proposed action plan is not acceptable to the complainant, the staff member or manager should ask the complainant to make his or her complaint in writing to Innovative University of Enga and provide a copy of the procedure and complaint form to be completed.
- In both situation, details of the complaint should be recorded on a complaint form.

b) Written Complaints

- When a complaint is received in writing, it must be forwarded to the designated Manager, who must enter it in the Complaint Register and send an acknowledgment receipt within five (5) working days in order to establish a relationship of confidence with the person who filed the complaint.
- If necessary, further clarification should be obtained from the complainant. If the complaint is not made by a student but on her/his behalf, the student's consent, preferably in writing, must be obtained in advance from the student.
- After receiving the complaint letter, a copy of the complaint procedure must be given to the student. Clearly explain to the complainant the complaint process, the time it can take and realistic expectations.
- Immediately on receipt of the complaint Innovative University of Enga should launch an investigation and within five (5) days should be in a position to provide a full explanation to the complainant, either in writing or by arranging a meeting with the individuals concerned.
- Director of HR Department must record all relevant information about the complaint and keep it as simple and accurate as possible.
- If the complaint raises potentially serious concerns, legal advice should be obtained. If legal action is taken at this stage, any investigation by Innovative University of Enga under the complaint procedure should cease immediately.
- If the issues are too complex for the investigation to be completed within five (5) days, the complainant should be informed of any delays.
- If a meeting is organized, the complainant may, if he or she wishes, be accompanied by a friend, relative or representative, such as a lawyer.
- At the meeting, a detailed explanation of the results of the investigation should be given and an apology should also be made if deemed appropriate. This type of meeting gives Innovative University of Enga the opportunity to show the complainant that the matter has been taken seriously and has been thoroughly investigated.

- Finally, the results of the survey and meeting should be documented and any weaknesses in University's procedures should be identified and modified.

6. ROLE OF MANAGER

The manager who receives a complaint will evaluate the information to determine whether it falls within the scope of this policy. If so, the manager will collect and review all available information and attempt to resolve the issue informally through discussions with the complainant. The manager may choose to use human resources or other resources as required, if they require assistance or advice. Managers are required to involve their departmental human resources representative before taking any disciplinary action against employees. Managers must ensure that all staff involved in resolving the complaint are aware of their responsibility to maintain the confidentiality of the matter and to respect the privacy rights of all parties involved.

7. INFORMAL COMPLAINT FILES

Details of informal complaints should be noted as soon as possible and may include information such as when, where and how the alleged issue giving rise to the complaint occurred, who was involved and the names of potential witnesses. These notes may be required if a formal complaint is filed. Complaints that are resolved amicably to the complainant's satisfaction will not be followed up. However, all records relating to the resolution of informal complaints must be kept within each department in accordance with current policies and by-laws. Any disciplinary action resulting from an informal complaint will be maintained in accordance with established human resources procedures and policies.

8. UNRESOLVED COMPLAINTS

If the problem cannot be resolved amicably or if the complainant requests a formal investigation into the alleged misconduct, he or she must submit a formal complaint form.

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. OVERVIEW

The Innovative University of Enga is committed to providing a working environment free of discrimination and/or harassment. We prohibit discrimination/harassment in the workplace, whether committed by or against managers, colleagues, students, customers, suppliers or visitors. We want our employees to work and grow in a healthy, respectful and productive environment.

Discrimination or harassment in the workplace based on race, colour, religion, sex, national origin, citizenship, age, sexual orientation, disability, marital status or any other basis prohibited by law, will not be tolerated. The University prohibits inappropriate conduct based on any of the above characteristics at work, in the University's business or at events sponsored by the University.

2. SCOPE

This policy applies to all current employees of the University, including full-time and part-time, contractual, permanent and temporary employees and also applies to job applicants.

This policy applies to all behaviour related in any way to work, including off-site meetings, training and business trips.

3. HARASSEMENT / DISCRIMINATION DEFINITION

Harassment / Discrimination

Harassment / discrimination is unwanted, unreasonable and offensive behaviour towards the person being harassed, which creates an intimidating, hostile or humiliating work environment for the person concerned.

There are different types of harassment that can occur at work, it can be based on:

- Race, ethnic origin, nationality or skin colour
- Gender identity and/or sexual orientation
- Religious or political convictions
- Membership or no-membership of a trade union

- Disabilities, illness, sensory impairments or learning difficulties
- Age
- Pregnancy/maternity/paternity

This list is not exhaustive

Harassment is:

- Offending or humiliating someone physically or verbally;
- Threatening or intimidating someone;
- Making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Harassment can occur between people of the same sex or opposite sex.

Sexual Harassment

Sexual harassment has been defined as unwanted and unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature that:

- Is made either explicitly or implicitly a term or condition of employment;
- Issued as a basis for employment decisions affecting such an individual;
- Has the purpose or effect of substantially interfering with an individual's work performance and of creating an intimidating, hostile, or offensive work environment.

The University prohibits inappropriate conduct that is sexual in nature of work, on University business, or at University-sponsored events including the following:

- Offensive or humiliating behaviour that is related to a person's sex;
- Behaviour of a sexual nature that creates an intimidating, unwelcome, hostile or offensive work environment;
- Behaviour of a sexual nature that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.
- Comments, jokes, or degrading language;
- Sexually suggestive objects, books, magazines, photography, cartoons, pictures, calendars, posters, electronic communications, or other materials;
- Unwelcome sexual advances, requests for sexual favours, or any sexual touching;

- Offering favourable terms or conditions of employment or benefits in exchange for sexual favours or threatening or imposing less-favourable terms or conditions of employment if sexual favours are refused.

Sexual harassment is prohibited whether it's between member of the opposite sex or members of the same sex.

4. MANAGEMENT AND STAFF RESPONSIBILITY

All managers have a responsibility to maintain a workplace free of discrimination and personal harassment. Managers are directly responsible for the conduct of their staff and the smooth running of their department.

Also, the University expects all employees to comply with this policy and all employees to conduct themselves appropriately.

Management are responsible for:

- Promoting a harassment-free workplace and setting an example of appropriate behaviour in the workplace;
- Communicating the process for investigating and resolving harassment complaints filed by employees;
- Dealing with harassment situations immediately after becoming aware of them, whether or not a harassment complaint has been made;
- Taking appropriate action during a harassment investigation, including the separation of the parties to the harassment complaint, if necessary; and
- Ensuring that harassment situations are handled in a sensitive and confidential manner.

Employees are responsible for:

- Treating others with respect in the workplace;
- Informing your immediate supervisor or the human resources department of any harassment;
- Collaborating in a harassment investigation and respecting the confidentiality of the investigation process;

Employees can expect:

- To be treated with respect in the workplace;

- That reported harassment will be dealt with in a timely, confidential and effective manner;
- To have their rights to a fair process and to confidentiality respected during a harassment investigation; and
- To be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

5. PROCEDURE

Creating a workplace free of discrimination and harassment is everyone's responsibility. If you observe or believe that you are a victim of discrimination, sexual harassment or any other form of harassment at work, in the course of the University's business or any other activity sponsored by the University, you must immediately report it to one of the following:

- Your manager or another manager in your management chain
- Director of Human Resources

An employee may file a harassment complaint by contacting his/her manager or the Director of HR. The complaint may be verbal or in writing. If the complaint is made verbally, the manager or the HR will record the details provided by the employee. The employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).

Complaints should be made as soon as possible but no later than within one year of the last incident of perceived harassment, unless there are circumstances that prevented the employee from doing so.

6. HOW COMPLAINTS WILL BE DEALT WITH

Any claims of discrimination or harassment will be investigated promptly and discreetly. All complaints are treated with sensitivity and are kept confidential as possible. We will never disclose who made a complaint to anyone or give out information that may help others identify that person (e.g. which department or role they work in.) An appropriate disciplinary action will be taken to eliminate inappropriate behaviour.

In addition, you are not required to report your complaint to the person who is the subject of the complaint. For example, if your complaint concerns your supervisor, you can talk to someone in Human Resources. However, if someone at work, in the course of the

University's business or in a University-sponsored function engages in conduct that makes you feel uncomfortable, we encourage you to tell them that the conduct is unwelcome, that you find it offensive and that you ask that it stop immediately.

Human Resources will promptly investigate complaints. You must cooperate fully in such investigations. If warranted, the University will take appropriate corrective action, up to and including termination of employment.

The University prohibits any form of reprisal against a plaintiff for reporting discrimination or harassment or for participating in an investigation of a complaint of discrimination or harassment. If you believe you have been subject to reprisal, you can use any of the resources described above to report your concern.

Document Control

Document Information

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IUE Council	IUE Council		

Policy No: HRRP011	POST-EMPLOYMENT REFERENCE POLICY
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It is the policy of Innovative University of Enga only to provide prospective employers with references regarding former employees who have worked for the University within the past three years.

It is the policy of Innovative University of Enga only to provide prospective employers with the dates of employment, final job position and final salary of a former employee. All references are to be given by Human Resources Department only.

If the former employee is required to provide a prospective employer with additional information by way of reference, the employee must sign a form that holds the University and the prospective employer harmless from any statements or documents published related to that reference.

Document Control

Document Information

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IUE Council	IUE Council		

This Cyber Security Policy includes guidelines and provisions for security measures to help mitigate cyber security risk. It applies to all University employees, students, contractors, volunteers, and anyone who has permanent or temporary access to the University 's systems and hardware.

1. CONFIDENTIAL DATA

Confidential data is valuable and is to be kept secret. University confidential data includes:

- Unpublished financial information
- Data of staff/ students/partners/vendors
- Patents, formulas or new technologies
- Staff and students list (existing and prospective)

All employees are obliged to protect this data.

2. PROTECT PERSONAL AND UNIVERSITY DEVICES

When employees use their digital devices to access University emails or accounts, they introduce security risk to University data. Employees are to keep both their personal and University -issued computer, tablet and cell phone secure. To keep these devices secure:

- Keep all devices password protected.
- Choose and upgrade a complete antivirus software.
- Do not leave devices exposed or unattended.
- Install security updates of browsers and systems monthly or as soon as updates are available.
- Log into University accounts and systems through secure and private networks only.

Employees are advised to avoid accessing internal systems and accounts from other people's devices or lending their own devices to others.

When new hires receive University -issued equipment, they will receive instructions for:

- Disk encryption setup
- Password management tool setup
- Installation of antivirus/anti-malware software

Employees are to follow instructions to protect their devices and refer to University Security Specialists/Network Engineers with any questions.

3. SAFEKEEPING EMAILS

Emails can host scams and malicious software. To avoid virus infection or data theft, employees must:

- Avoid opening attachments and clicking on links when the content is not adequately explained (e.g. "Watch this video, it's amazing.")
- Be suspicious of clickbait titles (e.g. offering prizes, advice).
- Check email and names of people they received a message from to ensure they are legitimate.
- Look for inconsistencies or giveaways (e.g. grammar mistakes, capital letters, excessive number of exclamation marks).

If an employee isn't sure that an email they received is safe, they can refer to the University Security Specialists.

4. MANAGING PASSWORDS

Password leaks are dangerous, since they can compromise the University's entire infrastructure. Not only should passwords be secure so they will not be easily hacked, but they should also remain secret. For this reason, employees are to:

- Choose passwords with at least eight characters (including capital and lower-case letters, numbers and symbols) and avoid information that can be easily guessed (e.g. birthdays).
- Remember passwords instead of writing them down. If employees need to write their passwords, they are obliged to keep the paper or digital document confidential and destroy it when their work is done.
- Exchange credentials only when necessary. When exchanging them in-person is not possible, employees should prefer the phone instead of email, and only if they personally recognize the person they are talking to.
- Change their passwords every two months.

The University will purchase the services of a password management tool which generates and stores passwords. Employees are obliged to create a secure password for the tool itself, following the abovementioned advice.

5. DATA TRANSFERS

Transferring data introduces security risk. Employees must:

- Avoid transferring sensitive data (e.g. students' information, employee records) to other devices or accounts unless absolutely necessary. When mass transfer of such data is needed, we request employees to ask the University's Security Specialists for help.
- Share confidential data over the University network/system and not over public Wi-Fi or private connection.

- Ensure that the recipients of the data are properly authorized people or organizations and have adequate security policies.
- Report scams, privacy breaches and hacking attempts.

University Security Specialists/Network Engineers need to know about scams, breaches and malware so they can better protect our infrastructure. For this reason, we advise our employees to report perceived attacks, suspicious emails or phishing attempts as soon as possible to our Security Specialists/Network Engineers, who must investigate promptly, resolve the issue and send a University wide alert when necessary.

Security Specialists are responsible for advising employees on how to detect scam emails. We encourage our employees to reach out to them with any questions or concerns.

6. ADDITIONAL MEASURES

To reduce the likelihood of security breaches, we also instruct our employees to:

- Turn off their screens and lock their devices when leaving their desks.
- Report stolen or damaged equipment as soon as possible to HR or IT Department.
- Change all account passwords at once when a device is stolen.
- Report a perceived threat or possible security weakness in University systems.
- Refrain from downloading suspicious, unauthorized or illegal software on their University equipment.
- Avoid accessing suspicious websites.

We also expect our employees to comply with our social media and internet usage policy.

University Security Specialists should:

- Install firewalls, anti-malware software and access authentication systems.
- Arrange for security training for all employees.
- Inform employees regularly about new scam emails or viruses and ways to combat them.
- Investigate security breaches thoroughly.
- Follow these policies provisions as other employees do.

Our University will have all physical and digital shields to protect information.

7. REMOTE EMPLOYEES

Remote employees must follow the Cyber Security Policy. As remote employees will be accessing the University's accounts and systems from a distance, they are obliged to follow all data encryption, protection standards and settings, and ensure their private network is secure.

Remote employees are encouraged to seek advice from University Security Specialists or IT Administrators.

8. DISCIPLINARY ACTION

All employees are to always follow this policy, and those who cause security breaches may face disciplinary action:

- First-time, unintentional, small-scale security breach: the University may issue a verbal warning and train the employee on security.
- Intentional, repeated or large-scale breaches (which cause severe financial or other damage): The University will invoke more severe disciplinary action up to and including termination.

Each incident will be examined on a case-by-case basis.

Additionally, employees who are observed to disregard the University 's security instructions will face progressive discipline, even if their behavior has not resulted in a security breach.

9. APPLICABILITY

This policy applies to University Council all IUE employees, students and volunteers.

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. INTENT

The primary intent of this Policy is to increase protection of Technology Resources to assure the usability and availability of those resources to all users at Innovative University of Enga (the "University"). The Policy also addresses privacy and usage guidelines for those who access the University's Technology Resources.

2. SCOPE

The University recognizes the vital role technology plays in effecting University business as well as the importance of protecting information in all forms. As more information is being used and shared in digital format by authorized users, the need for an increased effort to protect the information and the Technology Resources that support it, is felt by the University, and hence this Policy. Since a limited amount of personal use of these facilities is permitted by the University for users, including computers, printers, email, software and Internet access, therefore, it is essential that these facilities are used responsibly by users, as any abuse has the potential to disrupt University business and interfere with the work and/or rights of other users. It is therefore expected of all users to exercise responsible and ethical behavior while using the University's technology facilities.

3. DEFINITION

- Information Technology. Information Technology Resources for the purposes of this Policy include but are not limited to the University's owned or those used under license or contract, or those devices not owned by the University but intentionally connected to the University's owned Technology Resources such as computer hardware, printers, voicemail, software, email and Internet and intranet access.
- User. Anyone who has access to University's Technology Resources, including but not limited to, all employees, temporary employees, probationers, students, contractors, vendors, and suppliers.

4. ACCESS CONTROL

All the University's computers that are either permanently or temporarily connected to the internal computer networks must have a password-based access control system. Regardless of the network connections, all computers handling confidential information must also employ appropriate password-based access control systems. All in-bound connections to the University's computers from external networks must be protected with an approved password or ID access control system. Modems may only be used after receiving the written

approval of the IT Head and must be turned off when not in use. All access control systems must utilize user-IDs, passwords, and privilege restrictions unique to each user. Users are prohibited from logging into any University's system anonymously. To prevent unauthorized access, all vendor-supplied default passwords must be changed before use. Access to the server room is restricted with an RFID lock and only recognized IT staff or someone with due authorization from the IT Head is permitted to enter the room. Users shall not make copies of system configuration files (e.g., passwords) for their own, unauthorized personal use or to provide to other users for unauthorized uses.

5. MANAGING SYSTEM PRIVILEGES

Requests for new user-IDs and changes in privileges must be made to the IT Department by the Director of HR. Users must clearly state why the changes in privileges are necessary.

In response to feedback from the Human Resources Department, the IT Department will revoke any privileges no longer needed by users. After receiving information from the HR or Admin Department, all system access privileges will be terminated within 24 hours when a user leaves the University. The University's management reserves the right to revoke the system privileges of any user at any time. Conduct that interferes with the normal and proper operation of the University's information systems, which adversely affects the ability of others to use these information systems, or which is harmful or offensive to others will not be permitted.

6. SECURITY (ACCESS CONTROL)

Users are forbidden from circumventing security measures. Users are strictly prohibited from establishing dial-up connections, using modems or other such apparatus, from within any University premises. Users who have been given a mobile/portable laptop or any other device and duly authorized for such remote access, which connects to the University's mail system on a real-time basis, can do so through the Internet.

Unless the prior approval of the IT Head has been obtained, users shall not establish Internet or other external network connections that could allow non-authorized users to gain access to the University's systems and information. These connections include the establishment of multi-computer file systems, Internet web pages and FTP servers. Users must not test or attempt to compromise computer or communication system security measures unless specifically approved in advance and in writing by the IT Head. Incidents involving unapproved system cracking or hacking, password cracking, file decryption, software copying, computer configuration changing or similar unauthorized attempts to compromise security measures will be considered serious violations of the University's Policy. Likewise, short-cuts bypassing system security measures are absolutely prohibited.

7. CHANGES TO SYSTEMS

No user must physically connect or disconnect any equipment, including University -owned computers and printers, to or from any University network. Except for emergency situations, all changes to the University's technology systems and networks must be documented and approved in advance by the IT Head. Only persons who have been authorized by the IT Head can make emergency changes to any University computer system or network.

8. AMENDMENT AND REVIEW OF THE POLICY

The Technology Policy shall be reviewed at the discretion of the Executive Leadership and Management Board due to changing circumstances because of legislation or otherwise.

9. APPLICABILITY

This policy applies to University Council all IUE employees, students and volunteers.

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Policy No: HRTRUP014	TECHNOLOGY RESOURCES USE POLICY Policy restricting personal use of employer's computers and systems
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1. PURPOSE

- a) To remain competitive, better serve our students, staff and customers and provide our employees with the best tools to do their jobs, Innovative University of Enga ("the University ") makes available to our workforce access to one or more forms of electronic media and services, including but not limited to: computers, software, printers, copiers, files, databases, cellular phone, pager, email, telephones, voicemail, external electronic bulletin boards, wire services, online services, intranet, Internet and the World Wide Web.
- b) Innovative University of Enga encourages the use of these media and associated services because they can make communication more efficient and effective and because they are valuable sources of information about new academic programs, vendors, customers, technology, and new products and services. However, all employees and everyone connected with the organization should remember that electronic media and services provided by the University are University property and their purpose is to facilitate and support University business. All computer users have the responsibility to use these resources in a professional, ethical, and lawful manner.
- c) To ensure that all employees are responsible, the following guidelines have been established for using email and the Internet. No policy can lay down rules to cover every possible situation. Instead, it is designed to express Innovative University of Enga philosophy and set forth general principles when using electronic media and services.

2. AUTHORIZATION

Access to the Innovative University of Enga technology resources is within the sole discretion of the University. Generally, employees are given access to the University 's various technologies based on their job functions. Only employees whose job performance will benefit from the use of the University's technology resources will be given access to the necessary technology. Additionally, employees must successfully complete University-approved training before being given access to the Innovative University of Enga technology resources.

3. PROHIBITED COMMUNICATIONS

Electronic media cannot be used for knowingly copying, transmitting, retrieving, or storing any communication that is:

- ☐ Discriminatory or harassing;
- ☐ Derogatory to any individual or group;
- ☐ Obscene, sexually explicit, pornographic, defamatory or threatening;
- ☐ In violation of any license governing the use of software;
- ☐ Engaged in for any purpose that is illegal or contrary to Innovative University of Enga policy or in a manner contrary to the best interests of the University, in any way that discloses confidential or proprietary information of the University or third parties, or for personal or pecuniary gain; or
- ☐ Protected by copyrights laws unless the employee has the author's permission or is accessing a single copy only for the employee's reference.

4. PROFESSIONAL CONSIDERATIONS

It is important to maintain a proper spirit and tone to your communications over the system. The following guidelines are suggested:

- ☐ Make your communications positive, constructive, complete, factual.
- ☐ Don't write when angry and edit before sending.
- ☐ Be careful with humor – they can't see you wink😊.
- ☐ Always avoid sarcastic humor.
- ☐ Never use all caps – that is perceived as "SHOUTING!"
- ☐ Avoid belaboring disagreements in email – there is a time for face-to-face meetings.
- ☐ Always guide your recipient in responding by stating what you need and by when.
- ☐ Pay attention to grammar and spelling, both to protect your own reputation and intelligence, and to avoid irritating your recipients who are distracted by careless mistakes.

5. PERSONAL USE

The computers, electronic media and services provided by Innovative University of Enga are primarily for business use to assist employees in the performance of their jobs. As long as personal use does not interfere with the employee's duties, is not done for pecuniary gain, does not conflict with the University's business, and does not violate any University policy, occasional, or incidental use of electronic media (sending or receiving) for personal, non-business purposes is understandable and acceptable, and all such use should be done in a manner that does not negatively affect the systems' use for their business purposes. However, employees are expected to demonstrate a sense of responsibility and not abuse this privilege.

The University assumes no liability for loss, damage, destruction, alteration, disclosure, or misuse of any personal data or communications transmitted over or stored on the University's technology resources. The University accepts no responsibility or liability for the loss or non-delivery of any personal electronic mail or voicemail communications or any personal data stored on any University property. The University strongly discourages employees from storing any personal data on any of the University's technology resources.

6. ACCESS TO EMPLOYEE COMMUNICATIONS

- a) Generally, electronic information created and/or communicated by an employee using email, word processing, utility programs, spreadsheets, voicemail, telephones, Internet and bulletin board system access, and similar electronic media is not reviewed by the University. However, the following conditions should be noted:

Innovative University of Enga does routinely gather logs for most electronic activities or monitor employee communications directly, be it:

- i) **Telephone Use and Voicemail:** Records are kept of all calls made from and to a given telephone extension. Although voicemail is password protected, an authorized administrator can reset the password and listen to voicemail messages.
- ii) **Electronic Mail:** Electronic mail is backed-up and archived. Although electronic mail is password protected, an authorized administrator can reset the password and read electronic mail.
- iii) **Desktop Facsimile Use:** Copies of all facsimile transmissions sent and received are maintained in the facsimile server.
- iv) **Document Use:** Each document stored on University computers has a history, which shows which users have accessed the document for any purpose.
- v) **Internet Use:** Internet sites visited, the number of times visited, and the total time connected to each site is recorded and periodically monitored.

Innovative University of Enga reserves the right, at its discretion and without notice, to review any employee's electronic files and messages to the extent necessary to ensure electronic media and services are being used in compliance with the law, this policy and other University policies, or to investigate misconduct, to locate information, or for any other business purpose.

- b)** Employees should understand, therefore, that they have no right of privacy with respect to any messages or information created or maintained on the University's technology resources, including personal information or messages. Accordingly, if they have sensitive information to transmit, they should use other means.

All messages sent and received, including personal messages, and all data and information stored on the University's electronic-mail system, voicemail system, or computer systems are University property regardless of the content. As such, the University reserves the right to access all of its technology resources including its computers, voicemail, and electronic-mail systems, at any time, in its sole discretion.

Passwords do not confer any right of privacy upon any employee of the University. Employees are expected to maintain their passwords as confidential. Employees must not share passwords and must not access co-workers' systems without express authorization.

Deleting or erasing information, documents, or messages maintained on the University's technology resources is, in most cases, ineffective. All employees should understand that any information kept on the University's technology resources may be electronically recalled or recreated regardless of whether it may have been "deleted" or "erased" by an employee. Because the University periodically backs-up all files and messages, and because of the way in which computers re-use file storage space, files and messages may exist that are thought to have been deleted or erased. Therefore, employees who delete or erase information or messages should not assume that such information or messages are confidential.

7. THE INTERNET AND ON-LINE SERVICES

The University provides authorized employees access to on-line services such as the Internet. The University expects that employees will use these services in a responsible way and for business-related purposes only. Under no circumstances are employees permitted to use the University's Technology Resources to access, download, or contribute to the following:

- ☐ gross, indecent, or sexually-oriented materials;
- ☐ sports sites;
- ☐ job-search sites;
- ☐ entertainment sites;
- ☐ gambling sites;
- ☐ games, humor;
- ☐ illegal drug-oriented sites;
- ☐ personal pages of individuals; and
- ☐ politically-oriented sites or sites devoted to influencing the course of legislation or public policy.

Additionally, employees must not sign "guest books" at Websites or post messages to Internet news groups or discussion groups at Websites. These actions will generate junk electronic mail and may expose the University to liability or unwanted attention because of comments that employees may make. The University strongly encourages employees who wish to access the Internet for non-work-related activities to get their own personal Internet access accounts.

8. PARTICIPATION IN ONLINE FORUMS

- a)** Employees should remember that any messages or information sent on University -provided facilities to one or more individuals via an electronic network – for example, Internet mailing lists, bulletin boards, and online services – are statements identifiable and attributable to Innovative University of Enga.
- b)** Innovative University of Enga recognizes that participation in some forums might be important to the performance of an employee's job. For instance, an employee might find the answer to a technical problem by consulting members of a news group devoted to the technical area.

9. SOFTWARE

To prevent computer viruses from being transmitted through the University 's computer system, unauthorized downloading of any unauthorized software is strictly prohibited. Only software registered through Innovative University of Enga may be downloaded. No employee may load any software on the University 's computers, by any means of transmission, unless authorized in advance by Innovative University of Enga's system administrator.

10. SECURITY/APPROPRIATE USE

- a)** Employees must respect the confidentiality of other individuals' electronic communications. Except in cases in which explicit authorization has been granted by University management, employees are prohibited from engaging in, or attempting to engage in:
 - ☐ Monitoring or intercepting the files or electronic communications of other employees or third parties;
 - ☐ Hacking or obtaining access to systems or accounts they are not authorized to use;
 - ☐ Using other people's log-ins or passwords; and
 - ☐ Breaching, testing, or monitoring computer or network security measures.
- b)** No email or other electronic communications can be sent that attempt to hide the identity of the sender or represent the sender as someone else.

- c) Electronic media and services should not be used in a manner that is likely to cause network congestion or significantly hamper the ability of other people to access and use the system.
- d) Anyone obtaining electronic access to other companies' or individuals' materials must respect all copyrights and cannot copy, retrieve, modify or forward copyrighted materials except as permitted by the copyright owner.
- e) The University has installed a variety of programs and devices to ensure the safety and security of the University 's technology resources. Any employee found tampering or disabling any of the University 's security devices will be subject to discipline up to and including termination.

11. ENCRYPTION

Employees can use encryption software supplied to them by the systems administrator for purposes of safeguarding sensitive or confidential business information. Employees who use encryption on files stored on a University computer must provide their supervisor with a sealed hard copy record (to be retained in a secure location) of all of the passwords and/or encryption keys necessary to access the files.

12. CONFIDENTIAL INFORMATION

The University is very sensitive to the issue of protection of trade secrets and other confidential and proprietary information of both the University and third parties ("Confidential Information"). Therefore, employees are expected to use good judgment and to adhere to the highest ethical standards when using or transmitting Confidential Information on the University 's technology resources.

Confidential Information should not be accessed through the University 's technology resources in the presence of unauthorized individuals. Similarly, Confidential Information should not be left visible or unattended. Moreover, any Confidential Information transmitted via technology resources should be marked with the following confidentiality legend:

"This message contains confidential information. Unless you are the addressee (or authorized to receive for the addressee), you may not copy, use, or distribute this information. If you have received this message in error, please advise the sender immediately at or return it promptly by email."

13. VIOLATIONS

Any employee who abuses the privilege of their access to email or the Internet in violation of this policy will be subject to corrective action, including possible termination of employment, legal action, and criminal liability.

14. PROCEDURES

Procedures for accessing the Voicemail, Email and Internet system, as well as the guidelines for how to properly send and retain information, may be obtained by contacting the University's Systems Administrator.

The Voicemail/Email/Internet policies and procedures should be reviewed by each employee on a semi-annual basis.

Questions concerning the use of the Voicemail/Email/Internet system should be directed to the systems administrator. Questions concerning the improper use of the system should be directed to the employee's immediate supervisor, and if not satisfied with the response, to the systems administrator.

15. APPLICABILITY

This policy applies to University Council all IUE employees, students and volunteers.

Document Control

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

This document sets forth the policy of Innovative University of Enga (the "University") with respect to email. All employees who use the University's email system are required to comply with this policy statement.

1. Business Use

The email system is to be used solely for business purposes of the University and not for personal purposes of the employees.

2. Ownership

All information and messages that are created, sent, received or stored on the University's email system is the sole property of the University.

3. Email Review

All email is subject to the right of the University to monitor, access, read, disclose and use such email without prior notice to the originators and recipients of such email. Email may be monitored and read by authorized personnel for the University for any violations of law, breaches of University policies, communications harmful to the University, or for any other reason.

4. Prohibited Content

Emails may not contain statements or content that are libelous, offensive, harassing, illegal, derogatory, or discriminatory. Foul, inappropriate or offensive messages such as racial, sexual, or religious slurs or jokes are prohibited. Sexually explicit messages or images, cartoons or jokes are prohibited.

5. Security

The email system is only to be used by authorized persons, and an employee must have been issued and email password in order to use the system. Employees shall not disclose their codes or passwords to others and may not use someone else's code or password without express written authorization from the University.

6. No Presumption of Privacy

Email communications should not be assumed to be private and security cannot be guaranteed. Highly confidential or sensitive information should not be sent through email.

7. Certain Prohibited Activities

Employees may not, without the University's express written authorization transmit trade secrets or other confidential, private or proprietary information or materials through email.

8. Message Retention and Creation

Employees should be careful in creating email. Even when a message has been deleted, it may still exist in printed version, be recreated from a back-up system, or may have been forwarded to someone else. Please note that appropriate electronic messages may need to be saved. And, the University may be required to produce email in litigation.

9. Viruses

Any files downloaded from email received from non-University sources must be scanned with the University's virus detection software. Any viruses, tampering or system problems should be immediately reported to (computer systems administrator)

10. Consequences of Violations

Violations of this policy or other University policies may result in discipline, suspension and even termination of employment.

11. APPLICABILITY

This policy applies to University Council all IUE employees, students and volunteers.

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1. PURPOSE

Innovative University of Enga recognizes that technology provides unique opportunities to build our business, listen, learn and engage with consumers, stakeholders and employees through the use of a wide variety of Social Media. However, how we use social media and what we say also has the potential to affect University's reputation and/or expose the University (and each of us) to business or legal risk.

Whilst we recognize the benefits which may be gained from appropriate use of social media, it is also important to be aware that it poses significant risks to our integrity. These risks include disclosure of confidential information and intellectual property, damage to our reputation and the risk of legal claims.

Therefore, every employee has a personal responsibility to be familiar with and comply with Innovative University of Enga's overall Social Media Policy. This policy is designed to reflect our purpose, values and principles, our University staff manual, and legal requirements. Because we use social media in a variety of ways, there are more specific expectations that may apply to your activities.

2. SCOPE

This policy covers all forms of social media, including Facebook, Instagram, LinkedIn, Twitter, Google+ Wikipedia, other social networking sites, and other internet postings, including blogs. It applies to the use of social media for both business and personal purposes, during working hours and in your own time to the extent that it may affect the activities of the University. The policy applies both when the social media is accessed using our information systems and also when access using equipment or software belonging to employees or others.

It also covers all employees and also others including consultants, contractors, and casual and agency staff. Breach of this policy may result in disciplinary action up to and including dismissal. Any misuse of social media should be reported to the University President.

Questions regarding the content or application of this policy should be directed to the Director of HR.

3. POLICY STATEMENT

Although many users may consider their personal comments posted on social media or discussions on social networking sites to be private, these communications are frequently available to a larger audience than the author may realize.

As a result, any online communication that directly or indirectly refers to Innovative University of Enga, our academic programmes, research and services, team members or other work-related issues, has the potential to damage University's reputation or interests.

When participating in social media in a personal capacity, employees must:

- Not disclose Innovative University of Enga's confidential information, proprietary or sensitive information. Information is considered confidential when it is not readily available to the public. The majority of information used throughout Innovative University of Enga is confidential. If you are in doubt about whether information is confidential, refer to the Innovative University of Enga Employee Handbook or IUE policies and/or ask your manager before disclosing any information.
- Not use the Innovative University of Enga logo or University branding on any social media platform without prior approval from the University President.
- Not communicate anything that might damage Innovative University of Enga's reputation, brand image, commercial interests, or the confidence of our customers;
- Not represent or communicate on behalf of Innovative University of Enga in the public domain without prior approval from the University President;
- Not post any material that would directly or indirectly defame, harass, discriminate against or bully any Innovative University of Enga team member, students, supplier or customer;
- Ensure, when identifying themselves (or when they may be identified) as an Innovative University of Enga team member, that their social media communications are lawful and Comply with Innovative University of Enga's policies and procedures

4. RESPONSIBLE USE OF SOCIA MEDIA

a) Employee must not use social media in a way that might breach any of our policies, any express or implied contractual obligations, legislation, or regulatory requirements. In particular, use of social media must comply with:

- The Anti-Bullying and Sexual Harassment Policies
- Rules of relevant regulatory bodies;
- Contractual confidentiality requirements;
- Other key policies/requirements.

When they use social media, employee must

- Disclose their affiliation: If you discuss work related matters that are within your area of expertise or provide information related to the University's academic programmes, research or services you must clearly and conspicuously disclose your affiliation with the University;
- State that it's their opinion: Unless authorized to speak or conduct research on behalf of the University, when commenting on the business include a disclaimer that the opinions provided do not represent the views of the University. To help reduce the potential for confusion, you must include the following notice in a reasonably prominent place on your site, or if posting on the site of another, you must include it within your post: *"The views expressed on this website/weblog are mine alone and do not necessarily reflect the views of my employer."*
- Act responsibly and ethically: When participating in online communities related to the University's business, do not misrepresent yourself. It is never acceptable to use aliases or otherwise deceive people.
- Be professional and exercise good judgment: When you identify yourself as an employee of the University within a social network, you are connected to other employees, students, parents, clients, and potential clients. Communicate online with respect for others. Remember that information shared via social media is generally public information that could easily be viewed by our employees, students, parents, clients and suppliers. Exercise

caution with regard to exaggeration, colorful language, guesswork, obscenity, copyrighted materials, legal conclusions, and derogatory remarks or characterizations in any way related to the University, its products, services, clients, suppliers and employees.

When they use social media, employee must not:

- Make disparaging or defamatory statements about us, our employees, students, clients, customers, or suppliers;
 - Harass, bully or unlawfully discriminate in any way;
 - Use data obtained in the course of your employment with us in any way which breaches the provisions of the IUE Data Protection Policy;
 - Breach copyright belonging to us;
 - Disclose any intellectual property, confidential or commercially sensitive information relating to our work;
 - Make statements which cause, or may cause, harm to our reputation or otherwise be prejudicial to our interests.
- b) Employee should avoid using social media communications that might be misconstrued in a way that could damage the reputation of the University.
- c) Employee should make it clear in personal postings that he or she are speaking on their own behalf, in particular write in the first person and use a personal e-mail address. If you disclose that you are an employee of us, you must state that your views do not represent those of your employer. For example, you could state, "the views in this posting do not represent the views of my employer".

Remember that you are personally responsible for what you communicate in social media. Often materials published will be widely accessible by the public and will remain accessible for a long time. If you are uncertain or concerned about the appropriateness of any statement or posting, you should discuss it with your manager before making the post.

5. BREACHES

Examples of potential breaches of this policy include but are not limited to:

- Posting information to an online discussion forum about upcoming Innovative University of Enga promotions or future markdowns;
- Posting a comment on the Innovative University of Enga Facebook/Instagram page in response to a student, a customer comment or complaint about our stores or services;
- Uploading video footage to YouTube showing anything that could damage Innovative University of Enga's reputation;
- Making derogatory comments about Innovative University of Enga, employees, students, customers or suppliers;
- Posting obscene images or offensive comments to Facebook/Instagram about a work colleague where this could constitute bullying, discrimination or harassment.

6. DISCIPLINARY ACTION

Employees are responsible for adhering to the aforementioned social media guidelines. Failure to comply with the guidelines in this policy or on-line activity that otherwise cause harm to the University may be subject to disciplinary action up to and including termination of employment, as permitted by law.

7. APPLICABILITY

This policy applies to University Council all IUE employees, students and volunteers.

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. PURPOSE

Innovative University of Enga wishes to provide a comfortable, productive, legal and ethical work environment. To this end, the University wants you to bring any grievances you have about the workplace to the attention of your supervisor and, if necessary, to upper level management. In light of these concerns we have instituted the following grievance procedure:

- a. If you feel that there is inappropriate conduct or activity on the part of the University, management, its employees, vendors, customers, or any other persons or entities related to the University, we request that you bring this concern to the immediate attention of your supervisor. Please try to approach your supervisor at a time and place that will allow the supervisor to properly listen to your concerns. If you have discussed this matter with your supervisor previously and you do not believe that you have received a sufficient response, we request that you present your concerns to your supervisor in writing. Please indicate what the problem is, those persons involved in the problem, and any suggested solution you may have to the problem.
- b. If you do not receive a sufficient response to your written complaint within five (5) working days from providing it to your supervisor, or if your supervisor is the problem, you should contact the next level of supervision, and so on. If you consider the matter an emergency, legal, ethical or safety issue, use your best judgment to expedite the complaint process. The University President may have a conference with you and your supervisor or with both of you individually. If the matter is not resolved after that conference, and you believe it still merits attention, it is requested that you immediately place your concerns in writing and bring the matter forward to the Executive Leadership and Management Bard.

It is the purpose of this grievance procedure to help maintain a positive work environment with respect and responsibility towards each other. The grievance procedure is also intended to avoid unnecessary employee claims and University legal exposure. The University cannot promise that your specific grievance or complaint will result in the action you request or that you will be satisfied with the outcome of the grievance procedure.

2. APPLICABILITY

This policy applies to all IUE employees, students and volunteers.

Document Control

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IUE Council	IUE Council		

1. PRECAUTIONS ON THE PREMISES

Employees should not enter the University site past the screening area if any of the following are present:

- Symptoms of COVID-19 or other infections
- Fever of 37.8 C degrees or higher, or report feeling feverish
- Undergoing evaluation for COVID-19 or other infections (such as pending viral test)
- Diagnosis of COVID-19 or other infections during the prior 10 days
- Close contact with someone with COVID-19 or other infections during the prior 14 days

Employees may be asked to have their temperature taken upon entering the screening area.

Employees are required to sanitize their hands upon entry to the premises, using the hand sanitizer available at the entrance.

Employees must always keep a 2-meter distance from other employees/students/staff/personnel and are encouraged to wear masks when on the premises or gathering in groups.

Employees must wash or sanitize their hands after touching common surfaces including tables, keyboards, computer mice, kitchen appliances, University printers and phones, doorknobs and elevator buttons. Key times for employees to clean their hands include:

- Before and after work shifts
- Before and after work breaks
- After blowing their nose, coughing, or sneezing
- After using the restroom
- Before eating or preparing food
- After putting on, touching, or removing cloth face coverings

Individuals are required to wipe down University equipment after each use, including printers, University coffee machines, refrigerators, and other kitchen appliances.

2. TESTING AND QUARANTINE

Employees who have symptoms should notify their supervisor immediately and stay home.

People with any signs or symptoms of COVID-19 or other infections and all close contacts of persons with COVID-19 or other infections should get tested immediately.

Employees who are sick with COVID-19 or other infections should isolate themselves for 14 days and follow the recommended steps.

Employees who are asymptomatic (have no symptoms) or pre-symptomatic (not yet showing symptoms) but have tested positive for COVID-19 or other infections should also isolate and follow the recommended steps. Employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers.

Employees who have been exposed to or been in close contact with someone with COVID-19 or other infections must quarantine for 14 days.

Employees who have tested positive for COVID-19 or other infections or have been exposed to someone who has tested positive, are to telework (work from home), if their state of health renders them capable.

Employees who are well but who have a sick household member with COVID-19 or other infections should notify their supervisor and follow recommended precautions.

3. PAY AND BENEFITS DURING QUARANTINE

Pay during the 14-day quarantine will be based on a regular eight-hour day at straight time and at the employee's base rate.

Absence of less than five (5) hours in a day will not be considered for payment. Saturdays, Sundays, daily overtime hours, paid holidays, and paid vacation time are excluded as time for which payment will be made under this program.

Weekly insurance benefits will continue to be paid.

4. EFFECT ON PERFORMANCE

While the University pays you for authorized sick days, we expect you to be honest with us in taking days off only when you are actually ill. Any abuse of this benefit will be taken into account in evaluations of your performance. The University reserves the right to require a statement from your doctor.

5. AT TERMINATION

When termination of employment occurs, no payment for sick leave will be made.

6. APPLICABILITY

This policy applies to all IUE employees, students and volunteers.

Document Control

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IUE Council	IUE Council		

1. PURPOSE

Our University's sick pay policy outlines the University's provisions for employees who become sick and are required to take time off work. The following sample policy outlines how sick leave will accumulate and how it may be used.

2. SCOPE

This policy applies to all employees who have been employed by Innovative University of Enga, with twelve (12) months of service. This includes full-time, part-time and permanent employees. Seasonal workers are not covered by this policy

3. POLICY

Our employees may be unable to perform their duties if they become sick. In such times, paid sick leave is available to employees to take care of their health.

In addition to illness, you may also be granted sick leave for medical, dental or optical examinations or when a member of your household requires your personal care and attention due to illness.

Our University follows legal guidelines that may apply to sick pay. This leave is separate from other types of leave like maternity leave and paid time off.

4. PAY AND BENEFITS DURING SICK LEAVE

Sick pay will be based on a standard eight-hour day at the employee's straight-time rate and basic rate. Absences due to illness of less than five (5) hours in a day will not be considered for payment.

Saturdays, Sundays, daily overtime, paid holidays and paid annual vacation are excluded from the hours for which payment will be made under this program.

Weekly insurance benefits will continue to be paid from the first day of certified disability due to accident and the fourth day due to illness. This means that in the event of an accident or illness, the insurance benefit will be paid instead of the sickness benefit paid, and any unused sickness benefit can be used later in the year, if necessary.

5. ACCRUAL OF SICK LEAVE

Paid sick leave begins to accrue at the start of employment. It accumulates at the rate of one (1) day per month. Sick leave may accumulate up to a maximum of fourteen (14) days. Employees are eligible to use accrued paid sick leave 90 days after starting their employment.

A sick day for employees who normally work a week of forty (40) hours is eight (8) hours. A sick day for employees who work forty-six (46) or more hours per week is ten (10) hours.

Permanent part-time employees are entitled to earned sick leave on a pro rata basis. No sick leave may be accumulated by a seasonal or temporary employee. All sick leave payments must be approved by Director of HR. Thus, any sick employee is responsible for reporting his or her absence to the appropriate person within one hour of the scheduled time of return to work

6. UNUSED SICK LEAVE POLICY

Employees will receive two (2) additional days every one year of work for our University. These days can be accumulated until they reach twenty-one (21) number of days. Also, note that unused sick leave can be calculated for your pension when you retire.

7. PROCEDURE

When employees want to use their sick time, they should notify their supervisor as soon as possible. They should also inform the supervisor for how long they'll be absent, if possible, or report daily for every day of sick leave.

Under certain circumstances, employees may be required to submit a doctor's note or other medical certificate and/or complete a sick leave form. These circumstances include, but are not limited to:

- Being absent for more than three days on sick leave.
- Cases when a pattern arises (e.g. employees report sick at a specific time each week.) We will handle all sick time requests with discretion.

8. CERTIFICATION OF ILLNESS

Certification of illness by a physician will not normally be required to qualify for payment under this program.

9. AUTHORIZED USES OF PAID SICK LEAVE

Our employees can take sick leave when they want to:

- Recover from a sudden illness;
- Recover from an accident or injury or health condition;
- Receive mental/psychological care or advice when needed;
- Receive preventive care such as a medical, dental or optical treatment;
- Take care of a family member with an illness, injury, health condition and/or preventive care such as a medical/dental/optical appointment;
- Closure of the employee's place of work or child's school/place of care by order of a public official for any health-related reasons;
- If the employee or the employee's family member is a victim of domestic violence, sexual assault, or stalking.

Employees who wish to attend routine health care (e.g., medical or dental appointments) must advise the Director of HR and obtain approval.

10. DOMESTIC VIOLENCE, SEXUAL ASSAULT AND STALKING

Authorized use of paid sick leave for domestic violence, sexual assault or stalking includes:

- Seeking legal assistance or remedies to ensure the health and safety of employees and their families, including, but not limited to, preparing for or participating in any civil or criminal proceedings related to or resulting from domestic violence, sexual assault or criminal harassment.
- Consulting a health care provider for physical or psychological injuries caused by family violence, sexual assault or criminal harassment.
- Attending medical treatment for a victim who is a family member of the employee.

- Obtaining or assisting the employee's family members to obtain services from a family violence shelter, rape crisis center or social service program to relieve family violence, sexual assault or criminal harassment.
- To obtain or assist a family member in obtaining mental health advice in relation to an incident of family violence, sexual assault or criminal harassment.
- Participating, for the employee or family members, in security planning, temporary or permanent relocation or other measures to increase security against future incidents of domestic violence, sexual assault or harassment.

11. PAID SICK LEAVE BALANCE

Employees will be notified of their paid sick leave balances each month on their pay stub or direct deposit statement, including:

- Accrued paid sick leave since the last notification
- Used paid sick leave since the last notification
- Current balance of paid sick leave available for use

12. ABUSE OF THE PROGRAM

Although the University pays you for authorized sick leave, we expect you to be honest with us by taking days off only when you are actually sick. Any abuse of this benefit will be considered in assessing your performance. The University also reserves the right to require a statement from your physician.

13. AT TERMINATION

If an employee separates from employment, there will not be a financial or other reimbursement to the employee for accrued, unused paid sick leave at the time of separation.

14. APPLICABILITY

This policy applies to all IUE employees, students and volunteers.

Document Control

Document Information

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. OVERVIEW

Innovative University of Enga is committed to ensuring the health and safety of its employees, subcontractors and visitors to its premises, as well as the protection of the University's property and assets. The University is responsible and liable for all contractors/visitors on Innovative University of Enga property at all times. Innovative University of Enga is not responsible for any injury or illness suffered as a result of a violation of this policy.

2. PURPOSE

The purpose of this document is to provide guidance for visitors to premises, as well as for employees sponsoring visitors to the University.

3. SCOPE

This policy applies to all persons with scheduled appointments at the University's premises and to all employees of Innovative University of Enga sponsoring visitors. All Innovative University of Enga employees must enforce this policy.

4. VISITORS DEFINITION

"Visitors" are persons temporarily entering the University and may be admitted to areas generally off limits to the public. A visitor usually is often on appointment, parent visiting a student or on business but is not under contract.

5. POLICY STATEMENT

5.1 Parking

- Visitors are encouraged to use the parking spaces reserved for them. If these parking spaces are in use, regular employee parking spaces can be used.

5.2 Sign-in

- All visitors must arrive at the reception desk for registration (visitor list);
- All visitors must present a University-issued photo ID at the time of registration;
- All visitors must be greeted by their sponsoring employee at the time of registration;

- Pets are not allowed, but assistance animals such as guide dogs are allowed. Sponsoring employees must indicate in advance if prior arrangements are required for their guest;
- All visitor electronic devices (laptops, other computer equipment, cellular phones, etc.) will be registered as described in the procedure for registering and removing laptops, computers and related equipment.

5.3 Visitor badges

- All visitors must wear a visitor badge at all times. Employees are asked to immediately report anyone who does not wear a visitor or employee badge;
- If the visitor needs access to areas controlled by magnetic card access locks, the visitor should ask their sponsor to make the necessary arrangements to obtain a temporary access card;
- Temporary access cards are limited to 24-hour activation windows.

5.4 Photographs and cameras

- Visitors are not permitted to take photographs inside of premises, unless discussed specifically with sponsoring employees;
- Dedicated cameras are not permitted onsite. Cell phones and laptops equipped with cameras are permitted, but as previously stated photographs are not permitted without permission.

5.5 Information disclosure

- Visitors should not ask for information that is not related to their visit or the work they do;
- As well, they should not seek to know confidential information about the University, its staff or students, customers, financial projections or any matter currently in dispute, future products or future directions of the University;
- Requests for information or statements on behalf of the University (as may be requested by a journalist or lawyer) should be reported to the immediate supervisor or the University President.

5.6 Sign out

- When visitors leave the University 's premises, they must checkout where they arrived;
- Also, upon their departure, all visitors' electronic devices will be individually checked to ensure compliance with this policy;
- Verified visitors will be removed from the on-site visitor list;
- Visitors may be subject to a brief search of their laptop bags or other luggage as they exit the premise.

5.7 Emergency evacuation

- In the event of an emergency, it is the responsibility of the sponsoring employee to ensure that the visitor remains in the evacuation assembling area;
- Emergency Coordinators will count all visitors using the information on the visitor list;
- Visitors will not leave the property until the emergency measures coordinators have confirmed that they have successfully evacuated the building.

5.8 Access to Innovative University of Enga network

- Consultants or other visitors who need access to the internet network can freely access the visitors' wireless network. Access to this network requires online acceptance of the network's terms of use;
- When the visitor receives approval to use the University 's network, their activities on the network will be subject to the Acceptable Use Policy;
- The use of employee identification documents by visitors is not allowed under any circumstances.

5.9 Courtesy

- All employees of Innovative University of Enga are to bear in mind at all times that all visitors are either parents, sponsors, customers or potential customers. Even in the case of clear violations of this policy, all actions, dealings and conversations must be courteous.

5.10 Miscellaneous

- Visitors must immediately report any illness or injury suffered while visiting the premise to their host;
- In some designated areas, the visitor must wear appropriate personal protective
- It is the responsibility of the visitor/contractor to act in a respectful, non- threatening manner at all times and to comply with all Innovative University of Enga bylaws and policies and any other legislation and amendments thereto.

6. APPLICABILITY

This policy applies to all IUE employees, students, visitors such as parents, business partners and contractors.

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IUE Council	IUE Council		

1. Policy Statement

- 1.1** The Innovative University of Enga (IUE) recognizes that a supportive and developmental probation process is vital in providing the appropriate level of support and training for new members of staff on commencement of their employment.
- 1.2** The University aims to create a positive environment where everyone is enabled to work, fulfil their responsibilities and perform to the best of their ability to meet the needs of the University as soon as possible. The aim of this policy and procedure is to set a clear framework for line managers on how to manage the performance and conduct of new members of staff during their probationary period (who are described as “new staffs” in this policy) so that they can be successful in their new roles.
- 1.3** It is the University’s policy to operate probationary periods for all new staff: researchers, academic and non-academic staff. The period of probation will be set out in the contract of each member of staff. The University may extend the probationary period of a new staff at its discretion in line with this policy and procedure.
- 1.4** This use of probationary periods is intended as a constructive process to allow the new staff to:
 - a. Understand the University, its core values, their department, their role and how these fit together; and
 - b. Understand the standards required for their role and to fulfill those standards in full.
- 1.5** The probationary period should allow both the new staff and their line manager to assess objectively whether or not the new staff is suitable for the role. The University believes that the use of probationary periods increases the likelihood that new staff will perform effectively in their employment.
- 1.6** The line manager is responsible under this policy for ensuring that the new staff is set objective standards of performance and wherever appropriate conduct (these are referred to collectively as “standards” at points in this policy) and that these are properly monitored during their probationary period. If any problems arise, they should address these fairly, clearly and promptly with the new staff. This will ensure that the new staff is aware of any aspect of his/her performance or conduct that is unsatisfactory and what they need to do to rectify it.
- 1.7** The University expects the majority of its new staff to progress effectively and in a timely manner through its probation procedures to the full achievement of their roles. However, it recognizes that even with the highest standards of recruitment,

selection and induction there will be situations where new staffs are not able to achieve the standards expected and required of their new role. It is the University's policy that where it is identified that the new staff is not meeting the expected standards of their role, that this is explained to them and that they are given an opportunity to make the necessary improvement within a defined time period.

- 1.8** Where the new staff has been given the opportunity to make the required improvement but has failed to do so within the time period set, the University will unfortunately have no alternative but to terminate the employment of the new staff for reason of incapability. The University will ensure that all new staffs are given the right to be accompanied at any meeting which may result in their dismissal (which is a legal right) and to be given written notice of the meeting and a right of appeal.
- 1.9** On the successful completion of their probation period, the management of performance of the new member of staff will follow the University HR policies on Capability and Staff Development Performance Review.
- 1.10** The following probation procedures are available providing guidance on the implementation of the policy.
 - a. Probation Procedure for Academic and Research Staff;
 - b. Probation Procedure for Non-academic.

2. Scope

- 2.1** This policy applies to all newly appointed staff, whose terms and conditions of employment state that their appointment is subject to a probationary period. This includes academic staff, teaching staff, research staff and professional non-academic staff.
- 2.2** The length of the probation period will be stated in the terms and conditions of employment and the contract, is detailed in the relevant procedure and is dependent on the skills and competencies required for the role.
- 2.3** In cases where a member of staff has been redeployed to another role within the University, a trial period will be a more appropriate method of ensuring that the redeployment is satisfactory to both the individual and the department.
- 2.4** Staff on probation will not be subject to the performance review process until such time as their probation period is successfully completed.
- 2.5** Staff who have successfully passed probation in one role at the University who then move to a different role will not be subject to a further, formal probation process in their new role. It will still be necessary to ensure that an effective induction for the new member of staff is carried out, that objectives are set and that their performance is reviewed.

3. Objectives

- 3.1** The policy intends:

- a. To ensure that the probation process is undertaken for all staff and is applied in a fair and consistent manner, within a supportive framework and in line with employment PNG's laws.
 - b. To ensure the University is provided with an opportunity to assess the skills, conduct, capability and attendance of new staff before deciding whether or not to confirm her or his appointment.
 - c. To identify the link between induction, probation and developmental processes and emphasize the need for all to support the development of a new member of IUE Community.
- 3.2** The University aims to secure equality of opportunity in all its activities, and in this respect, the probation process must be objective, clear, transparent and free from discrimination.
- 3.3** The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the IUE Community and learn the key elements of the job within a reasonable and realistic schedule.
- 3.4** During their probation, new members of staff will be made aware by their line manager of the performance standards expected of them and will be given support, training and feedback necessary to achieve these standards.
- 3.5** Clear, comprehensive and accurate records of probation review meetings should be maintained, including how standards are set, what methods are used for measuring them and what schedule are given for reaching them. Induction materials may be used to inform the initial probation review meeting i.e. the job description and the policies and procedures to be followed
- 3.6** In circumstances where problems arise during a period of probation, the line manager should raise these with the member of staff in a timely manner, and the member of staff must be given an opportunity to respond to any concerns. Line managers should discuss the action required by the member of staff to address the problem and where necessary give clear, unambiguous warnings if standards are not met
- 3.7** Members of staff have the right to be accompanied by a trusted colleague at any formal meetings held to address serious performance issues that have arisen during probation.
- 3.8** Documentation relating to staff will be treated confidentially and related documentation will be subject to proceedings and decisions of the IUE President as appropriate

4. Length of Probation

- 4.1** The length of the probation period will be stated in the terms and conditions of employment, the contract and is dependent on the skills and competencies required for the role. However, the length of probation period will normally be:
 - a. Six (6) months for Academic and Research Staff.

b. Three (3) months for all Non-academic.

- 4.2** Any proposed extension to these probationary periods, either before or during the probationary period itself should be discussed by the Line Manager with the Human Resources, and should be in line with the guidance provided by this policy and must be approved by the IUE President.

5. Introduction

This procedure should be read in conjunction with the University's policy on probation and will assist managers in the implementation of the policy for new members of professional and support staff.

The University aims to ensure that the probation process is undertaken for all new employees and is applied in a fair and consistent manner.

A formal probation procedure helps to ensure that:

- Employees are given the support, encouragement, training and guidance they need to understand and achieve the levels of performance required to settle into their role and the department;
- The University is provided with an opportunity to assess the performance, conduct and attendance of each new staff member in a fair and consistent manner; and
- Both managers and employees understand the purpose of probation and what is expected of them.

6. Procedure

6.1 The University's expectations from staff

The University expects all staff to:

- Carry out their job to the standard that is expected of and required for the role and grade;
- Understand the impact of their job performance and conduct on colleagues, students and the wider University;
- Clarify expectations, standards, tasks, objectives and behaviors with their line manager if they are unclear about them;
- engage fully in their induction, the setting of their objectives and standards and monitoring of their performance and conduct through this policy and develop their skills and knowledge to carry out their role to the highest possible standard;
- Bring all relevant issues which may affect their work and performance to the attention of their line manager;

- Attend meetings to discuss any aspects of their performance or conduct which are considered unsatisfactory as requested to do so and respond constructively to any feedback given; and
- Co-operate with their manager, undertake any agreed development activity and strive to help improve any aspects of their work, performance and / or conduct which are considered to be unsatisfactory.

6.2 Staff expectations from the University

Staff can expect the University to:

- Treat performance and conduct issues occurring during their probation period promptly, fairly and consistently across the University in line with this policy and the procedure of IUE;
- Provide them with clear and constructive feedback on their performance and conduct, clarifying any aspect which is considered unsatisfactory and give them an opportunity to rectify this be clear about the required improvement and the relevant timescales;
- Give appropriate support, help and where necessary and appropriate training, to improve their performance;
- Dismiss them with appropriate notice if they do not perform their role to the required standards after being given an appropriate opportunity to improve as set out in this policy and procedure; and
- Give them the right to be accompanied at any meeting which may result in their dismissal, given written notice of the meeting and a right of appeal against dismissal;

6.3. The University's expectations from line managers

The University expects all of its line managers:

- Set objective standards / objectives of performance at the earliest possible opportunity and monitor these through the probation process for applicable staff, including conducting mid-probation and end of probation reviews, identifying areas of effective performance and any areas of performance that fall below the required standards;
- Provide clear, specific and constructive feedback to staff on their performance and / or conduct against their set standards / objectives as soon as possible after that performance / conduct has occurred, praising good performance and identifying where performance / conduct is below required standards;
- Identify where performance and / or conduct is not satisfactory at the earliest possible opportunity and to meet with the probationer being clear about the required improvement, the relevant timescales and any appropriate support or intervention to assist improvement;
- Take advice from the Department of Human Resources – normally from the relevant Human Resources Manager or Advisor; and

- Manage probationers whose performance and / or conduct is below the required standards for their post in line with this policy and procedure and Department of Human Resources' advice.

7. Management of Probation Procedure

- 7.1** The staff within the University are employed with a probation period that is specified in their contract of employment. These new staff are expected to achieve all of the required standards / objectives of performance and / or conduct for their role by the end of their probation period.
- 7.2** The line manager should meet with their new member of staff as soon as possible, preferably within their induction to set out a number of objectives and / or standards that they are required to meet by set dates within their probationary period.
- 7.3** The line manager should give feedback to the new staff wherever possible on any aspects of their performance or conduct that either meet or do not meet the set standards or objectives. This feedback should be clear, specific and constructive and should be given as soon as possible after the event on which they are feeding back.
- 7.4** Mid and End of Probation Review: the line manager should carry out both a mid-probation and end-of-probation review with the new staff using the relevant University policy, giving clear, specific and constructive feedback to the new staff. The meeting with the new staff should operate as a constructive and positive process to give them the opportunity to understand the University, their department and their role and how they fit together and to achieve the identified standards and / or objectives for their role. The expectation of the University is that the new staff will be able to successfully pass their mid- and end-of-probation reviews.
- 7.5** First Meeting: where the line manager has identified performance and / or conduct below required standards, they should meet confidentially with the new staff with a view to establishing the cause of the problem and how it can be resolved. This meeting should take place promptly and the line manager is not required to wait for the mid-probation or end-of-probation meeting, although they may use this meeting if it is timely. In this First Meeting the line manager should be clear with the member of staff about the shortfall of performance / conduct that has been identified and the improvement required. They should set a reasonable time period within which the improvement is required to be achieved. The line manager should confirm a review date and agree any appropriate support or intervention (including training) to assist the staff's improvement. This should be confirmed in writing to the new staff with the review date clearly identified.
- 7.6** Where the issues have been identified for the first time in line with paragraph 7.5 (above) at the mid-probation review these should clearly be identified in the mid-probation report, along with the improvement and timescale required. Where the issues have been identified for the first time in line with paragraph 7.5 at the staff's end-of-probation review, it should be made clear that this review has not been

passed and the date for the completion of end-of-probation should be extended to the review date confirmed.

7.7 Insufficient Improvement:

- a. If the line manager considers that there has been insufficient improvement from the new staff by the review date then they should seek advice from the Department of Human Resources.
- b. If the advice from the HR is that there is sufficient evidence of performance or conduct being below the required standards and / or objectives after a reasonable opportunity to improve, then a meeting under paragraph 7.9 (below) should be set up with the new staff at which they may be dismissed with the appropriate notice.
- c. The new staff should be given at least 5 working days' notice of the formal meeting which they (and their work trusted colleague) must make every effort to attend. The meeting will only be re-arranged (and if so only once) if the staff can provide an appropriate and commensurate reason why they or their work colleague are unable to attend.

7.8 Extension of Review Period - if the line manager and the HR conclude there has been a significant but not quite sufficient improvement and that a reasonable extension of the review date would be likely to result in the meeting the required standard of performance then they may confirm a new review date. This decision and extension of the review period should be confirmed in writing and approved by the IUE President. If subsequent to the extension of the review date the required improvement is not achieved then the process would continue as per paragraph 7.9 onwards.

7.9 Formal Hearing - the new staff should be invited in writing in line with paragraph 7.7 above to attend a formal hearing under this policy and procedure at which their performance and / or conduct within their probation period to-date will be considered and at which their employment may be terminated with appropriate notice. The meeting should be chaired by the manager of the line manager, the Head of Department or another appropriate officer of the University. There should be a Human Resources representative (normally a Human Resources Director) at the hearing to advise them. The line manager involved in the First Meeting with the staff member (as per paragraph 7.5) will also attend this meeting. The staff must be given the opportunity to be represented or accompanied in the hearing by a trusted work colleague. In the formal hearing the staff will be given an opportunity to explain their performance and / or conduct before a decision is made.

7.10 Dismissal - where the chair of the Formal Hearing, having received HR advice concludes that the staff's performance and / or conduct has been below the required standard and that this will not improve within a reasonable period of time they will dismiss the staff with the appropriate notice as per their contract of employment.

7.11 Extension of Review Period - If the chair of the hearing concludes that a reasonable extension of the review date would be likely to result in the required standard of performance and / or conduct then they may confirm a new review date. The outcome of the formal review meeting should be confirmed in writing. If subsequent

to the extension of the review date the required improvement is not achieved then the process would continue as per paragraph 9.9 onwards above.

8. Appeal

- 8.1** Any member of staff dismissed through this procedure should be given a right of appeal against that dismissal. They must submit their appeal in writing to the Director of Human Resources, within 10 working days of the receipt of their dismissal letter and must make clear the grounds of their appeal.
- 8.2** The appeal will normally be heard by the IUE Executive Leadership and Management Board.
- 8.3** The new staff must be given the opportunity to be represented or accompanied in the appeal by a trusted work colleague.
- 8.4** The decision of the IUE Executive Leadership and Management Board (communicated in writing to the staff) will normally be communicated within 5 working days and shall be final within the procedures of the University.

9. Representation

The legal rights of the new staff to be represented or accompanied in the formal hearing and appeal are set out in paragraphs 7.9 and 8.3 above. In addition to these rights, the staff member may seek legal advice and guidance.

10. Dismissals for Some Other Substantial Reason or Legal Reason

If issues arise during the probationary period that may result in a dismissal on the grounds of some other substantial reason or a legal reason these will be investigated by the staff's line manager. It may be necessary to suspend the staff during this investigation. It should be emphasized that suspension is a precautionary measure only in order to enable an investigation to be carried out and is not a sanction in itself. Where the investigation identifies a case to answer on either ground a formal hearing will be arranged that will follow the same basic process as set out in paragraph 7.9 above. Staff dismissed for a legal reason will be given a right of appeal. This will be managed in line with section 8 above.

11. Confidentiality

Documentation relating to staff will be treated confidentially and related documentation will be subject to the provisions of the e-Data Protection at IUE as appropriate.

Document Control

Document Information

Information

Document ID	HRPPP021
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Document Approvals

Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. PURPOSE

Outsourcing involves engagement of academic, non-academic staff or private University or the use of third-party service providers to perform activities on a continuing basis (including agreements for a limited period), that would normally be undertaken by the Innovative University of Enga (IUE). This policy ensures equality of rights and manages the risks related to outsourcing. Innovative University of Enga shall not outsource key functions that could potentially put the employment of exiting employees at risks.

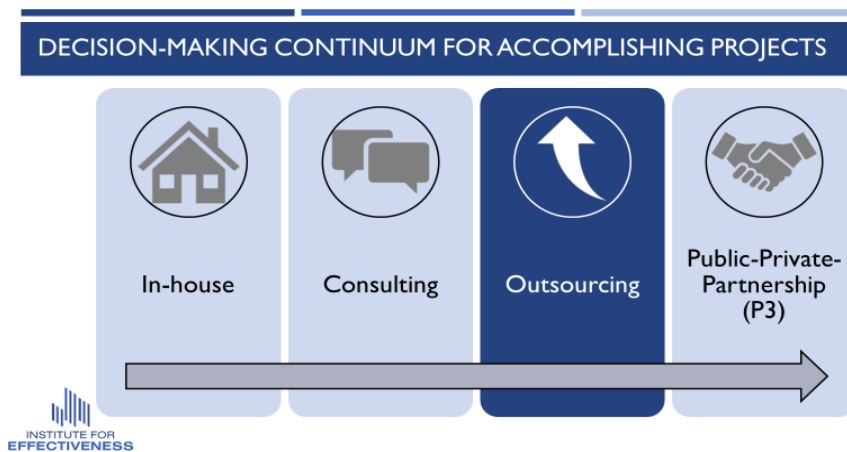
2. SCOPE OF THE POLICY

This policy applies to all Innovative University of Enga' engaged academics, researchers, non-academics, suppliers, contractors and third parties who provide services to Innovative University of Enga. Such category of academic and non-academic expertise may include:

1. Programme Auditor/Reviewers and analysis of Programme Specification Documents (PSDs);
2. Unit Developers: Materials preparation from analysis, design, delivery, implementation and evaluation for new Units;
3. E-Lecturer: On a Semester basis especially if there is no-one at IUE who could deliver such lectures;
4. Adoption of OER/External Sources/ procured materials;
5. Provision of Instructional Design or Educational designers to IUE's programs of delivery – online webinar or training
6. E-Facilitator & E- Counsellor: to facilitate aspects of the units such discussion forums and chats;
7. Script marking for qualitative assessment;
8. Writing Exams and Assignment papers;
9. Outsourcing ICT Services, Multi-media (Video lectures): The creation of video lectures based on the content provided
10. Laboratory staff for computer labs, virtual reality labs;
11. Exam Invigilators;
12. Virtual -Campus Coordinators: as administrator, academic counsellor and information provider; and
13. Any development/deal structure in which the University takes on a private sector partner (or partners) to share in the resources, risks, and incentives that come with the development and operation/maintenance of campus facilities.

3. DEFINING OUTSOURCING

The term “outsourcing” is often used interchangeably with other similar terms, specifically: consulting and public-private partnership. However, these terms have distinct meanings and can be thought of as **a continuum of the institution–service provider relationship**. ***Outsourcing includes temporary or permanent utilization of expertise from an outside organization or an individual to perform a specific set of tasks for IUE.***¹ Diagram 1 adopted from the Examining Current Institutional Outsourcing Practices and the IPEDS Human Resources Survey Component, illustrates the decision-making continuum used by senior leaders when determining the appropriate staffing and service structure for accomplishing objectives of the Institution. Diagram 1: Decision-Making Continuum for Accomplishing Projects²



As presented in Diagram 1:

- “Use of **In-house**/existing and available employees is the first option considered because employee salaries are already encumbered. Reallocating institutional staff responsibilities to participate in new survey requests is an example of an in-house approach.
- **Consulting** includes one-time or short-term engagements to leverage additional expertise that is needed temporarily. For example, contracting with an external firm to analyze and make recommendations about the institution’s accreditation preparation process could be considered a consulting effort.

¹ Examining Current Institutional Outsourcing Practices and the IPEDS Human Resources Survey Component; Kristina Powers, PhD; December 3, 2019; p.6.

²https://nces.ed.gov/ipeds/pdf/NPEC/data/NPEC_Paper_Examining_Institutional_Outsourcing_Practices_and_IPEDS_Human_Resources_Survey_Component

- **Outsourcing** includes temporary or permanent utilization of expertise from an outside organization to perform a specific set of tasks. Hiring a University to perform the institution's IPEDS reporting functions is an example of outsourcing.
- **Public-Private Partnership (P3)** is a more complex version of outsourcing, often with an extended (e.g., decades-long) timeframe and large infrastructure commitment from the private partner. Both parties reap benefits from the partnership that go beyond traditional fee-for-service advantages. For example, partnering with a private organization to build, maintain, and enhance the institution's predictive-analytics systems is considered a P3 arrangement".³

4. ONLINE PROGRAMME DELIVERY AND MANAGEMENT

IUE's policy of outsourcing its Online Programme Delivery and Management (OPDMs). IUE's Online Programme Delivery and Management is as outsourcing temporary or permanent expertise from an outside the University to perform a specific set of tasks such as online instruction, create functional transactional systems for finding and engaging prospective students, support students, process registrations, and increase overall student retention, develop and execute digital marketing strategies, conduct market research and analytics, provide the latest marketing technology infrastructure as per the scope of this policy, and to assist the management or Faculties or Departments to develop, deliver and manage online programmes.

Over the last decade, the number of Gr 12 students not entering to any Higher Education Institution (HEI) is growing. As the number of Gr 12 students without any further higher education is growing thus IUE as higher education service provider must increase enrolment of students. As a result, IUE will enrol more students online by outsourcing services in areas previously offered by the University only on a small scale, or not at all, due to lack of in-house expertise or physical infrastructure. Online programmes options offer maximum flexibility for adult learners and those who live beyond commuting distance to a university offering their programme of interest.⁴

5. OUTSOURCING OF PROFESSORS, LECTURERS, INSTRUCTORS OR TUTORS

All staff who are part of outsourcing must be on contracts and be included in the IUE list of staff as they will be individually paid by the University. The Innovative University of Enga has identified two groups of lecturing staff that will be employed by the University, as follows:

- **Part-time faculty teaching staff multiple programmes or multiple semesters:** Some part-time staff will teach one unit, while others will teach three

³https://nces.ed.gov/ipeds/pdf/NPEC/data/NPEC_Paper_Examining_Institutional_Outsourcing_Practices_and_IPEDS_Human_Resources_Survey_Component

⁴ <https://hr.ucr.edu/talent-acquisition/outsourcing-covered-services>

or more units in a semester or for multiple semesters or years. Part-time faculty staff is defined as a staff member teaching two units in a semester. However, if the faculty member's teaching load more than half (51%) of a full-time faculty member teaching load that is four units or five per semester, this staff is full time teaching faculty member.

- **Full-time staff teaching part-time:** The IUE requires that each staff is counted once. If a staff has two positions, the staff is to be counted in the full-time role and not in the part-time position. Thus, full-time non-teaching staff who also teach are not counted as part-time faculty members but full time so the Faculty is not underrepresented. IUE has to account for those lecturers who hold a full-time staff position and teach part-time.

6. EMPLOYEES INVOLVEMENT

Employees shall ensure that outsourcing arrangements do not diminish Innovative University of Enga's ability to meet IUE's contractual and compliance obligations. Procedures shall be identified to ensure that the outsource provider employs the same standard of care in performing the services as would be employed by Innovative University of Enga. Employees shall not engage in outsourcing activities that have a high likelihood of damaging Innovative University of Enga's image and reputation. Innovative University of Enga must also ensure the equal rights of employees when outsourcing any function or service of the University.

7. CHOOSING AN OUTSOURCER

Innovative University of Enga follows a transparent and competitive process for choosing outsourcers. Outsourcing should be based on the service provider's reputation, quality of service, competency and Innovative University of Enga's vetting procedures. Criteria for selecting an outsourcer shall be defined and documented, considering the:

1. Service Provider's reputation, academic qualification, experience in teaching, learning, research and history;
2. Quality of services;
3. Competency of the Service Provider; and
4. Primary Vetting of the Service Provider.

8. CONTRACTS AND CONFIDENTIALITY AGREEMENTS

A formal contract between Innovative University of Enga and the outsourcer shall exist to protect both parties. The contract shall clearly define the types of information exchanged and the purpose for so doing. If the information being exchanged is sensitive, a binding confidentiality agreement shall be in place between Innovative University of Enga and the service provider. Information shall be classified and controlled in accordance with Innovative University of Enga's policy. Any information received by Innovative University of Enga from

the service provider who is bound by the contract or confidentiality agreement shall be protected by appropriate classification and labeling. Upon termination of the contract, the confidentiality arrangements shall be revisited to determine whether confidentiality has to be extended beyond the tenure of the contract. The contract shall clearly define each party's responsibilities toward the other by defining the parties to the contract, effective date, functions or services being provided (e.g. defined service levels), liabilities, limitations on use of sub-contractors and other commercial/legal matters normal to any contract. Depending on the results of the risk assessment, various additional controls should be embedded or referenced within the contract.

9. HIRING AND TRAINING OF EMPLOYEES

Outsource employees, contractors or consultants working on behalf of Innovative University of Enga shall be subjected to background checks equivalent to those performed on Innovative University of Enga employees. Such screening shall take into consideration the level of trust and responsibility associated with the position and (where permitted by PNG laws):

1. Proof of the person's identity (e.g. national ID or passport);
2. Proof of their academic qualifications (e.g. certificates);
3. Proof of their work experience (e.g. resume/CV and references);
4. Criminal record check;
5. Companies or individuals providing contractors/consultants directly to Innovative University of Enga or to outsourcers used by Innovative University of Enga shall perform at least the same standard of background checks as those indicated above. Suitable information security awareness, training and education shall be provided to all employees and third parties working on the contract, clarifying their responsibilities relating to Innovative University of Enga information security policies, standards, procedures and guidelines and all relevant obligations defined in the contract.

10. DUE DILIGENCE

The University shall conduct appropriate due diligence in selecting the third party to whom any activity is proposed to be outsourced. It shall be ensured that outsourced activities are further outsourced downstream only with the prior consent and with appropriate safeguards including proper legal documentation/ agreement.

11. MONITORING

An effective monitoring of the entities selected for outsourcing shall be done to ensure that there is check on the activities of outsourced entity. The University shall be fully liable and accountable for the activities that are being outsourced to the same extent as if the service were provided in-house.

12. MONITORING OF THE APPRAISAL PROCESS

At the end of each academic year, appraisers are required to submit a report to the Director of HR at IUE. This report will consist of a register of all those members of staff in the Department whose work has been appraised during that year.

13. STORAGE AND ACCESS TO THE APPRAISAL RECORD

The original e-Appraisal Record will be held in the Office of the Director for HR at IUE, and access to it will be granted only to staff concern or as per the IUE Guidance for Appraisal of Innovative University of Enga Staff.

Document Control

Document Information

	Information
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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. APPRAISAL PROCESS

1.2 Appraisal

An appraisal at the Innovative University of Enga (IUE) is intended to support personal and professional development. Appraisal incorporates a mix of self-assessment, informal but structured interviewing, and directive counselling. The purpose of an appraisal is to encourage staff to reflect upon their own performance and take steps to improve it; to facilitate staff career development; to support the annual review procedures; and assist the University and Departments to maximize the use of staffing resources.

1.2 Appraisal Record

The Appraisal Record is the documentation used to support the appraisal process. The Appraisal Record applies to all academic and non-academic staff who have completed probation, been appointed on academic or non-academic conditions of service, employed full-time or part-time on permanent contracts, or new or extended of two years or more.

2. THE APPRAISAL RECORD COMPRISES THE FOLLOWING SECTIONS:

Part I - Self Assessment

To be completed by the appraisee and forwarded to the appraiser at least ten (10) days before the appraisal meeting.

Part II - Appraiser Comments

A response to the self-assessment, to be completed by the appraiser and forwarded to the appraisee at least three days before the appraisal meeting.

Part III - Previous Appraisal

To be completed by appraiser and appraisee at the beginning of the appraisal meeting only where the appraisee has been appraised previously and serves as a review of the objectives agreed at the previous appraisal.

Part IV - Record of the Appraisal Meeting

To be completed by the appraiser and appraisee at the end of the appraisal meeting and to summarize the main points discussed. In addition, the appraisee may choose to submit Part IV, Part V, and Part VII of the form as part of a case for promotion.

Part V- Agreed Objectives and Action Plan

To be completed jointly by the appraiser and appraisee and to be reviewed and ratified by the relevant Vice President/s (for non-academic staff) or Head of Department for academic staff as per section three (3) of this policy.

Part VI – Staff Development to be provided outside the Department

To be completed by the appraisee and forwarded directly to the Director of Human Resources at IUE.

Part VII – Concluding Remarks

To be signed by the appraiser and appraisee and signed off by the relevant Vice President or the Head of Department as per section three (3) of this policy.

Part VIII – Third-Party View

To be completed by a third party should there be a difference of views between the appraiser and appraisee in completing the Appraisal Record.

3. APPRAISERS

3.1 Appraisers are:

1. The University's Council Chairperson for the IUE President;
2. The IUE President for all Vice Presidents;
3. The Vice President Academic Affairs for all Deans and Heads of Departments;
4. The Vice President Research for all staff in the Research Division;
5. The Vice President University Management for all Directors of Divisions;
6. The Vice President Students and Administrative Services for all Directors of Divisions; and
7. The Heads of Departments for all academic staff within the designated Department.

The University must formally prepare (in-house training could be offered) all appraisers before they can undertake appraisal. An appraiser should be someone that IUE's respect and trust. The IUE President must ensure that the nominated appraiser is acceptable to an appraisee.

4. FREQUENCIES OF APPRAISALS

If a staff has undertaken a period of probation with the University (six months for academic staff and three months for administrative staff), she/he will be appraised once every two years once probation has been completed. If a staff joins the University as a non-probationary staff, she/he will be appraised after one year's continuous service. Appraisals may be held at more frequent intervals at the request of the IUE President.

The appraisal process usually occurs during the second semester of each year, to be completed by November 30 of each year.

5. ARRANGEMENT FOR APPRAISAL

The Director of HR at IUE has to inform staff that she/he is due for appraisal in the current year. The staff member should obtain an electronic version of the Appraisal Record that can be downloaded from IUE Intranet.

Staff should complete Part 1 of the Appraisal Record and submit it to her/his appraiser at least ten (10) days prior to the appraisal meeting.

6. THE RATIONALES OF A SELF-ASSESSMENT

The rationales of the self-assessment are:

- a. To provide staff with an opportunity to highlight her/his achievements and the particular strengths that she/he brings to her/his employment. This can be useful in preparing a case for promotion. In addition, the staff needs to provide evidence to support her/his claims wherever possible. An appraiser will seek to verify staff's claims, both prior to and during the appraisal interview.
- b. To encourage staff to reflect upon how she/he might improve her/his performance as an appraisal interview focuses on staff's own performance. In addition, an appraisal interview offers an opportunity to make constructive suggestions about how the factors that are affecting against high performance might be addressed, either at the departmental or University level.
- c. To encourage staff to reflect on her/his current and future career objectives and plan how the staff member might achieve them. Thus, the appraisal provides a forum for constructive discussion of staff's long-term career plans and how they might be addressed, taking departmental and University considerations into account. This provides staff with the opportunity to obtain departmental commitment to and support for her/his professional development.

7. THE APPRAISER'S TASKS PRIOR TO THE APPRAISAL

Prior to the appraisal meeting, the appraiser has to review the staff's self-assessment, identify any additional evidence that she or he needs to gather, and draft a proposed list of areas for discussion at the appraisal meeting. The appraiser needs to consult the staff member regarding appropriate sources of information prior to obtaining a

comment from staff members. The staff should be informed of sources of information that they have consulted. However, to protect the rights of the individuals who have commented, they are not obliged to attribute comments to particular individuals.

The appraiser should be sent to the concerned staff member Part II of the Appraisal Record at least three (3) days before the appraisal meeting.

8. THE APPRAISAL MEETING

The appraisal meeting must be conducted with confidentiality. The Director for HR at IUE shall organize the appraisal meeting. Prior to the appraisal meeting, the staff member should agree and prioritize an agenda with the appraiser based on the list of discussion areas prepared in advance of the meeting. At the end of the appraisal meeting, a summary of the significant points arising from the meeting, including achievements, areas of strength, and areas for improvement, should be jointly agreed upon with the appraiser, and Part IV of the form should be completed.

An essential outcome of the appraisal meeting is Part V, the agreed objectives and action plan. The objectives are intended to support staff's personal and professional development and should represent short-term goals, usually achievable in the period before the next appraisal. It should be clear what action is needed to achieve the objective, who is responsible for it, and the proposed deadline.

9. A SERIOUS DIFFERENCE OF OPINION BETWEEN THE APPRAISEE AND THE APPRAISER

In the case of a severe difference of opinion between the appraisee and the appraiser, a third party acceptable to both parties should interview both parties to identify the source of the disagreement. If an agreement cannot easily be reached, the nature of the disagreement should be summarized in Part VIII of the Appraisal Record along with the third-party recommendation about how the appraisal process should be taken forward and submitted to the Office of the IUE President.

10. PROMOTION

The staff members can utilize her/his appraisal as part of the case for promotion. If so, the staff member should submit electronically Parts IV, V, and VII of the Appraisal Record to the Promotions Committee.

11. MONITORING OF THE APPRAISAL PROCESS

At the end of each academic year, as per section number three (3), the appraisers are required to submit a report to the Director of HR at IUE. This report will consist

of a register of all those members of staff in the Department whose work has been appraised during that year.

12. STORAGE AND ACCESS TO THE APPRAISAL RECORD

The original e-Appraisal Record will be held in the Office of the Director for HR at IUE, and access to it will be granted only to staff concern or as per section number three (3) to the appraisers.

A copy of Parts IV, V, and VII of the Appraisal Record may be submitted to the Promotions Committee by staff applying for promotion as part of any submission.

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

Policy No:
HRARASP024

APPRAISAL RECORD FOR ACADEMIC STAFF

NAME:

FAULTY/DEPARTMENT/DIVISION:

POSITION:

PERIOD: From.....To.....

DATE:

The Innovative University of Enga (IUE) believes that performance appraisal of all colleagues is essential to the achievement of its commitment to provide quality educational experiences for all students in its care. The University also believes that the performance appraisal process provides opportunities for staff development and encourages the professional growth of each staff member while acknowledging and affirming the efforts, involvement and achievements of all colleagues.

Note: The spaces provided on the Appraisal Record are not intended to constrain any member of staff who may wish to elaborate on particular issues and they are not indicative of any difference of emphasis between sections. Staff are welcome to continue their response to any particular section on separate sheets where appropriate.

RATING SCALE

1. Unsatisfactory – Performance does not meet expectations. Performance improvement plan required.
2. Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.
3. Good – Performance meets requirements and satisfies the expectations of the position.
4. Very Good – Performance consistently meets and often exceeds expectations.
5. Excellent – Performance

Prat I. Self-Assessment

To be completed by the Appraisee and forwarded to the Appraiser at least ten (10) days in advance of the Appraisal Meeting

1. Please assess contribution to the Innovative University of Enga through your work in the following areas in the period since your last Appraisal. Under each heading please comment on:

- a. The range of your work
- b. Specific achievements and areas of strength
- c. Areas for improvement
- d. Action needed for career development
- e. Community service

Where possible, please evidence your self-assessment with reference to feedback from students, colleagues or other sources.

1.1 Teaching, supervision of students and curriculum development

1.2 Research Supervision

1.3 Research

1.4. Administration

1.5 Community service and other work

Part II. Appraiser Comments

Part II must be completed by the Appraiser and forwarded to the Appraisee at least three (3) days in advance of the Appraisal Meeting

The Appraiser has to comment on each heading:

- a. Your initial reaction to the Appraisee's self-assessment
- b. Further information that you will need to gather to supplement the information provided by the Appraisee
- c. Areas for discussion at the Appraisal Meeting

2.1 Teaching, supervision of students and curriculum development

2.2 Research Supervision

2.3 Research

2.4. Administration

2.5_Community service and other work

Prat III. Previous Appraisal

Part III section needs be completed only where a previous Appraisal meeting has been undertaken

To be completed by the Appraisee:

- a. With reference to the previous Appraisal Record, please comment on the extent to which agreed plans, objectives and action have been met.

This section has to be completed by the Appraiser and Appraisee

- b. What prevented the objectives from the previous Appraisal from being achieved? What further action has now been agreed? Please provide details of who will undertake the action and the agreed timescale.

Prat IV. Record of the Appraisal Meeting

Part IV must be completed jointly by the Appraiser and Appraisee.

Please summaries the main points arising from the Appraisal Meeting, in particular:

- a. The Appraisee's achievements and areas of strength.
- b. Identified areas for improvement and or career development.

3.1 Teaching, supervision of students and curriculum development

3.2 Research Supervision

3.3 Research

3.4. Administration

3.5_Community service and other work

Prat V. Agreed Objectives and Reasonable Action Plan

Part V needs to be completed jointly by the Appraiser and Appraisee. As per the Guidance for Appraisal of Innovative University of Enga Staff section three (3) the appraiser endorses the action plan by signing at Part VII.

Please outline the objectives agreed for the period leading up to the next Appraisal. Against each objective please detail the action that is required, who will be responsible for the action and the date by which it will have been undertaken. The spaces provided on in Part V table below is not intended to constrain staff who may wish to elaborate on particular objective or action.

Objective	Action	Who is responsible	By when
1.			
2.			
3.			
4.			
5.			
Any other comments			

Prat VI. Staff Development to be Provided

Part VI has to be completed by the Appraisee and Appraiser. It is the Appraisee's responsibility to forward this request to Staff Development Committee.

Name:

Department:

Phone number:

Email:

I would like to receive information about staff development opportunities in the following areas:

- 1.
- 2.
- 3.
- 4.
- 5.

Part VII. Concluding Remarks

Please enter any final comments, including any points of disagreement. Part VII should be signed only once outstanding disagreements have been resolved.

4.1 Appraisee

4.2 Appraiser

4.3 Third-Party

Standards of Performance	Rating	Comments
1. Teaching, supervision of students and curriculum development		
2. Research Supervision		
3. Research		
4. Administration		
5. Community service and other work		
Overall Performance Rating:		

The following calculation formula to be used to determine percentage scores for⁵:

⁵ This calculation formula is adopted from the Staff Performance Appraisal Form SDT5.1

⇒ **Percentage Score** = Actual Score *Divided* by Maximum Possible Score *Multiply* by 100%

⇒ **The Overall Performance Rating** derived from the above formula is then read off the Overall Performance Rating Table according to the Percentage Score, as follows:

RATING DEFINITION	PERCENTAGE RATING	OVERALL PERFORMANCE RATING
1. Unsatisfactory – Performance does not meet expectations. Performance improvement plan required.	0-29%	1
2. Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.	30-49%	2
3. Good – Performance meets requirements and satisfies the expectations of the position.	50-69%	3
4. Very Good – Performance consistently meets and often exceeds expectations.	70-85%	4
5. Excellent – Performance	86-100%	5

Appraiser's name (or agreed third-party if appropriate):.....	Date:	Signature:
Chair's name:	Date:	Signature:
Appraisee's name:	Date:	Signature:

Prat VIII. Third-Party Views

In the event of a serious difference of view emerging during the course of the appraisal between the Appraiser and Appraisee, an agreed third-party, who may be the Chair of meeting and she/he should summaries in the space provided below the disagreement, and enter any conclusions and recommendations which shall be notified to the Appraiser and Appraisee.

Signed:

Name of the Chair/Third-Party:

Date:.....

Received by Appraisee & Signed:

Date:.....

Received by Appraiser & Signed:

Date:.....

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

NAME:

DEPARTMENT/DIVISION:

POSITION:

PERIOD: From.....To.....

DATE:

The Innovative University of Enga (IUE) believes that performance appraisal of all colleagues is essential to the achievement of its commitment to provide quality educational experiences for all students in its care. The University also believes that the performance appraisal process provides opportunities for staff development and encourages the professional growth of each staff member while acknowledging and affirming the efforts, involvement and achievements of all colleagues.

Note: The spaces provided on the Appraisal Record are not intended to constrain any member of staff who may wish to elaborate on particular issues and they are not indicative of any difference of emphasis between sections. Staff are welcome to continue their response to any particular section on separate sheets where appropriate.

RATING SCALE OUT OF FIVE.

Highest possible score: 5

6. Unsatisfactory – Performance does not meet expectations. Performance improvement plan urgently required.
7. Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.
8. Good – Performance meets requirements and satisfies the expectations of the position.
9. Very Good – Performance consistently meets and often exceeds expectations.
10. Excellent – Performance

Prat I. Self-Assessment

To be completed by the Appraisee and forwarded to the Appraiser at least ten (10) days in advance of the Appraisal Meeting

1. Please assess contribution to the Innovative University of Enga through your work in the following areas in the period since your last Appraisal. Under each heading please comment on:

Standards of Performance: Part A	Rating	Comments
Job Knowledge & Skills		
Demonstrates an understanding of job duties and responsibilities as stated in the job description.		
Understands the job's relationship with and impact on other functions within the University.		
Possesses the knowledge required to perform the job effectively.		
Possesses the technical skills required to perform the job effectively.		
Demonstrates an understanding of policies, procedures, statutes and regulations, as necessary, to perform the job		
Is able to formulate solutions effectively within the scope of the job.		
Subtotal		
Quality/Quantity of Work		
Work is completed with minimal errors.		
Produces the expected volume of work.		
Demonstrates effective application of both technical and non-technical skills as required in the job description.		
Uses ICT- technology/resources available to achieve quality, service and productivity.		
Subtotal		
Interpersonal Skills		
Demonstrates the ability to work effectively with people at all levels in the University, including community partners. (e.g. shows respect, understanding, sensitivity, courtesy, tact and flexibility).		
Communicates effectively with people at all levels in the University.		
Understands the role of listening in the communication process. Provides and receives feedback effectively at all levels of the University.		

Maintains confidentiality at all levels of the University.		
Subtotal		
Standards of Performance	Rating	Comments
Planning & Organization		
Demonstrates the ability to organize the workload efficiently and effectively.		
Demonstrates the ability to establish and meet deadlines.		
Demonstrates the ability to establish and meet short and long-term goals.		
Possesses the flexibility to modify plans in order to meet changing needs and/or priorities.		
Subtotal		
Decision Making		
Recognizes when a decision is needed and demonstrates the ability to make a sound decision.		
Evaluates known facts, develops a thoughtful plan of action and follows through.		
Recognizes when a higher authority should be consulted in respect to decision making.		
Subtotal		
Initiative		
Is a self-starter in seeking responsibilities, work and new learning experiences.		
Demonstrates the ability to work with minimal supervision.		
Recognizes and acts on opportunities.		
Subtotal		
Innovation & Chang		
Identifies, shares and is receptive to new ideas.		
Adapts to new situations.		
Helps others adapt to change.		
Suggests new procedures to increase efficiency of the position/department.		

Contributes new ideas and methods of dealing with problems.		
Subtotal		
Health & Safety		
Demonstrates appropriate knowledge of health and safety practices/procedures in the workplace.		
Follows all safety rules, practices and procedures.		
Uses and maintains equipment properly.		
Supports safety by keeping the workplace clean and safe.		
Subtotal		
Standards of Performance	Rating	Comments
Teamwork		
Promotes and demonstrates trust, mutual respect, collegiality and a co-operative work environment.		
Balances the needs of the University and team with her/his own needs and desires.		
Supports teamwork through open and honest communication.		
Encourages and recognizes the contributions of others.		
Offers assistance to others.		
Demonstrates the ability to resolve conflict within the team.		
Demonstrates reliability/dependability.		
Subtotal		
Senior Management Level: This section evaluates the performance of the supervisory/management functions of the position. Part B		
Delegation		
Delegates daily work assignments according to areas of expertise and responsibility, and consistent with established methods and procedures.		
Provides guidance and suggestions, when necessary.		

Encourages members of work groups to find own solutions to problems.		
Conducts follow-ups to ensure that work is completed accurately, within the budget and on schedule.		
Subtotal		
Leadership		
Sets high team standards.		
Establishes a focus and direction for the team.		
Creates a positive work environment.		
Develops a shared sense of purpose for the team.		
Motivates directly reporting employees.		
Subtotal		
Communication		
Passes supervisor's instructions to members of work groups and provides clear instructions regarding new projects and assignments.		
Keeps supervisor informed of work progress and any problems, which occur. Reports personnel difficulties to supervisor.		
Subtotal		
Standards of Performance	Rating	Comments
Project Management		
Establishes project goals and milestones.		
Develops procedures and systems.		
Defines roles and responsibilities.		
Determines project resources.		
Monitors project performance.		
Subtotal		
People Development, Management & Sharing of Skills		
Fosters growth and develops the abilities of employees.		
Provides guidance, support, feedback and coaching to employees.		
Defines roles and responsibilities.		
Trains new employees by explaining policies, routines, work procedures, use of		

equipment or machinery, and explaining precedents and past decisions.		
Subtotal		
Total Part A & B		
Overall Performance:		

Where possible, please evidence your self-assessment with reference to feedback from students, colleagues or other sources.

Prat II. Appraiser Comments

Part II must be completed by the Appraiser and forwarded to the Appraisee at least three (3) days in advance of the Appraisal Meeting

The Appraiser has to comment on each heading:

- d. Your initial reaction to the Appraisee's self-assessment
- e. Further information that you will need to gather to supplement the information provided by the Appraisee
- f. Areas for discussion at the Appraisal Meeting

Prat III. Previous Appraisal

Part III section needs be completed only where a previous Appraisal meeting has been undertaken

To be completed by the Appraisee:

- c. With reference to the previous Appraisal Record, please comment on the extent to which agreed plans, objectives and action have been met.

This section has to be completed by the Appraiser and Appraisee

- d. What prevented the objectives from the previous Appraisal from being achieved? What further action has now been agreed? Please provide details of who will undertake the action and the agreed timescale.

Prat IV. Record of the Appraisal Meeting

Part IV must be completed jointly by the Appraiser and Appraisee.

Please summaries the main points arising from the Appraisal Meeting, in particular:

- c. The Appraisee's achievements and areas of strength.
- d. Identified areas for improvement and or career development.

Prat V. Agreed Objectives and Reasonable Action Plan

Part V needs to be completed jointly by the Appraiser and Appraisee.

As per the Guidance for Appraisal of Innovative University of Enga Staff section three (3) the appraiser endorses the action plan by signing at Part VII.

Please outline the objectives agreed for the period leading up to the next Appraisal. Against each objective please detail the action that is required, who will be responsible for the action and the date by which it will have been undertaken. The spaces provided on in Part V table below is not intended to constrain staff who may wish to elaborate on particular objective or action.

Objective	Action	Who is responsible	By when
1.			
2.			
3.			
4.			
5.			
6.			
7.			
Any other comments			

Prat VI. Staff Development to be Provided

Part VI has to be completed by the Appraisee and Appraiser. It is the Appraisee's responsibility to forward this request to Staff Development Committee.

Name:	Department:
Phone number:	Email:

I would like to receive information about staff development opportunities in the following areas:

- 1.
- 2.
- 3.
- 4.
- 5.

Part VII. Concluding Remarks

Please enter any final comments, including any points of disagreement. Part VII should be signed only once outstanding disagreements have been resolved.

4.4 Appraisee

4.5 Appraiser

4.6 Third-Party

Standards of Performance Summary of Sub-totals	Rating	Comments
1. Job Knowledge & Skills		
2. Quality/Quantity of Work		
3. Interpersonal Skills		
4. Planning & Organization		
5. Decision Making		
6. Initiative		
7. Innovation & Change		
8. Health & Safety		
9. Teamwork		
Sub-Total		
Senior Management Level: This section evaluates the performance of the supervisory/management functions of the position.		
1. Delegation		
2. Leadership		

3. Communication		
4. Project Management		
5. People Development, Management & Sharing of Skills		
Sub- Total		
Total		
Overall Performance:		

The following calculation formula to be used to determine percentage scores for⁶:

- ⇒ **Percentage Score** = Actual Score *Divided* by Maximum Possible Score *Multiply* by 100%
- ⇒ **The Overall Performance Rating** derived from the above formula is then read off the Overall Performance Rating Table according to the Percentage Score, as follows:

RATING DEFINITION	PERCENTAGE RATING	OVERALL PERFORMANCE RATING
6. Unsatisfactory – Performance does not meet expectations. Performance improvement plan required.	0-29%	1
7. Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.	30-49%	2
8. Good – Performance meets requirements and satisfies the expectations of the position.	50-69%	3
9. Very Good – Performance consistently meets and often exceeds expectations.	70-85%	4
10. Excellent – Performance	86-100%	5

Appraiser's name (or agreed third-party if appropriate):.....	Date:	Signature:
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⁶ This calculation formula is adopted from the Staff Performance Appraisal Form SDT5.1

Chair's name:	Date:	Signature:
Appraisee's name:	Date:	Signature:

Prat VIII. Third-Party Views

In the event of a serious difference of view emerging during the course of the appraisal between the Appraiser and Appraisee, an agreed third-party, who may be the Chair of meeting and she/he should summaries in the space provided below the disagreement, and enter any conclusions and recommendations which shall be notified to the Appraiser and Appraisee.

Signed:

Name of the Chair/Third-Party:

Date:.....

Received by Appraisee & Signed:

Date:.....

Received by Appraiser & Signed:

Date:.....

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Document Approvals

Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. SCOPE

The scope of this Policy and Procedure applies to every Innovative University of Enga (IUE) and IUE Enterprise employee, including senior executive and financial officers, and to members of the IUE Council and the Board of Directors, and reflects the standard to which the University and the University expects its business associates, partners, agents, contractors, and consultants to adhere when acting on the University's or University's behalf.

This Policy is intended to supplement all applicable laws, rules, and other corporate policies.

2. RESPONSIBILITY & ACCOUNTABILITY

It is the responsibility of the Executive Leadership and Management Board (IUE ELMB) and the designated officer to ensure the following Procedure is adhered to. The IUE ELMB shall review this Policy on an annual basis for appropriateness, compliance internally with the University and the University and for compliance with all applicable standards, acts, legislation, etc.

Requests for additional guidance or interpretation regarding this Policy can be directed to the ELMB or designated officer.

It is the responsibility of all Senior Management, Department Managers and Team Leaders/Supervisors to ensure the functionality and accuracy of this Procedure is adhered to.

It is the responsibility of every employee to ensure the functionality and accuracy of this Procedure is adhered to.

It is the responsibility of the IUE ELMB and the designated officer to ensure that a risk assessment and due diligence are conducted prior to the appointment of a third-party intermediary.

3. DEFINITIONS

Corruption: Corruption is an improbity or decay in the decision-making process in which a decision-maker consents to deviate or demands deviation from the principle/policy/core values/law, which should rule his or her decision-making, in exchange for a reward or for the promise or expectation of a reward, while these motives influencing his or her decision-making cannot be part of the justification of the decision. This Policy will refer to all forms of corruption as "bribery."

Bribery: Bribery is the giving, offering or agreeing to provide benefits to others in order to improperly influence an outcome to obtain or retain an advantage. Bribery can take many forms, including the provision or acceptance of:

- cash payments
- phony jobs⁷, shell companies, or “consulting” relationships
- kickbacks
- political or charitable contributions
- social benefits, or
- gifts, travel, hospitality and reimbursement of expenses

IUE and University employees are strictly prohibited from offering, paying, promising or authorizing, directly or indirectly, any financial or other advantage or benefit to foreign officials, candidates or parties for the improper performance (whether it be an act, omission, use of influence or otherwise) of a relevant function or activity.

4. DISCIPLINE

Any employee who violates the terms of this Policy will be subject to disciplinary action.

Any employee who has direct knowledge of potential violations of this Policy but fails to report such potential violations to University or the University management or the designated officer will be subject to disciplinary action.

Any employee who misleads or hinders investigators inquiring into potential violations of this Policy will be subject to disciplinary action.

In all cases, disciplinary action may include termination of employment.

Any third-party agent who violates the terms of this Policy, who knows of and fails to report to Management or the designated officer potential violations of this Policy, or who misleads investigators making inquiries into potential violations of this Policy, may have their contracts re-evaluated or terminated.

5. TRAINING

All new employees shall receive a copy of this Policy by email.

⁷ Phony jobs can have different manifestations such as: not real or genuine; fake; counterfeit ex: a phony gold or money; false or deceiving; not truthful; fabricated ex: a phony explanation; insincere or deceitful; affected or pretentious ex: a phony sales representative. *In this policy refers to a job or services that were never delivered by the staff or the staff fabricated employees list and added someone who in fact does not exist. This is a widespread paradigm in PNG.*

All employees will receive an annual reminder and overview of the Policy during corporate training.

6. IMPROPER PAYMENT PROVISIONS

Any payment or offer of payment to a foreign official for the purpose of influencing that official to assist in obtaining or retaining business or any other advantage for the University or the University is strictly prohibited. A “payment” under the respective bribery and corruption laws is broadly interpreted to include not only the actual payment of money, but also an offer, promise or authorization of the payment of money, as well as an offer, gift, promise or authorization of the giving of “anything of value.” “Anything of value” may include not only cash and cash equivalents, but also gifts, entertainment, travel expenses, accommodations and anything else of tangible or intangible value. Application of the law is not only to payments or offers to pay, but also to any act or event that is “in furtherance of” a payment to a foreign official. Even if an improper payment is not consummated, just offering it violates these laws. Likewise, it is a violation of these laws to instruct, authorize or allow a third party to make a prohibited payment on the University’s or University’s behalf, or to ratify a payment after the fact, or make a payment to a third party while knowing or having reason to know that it will likely be given to a government official.

7. BRIBERY OF FOREIGN OFFICIALS

It is prohibited for the University and the University and any of its employees, officers, directors and agents to directly or indirectly influence (with money, gifts, or promise) any foreign government, official, political party or political candidate in order to assist the University or the University in obtaining or retaining business or in directing business to any other person. The University and the University also proscribe the authorization or ordering of any practice which constitutes a violation of these prohibitions. Violations of these anti-corruption provisions are punishable by a fine of up to Kina 20,000.00 or imprisonment, or both, in the case of an individual (for which the fine may not be paid, directly or indirectly, by the University or University).

8. BOOKS & RECORD KEEPING REQUIREMENTS

In addition to its improper payment provisions, certain accounting requirements are imposed on the University and the University . Specifically, it is required that the University and the University maintains books, records and accounts that, in reasonable detail, accurately reflect the transactions and dispositions of that the University and the University . In order to comply with these requirements, it is imperative that the University and the University employees, officers and agents maintain complete and accurate records with respect to all transactions undertaken on behalf of the University and the University . These requirements apply to transactions of any amount, not just sums that would be “material” in the traditional financial sense. “Records” include virtually all forms of business

documentation, including accounts, correspondence, memos, tapes, discs, papers, books and other documents or transcribed information of any type.

9. IMPROPER USE OF CORPORATE FUNDS OR ASSETS

The following uses of corporate funds or assets are prohibited:

- Direct or indirect payments, gifts, contributions or offers or promises of anything of value in bribes, payoffs or kickbacks or any other effort to buy favors, including but not limited to inducements to procure orders for the sale of the University and the University services and products. Any other direct or indirect payment, gifts, contribution or offer or promise of anything of value may be made only to the extent that it conforms with reasonably prudent practice in the industry, as approved in each specific case by a designated officer of the University and the University . The giving of lawful customer discounts and allowances in the ordinary course of business is not prohibited, provided that such discounts and allowances are properly approved, documented, and accounted for.
- Commissions, fees, or similar payments which are not reasonably related in value to the services rendered, or commissions, fees or similar payments made in exchange for services rendered which are illegal or in any manner violate this Policy.
- Direct or indirect contributions of money, property, or resources to the campaign of a candidate for office in the Government or in any national political party, other than as permitted by law.
- Use of assets, funds or resources of the University and the University by employees or members of their family, which is personal, or not in furtherance of the business of the University and the University .

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. POLICY STATEMENT

All employees of Innovative University of Enga are required to perform the duties and activities of their position with the highest level of integrity and independence, in a professional and ethical manner. They must also ensure that they avoid or eliminate any conflict of interest or situation that could reasonably be perceived as a conflict of interest and immediately report it to their manager.

Although this policy details certain behaviours that may lead to a conflict of interest or the appearance of a conflict of interest, it is impossible to anticipate all situations that could lead to one. Employees may also inadvertently find themselves in a situation that leads to or could be perceived as a conflict of interest. These situations must also be disclosed.

Compliance with this policy is a condition of employment. Failure to comply with these provisions may result in disciplinary action, up to and including termination of employment.

2. SCOPE

This policy applies to all employees of Innovative University of Enga, as well as contractual third parties or partners doing business with the University. All are expected to abide by the provisions of this policy that are reasonably applicable to them.

3. ACTION OR BEHAVIOURS TO AVOID

Below, you will find some situations, behaviours or events that should be avoided at all costs by employees, managers or other contractual third parties doing business with the University.

3.1 PERSONNAL INTEREST

Employees must ensure that no conflict exists or could appear to exist between their personal interests and those of Innovative University of Enga potential competitor, customer, partner, vendor, supplier or other business entity in which you have a direct or indirect financial interest.

Employees must not:

- Take part in or attempt to influence any Innovative University of Enga decision or any business dealings with a current or potential competitor, customer, partner, vendor, supplier or other business entity in which you have a direct or indirect financial interest

- Use the premises, equipment, supplies or services of other employees of Innovative University of Enga to promote their personal interests;
- Use confidential information for their personal benefit during or after employment with Innovative University of Enga;
- To be in a position where they could benefit directly or indirectly from a Innovative University of Enga business transaction (e. g. supplier of goods or services, contract, license or partnership);
- Give preferential treatment to any supplier or other person doing business with Innovative University of Enga in order to serve their personal interests;
- Invest in, own, have an interest in, or be an employee of an organization that might have an interest, direct or indirect, in any Innovative University of Enga commercial transaction, except in the case of a widely held public University whose dealings with Innovative University of Enga do not represent a substantial portion of its total business;

This should not be interpreted as an exhaustive list of all circumstances that could lead to a real or perceived conflict of interest.

3.2 FAMILY, FRIENDS AND ROMANTIC RELATIONSHIPS

Family Member

For the purposes of this policy, “family member” means the classified or student employee's spouse or domestic partner, child, step-child, parent, step-parent, grandparent, grandchild, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, aunt, uncle, niece, nephew, and first cousin.

Policy

Persons related to each other may be employed at the University in the same department or unit within the limitations set forth in this policy. Employment of an individual must be based on his or her qualifications, experience, training, and merits. Hiring officials must determine that individuals are qualified and suitable hires for the University.

An employee of the University may not supervise, hire, or appoint his or her family member, or a family member of the employee's supervisor.

In addition, an employee may not supervise or participate in the processes of review and decision-making on matters concerning retention, promotion, salary, termination, or discipline of the employee's family members.

This policy applies to all appointments (including transfers) made after the effective date of this policy. This policy does not apply to employment and supervisory arrangements that were in place on the effective date of this policy. However, any future changes in these existing supervisory arrangements will be covered by this policy.

Exceptions

Exceptions to this policy will be granted only in cases where the IUE President, or designee, determines the exception to be in accordance with applicable law and in the best interest of the University

Employees and managers must not:

- Use their position or contacts at Innovative University of Enga to promote their personal interests or those of a family member or person with whom they have a close personal or professional relationship;
- Take part in or attempt to influence any Innovative University of Enga related decision or business dealings (including those concerning current or potential customers, partners, vendors or suppliers) that may benefit or appear to benefit a relative, close personal friend or a business enterprise in which a relative or close personal friend is involved or has a direct or indirect financial interest.
- Innovative University of Enga generally does not permit work situations where a manager directly or indirectly manages a relative or a person with whom he/she has a romantic relationship. If you are aware that Innovative University of Enga plans to hire your relative or a person for a position with whom you have a romantic relationship that directly or indirectly reports to you, you must disclose that information immediately.
- If, during the course of your employment, a romantic relationship develops between you and another Innovative University of Enga employee within your direct or indirect reporting chain, you both must promptly disclose that information. Although employees involved in a consensual relationship are individually responsible for disclosure, a manager's failure to report such a relationship will be grounds for appropriate disciplinary action.

3.3 RELATIONSHIPS AND FAVOURITISM

Employees shall not grant or appear to grant preferential treatment to a person with whom they have a close personal or professional relationship. In some situations, past relationships may also give rise to a perceived conflict of interest and should be treated as such.

If an employee is in a situation where he or she could make a decision (e. g. hiring, evaluation, discipline, promotion, reward, any other form of discretionary control or the awarding of a contract) involving, directly or indirectly, a person with whom he or she has a close personal or professional relationship, the employee must:

- Disclose the potential conflict to his/her manager
- Refer the decision to the manager or someone designated by him/her
- Refrain from making any recommendations or conveying views related to the decision.

In addition, if an employee is in a position of authority over a person with whom he or she has a close personal or business relationship, the manager must change the hierarchical relationship between the employee and that person. The manager may also take other measures to reduce the appearance of conflicts of interest, if necessary.

3.4 OUTSIDE BUSINESS ACTIVITIES

Employees are permitted to engage in outside employment or activities as long as they inform their manager prior to starting such activity, and to the extent that;

- It does not compete with or reflect adversely on Innovative University of Enga or give rise to a conflict of interest.
- It does not engage in any outside activity that is likely to involve disclosure of Innovative University of Enga's proprietary information or that is likely to divert time and attention from your responsibilities at Innovative University of Enga.
- It could not be reasonably perceived as compromising the integrity, independence and impartiality expected from Innovative University of Enga or bring Innovative University of Enga into disrepute;
- It does not inappropriately exploit the employee's connection with Innovative University of Enga;
- It does not restrict your availability or efficiency;
- It does not involve acting as a spokesperson for another organization;

- Employees are permitted to act as board members of an organization external to Innovative University of Enga, if their participation meets the criteria above, and if authorized by their manager beforehand. You cannot serve as a board member or technical advisor of a competitor or of a university or a University that may reasonably be expected to become a competitor
- Employees may be permitted to write books or work on other creative projects that are not in competition with Innovative University of Enga as long as they respect the criteria for outside activities mentioned above and obtain prior written authorization from their manager.

You are not required to seek approval of the following activities:

- Any affiliation with a trade association, professional association or other such organization related to your work or position at Innovative University of Enga.
- Participation in non-profit civic or charitable activities, including serving as a member of a board of directors or technical advisory board. However, you must obtain approval if the entity is an Innovative University of Enga customer or expects to receive or seek a contribution from Innovative University of Enga.
- Positions with co-op boards, condominium associations and similar entities where the sole purpose of such participation would be to hold title to and/or manage real property in which you can or do reside.
- Positions with holding companies, trusts or other non-operating entities established solely for purposes of you or your family's investment, estate or tax planning or to hold you, your family's real estate or other investments that would not otherwise require disclosure under this policy.

If the manager considers the outside activity to be inappropriate, considering the criteria mentioned above, it must inform the employee in writing and the employee must avoid, discontinue or modify his/her participation in such activities accordingly. Disclosures and their assessment by the manager must be documented.

3.5 GIFTS, HOSPITALITY & OTHER BENEFITS

Accepting a gift, a benefit or an offer of hospitality for oneself or for a colleague, family member or friend can lead to uncomfortable situations or to real or perceived conflicts of interest.

Employees may occasionally accept unsolicited gifts, hospitality, free travel, tickets, or invitations to sports or entertainment events (e.g., baseball/football game, round of golf,

theatre show or concert) or other benefits, but only if they have a value of Kina 600.00 or less, subject to the conditions expressed below. It is also permitted to occasionally accept a working meal of reasonable value paid for by a third party.

However, employees must not accept gifts, hospitality, free travel, tickets, or invitations to sports or entertainment events or any other benefits:

- That could influence, or be perceived to influence, their judgment and/or their performance of duties;
- That are offered by a business partner and/or supplier of goods or services involved in an active request for proposal, sole source contract procedure or contract discussions, or in the six months following such a process, or as soon as they know such a process will begin in the near future;
- That are offered by a business partner and/or supplier whose performance the employee is evaluating;
- That is cash, loans, discounts or work rendered free of charge for personal purposes;
- If the total value of what has been received from the same source within a 12 months period would exceed Kina 600.00.

In circumstances where refusing a gift worth more than Kina 600.00 would prove rude or problematic, an employee is permitted to accept it; however, it becomes the property of Innovative University of Enga and must be handed over to the employee's manager, who must decide how best to dispose of it.

Employees must also refuse invitations to a conference or other formal gathering not mentioned above, organized or sponsored by an external party, a supplier, potential supplier or business partner, unless their manager determines that their attendance at such an event would not compromise or appear to compromise the objectivity, independence, impartiality or integrity of the employee of Innovative University of Enga.

Document Control

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IUE Council	IUE Council		

1. POLICY STATEMENT AND PURPOSE

The Innovative University of Enga (IUE) is committed to the principles of free expression, including the exchange of political viewpoints and ideas for all members of its community as per the citizens' rights enshrined in the *Papua New Guinea Constitution*. The University encourages its students and employees to fully exercise their personal rights of citizenship, such as voting or supporting a candidate of their choice. The *Higher Education (General Provisions) Act 2020*, however, restricts the University from engaging in activities which may directly or indirectly benefit or negatively impact candidates for political office. These restrictions extend to University employees, students and other representatives when they are acting on behalf of the University in their official capacities.

This policy describes the limitations the University must place on political activities on the campus to ensure compliance with applicable laws the country and the *Innovative University of Enga Act 2022*.

2. APPLICABILITY

This policy applies to all University employees, students including faculty staff, students, and University representatives.

3. DEFINITIONS

Campus: The Innovative University of Enga (IUE) or any University owned, occupied, or controlled property or facility located within the State of Papua New Guinea (PNG).

Political Campaign: The promotional efforts of any individuals running for a national, regional, or local political office.

Political Candidate: Any individual who has announced publicly their intention to be a candidate for election to any public office or who is being promoted publicly to join a race and become an official candidate. Incumbent public officials are not considered Political Candidates until they have either publicly announced an intention to run for election for their current position or to be a candidate for another public office.

Political Event: Any event at which a Political Candidate speaks or is prominently featured including, without limitation, partisan events intended to promote a particular Political Candidate such as campaign rallies and non-partisan events such as debates.

A Political Event does not include educational presentations by Political Candidates who are invited to campus to speak about subjects completely unrelated to the Political Candidates'

candidacy. For example, when Political Candidates who are experts on certain educational topics give educational presentations on those topics at the University's invitation, their presentations will not be considered Political Events.

University Resources: Any University property or service, such as facilities or space, office equipment, email, postage, vehicles, University name, logo and other University trademarks, letterhead, and technology resources, including, without limitation, its websites, social media, and online discussion boards.

University Sponsor: The University's employees or students acting in their official capacity on behalf of the University or direct support organization seeking to hold an event on campus. This definition does not include Registered Student Organizations (or any other student organizations) or students who are not employed by the University as such organizations and individuals are neither agents nor representatives of the University.

4. EXCLUSIONS

The University employees' or student's participation in the political process is only limited when they are acting in their official capacity concerning the University; therefore, this policy does not apply to political activities in which University employees or students engage personally outside of the University's owned, occupied, or controlled property or facility located within the State of Papua New Guinea.

This policy does not apply to political activities in which University employees or students engage personally using their own resources, free time outside of the normal duties or study in their own available timeframe.

Unless otherwise stated, this Policy applies only to elections for national, regional, and local positions; it does not apply to University elections, including elections for positions held by students (e.g. SRC).

5. GENERAL REQUIREMENTS

To uphold its commitment to free expression and political discourse, and to comply with applicable laws in PNG, the University has developed the following general requirements:

Neither the University nor anyone acting in their official capacity on its behalf shall directly or indirectly, participate in any Political Campaign on behalf of, or in opposition to, any candidate for elective public office.

Examples of prohibited activities include, without limitation, the following:

- Soliciting or making contributions to political funds;
- Endorsing or opposing any Political Candidate for public office or any Political Candidate's official platforms; and

- Allowing a Political Candidate to use University's resources or location without allowing equal access to such resources to all other candidates for the same position.

Examples of permitted activities include, without limitation, the following:

- Non-partisan voter education and registration activities;
- Hosting non-partisan political forums and debates; and
- Non-partisan courses, coursework, and curricular activities of the University.

University employees or students questioning whether a proposed activity is permitted may contact the Office of the IUE's President for guidance and assistance.

6. USE OF UNIVERSITY RESOURCES

To comply with various laws and regulations, University services, resources, or funds cannot be used in any way to suggest University endorsement of – or support for – a political candidate, political party, or political action committee, or be used to engage in unapproved lobbying activities. No person or group may use IUE's name, letterhead, logo, or seal for those purposes or to solicit funds for or otherwise support or oppose any such campaign or cause on behalf of the University.

Examples of University resources include but are not limited to:

- The University's name, logo, or other identifying marks; and
- University mail, office supplies, mailing lists, letterhead, photocopiers, telephones, email systems, computers, websites, databases, etc.

7. EDUCATIONAL PRESENTATIONS BY CANDIDATES FOR NON-POLITICAL PURPOSES

As noted above, when Political Candidates are invited to the University to offer educational presentations about a topic completely unrelated to their candidacy the presentation is not considered a Political Event.

The Political Candidate's educational presentation must be delivered in a non-partisan manner and the Political Candidate can only speak in their educational, rather than political capacity. Further, any communications or promotional activities concerning the Political Candidate's presentation shall indicate the educational capacity in which the Political Candidate is appearing and shall exclude all mention of the Political Candidate's candidacy or the election.

University employees and representatives inviting Political Candidates to Campus for non-political educational presentations shall apply to and receive written approval from the Office of IUE's President. Please allow at least 10 business days for review of an application.

8. UNIVERSITY FACILITIES AND OUTDOOR SPACE FOR POLITICAL EVENTS

University facilities and outdoor space are regularly used by a wide array of individuals, including faculty, staff, students, registered student organizations, members of the local community and community groups. Therefore, the University has established regulations and policies governing such use. The additional rules provided in this policy apply to Political Events taking place on the Campus facilities.

The University may, in its sole discretion, create and enforce reasonable and content-neutral restrictions on the time, place or manner for any event or activity on the Campus. These include, without limitation, a more appropriate Campus location, alternate event date or time, and restricted attendance or capacity at the proposed event.

Unless otherwise permitted within this Policy, the use of temporary signage and other political marketing materials for Political Candidates on Campus shall not be permitted.

9. POLITICAL EVENTS HELD BY UNIVERSITY: UNIVERSITY-SPONSORED POLITICAL EVENTS.

University Sponsors planning to sponsor a Political Event must notify the Office of the IUE President at least 60 days prior to the scheduled date of the Event.

University-Sponsored Political Events must be non-partisan and politically neutral so that no candidate receives or appears to receive any preferential treatment from, or endorsement by, the University.

Permissible forms of non-partisan and neutral University-Sponsored Political Events include without limitation candidate forums or debates, question-and-answer sessions, or similar forms of political discourse.

The University cannot sponsor any political fundraising activities or campaign rallies. To promote neutrality among Political Candidates at University-Sponsored Political Events, Sponsors must take the following precautions:

- Political Candidates must not receive any compensation, honorarium, or expenses (either directly or to anyone else on their behalf) for their participation in University-Sponsored Political Events;
- Either all Political Candidates running for the same public office shall be invited to a Political Event or all such candidates shall be invited to attend substantially similar events (e.g. if there are too many candidates running for political office to accommodate during one debate, the University may schedule a series of similarly planned and executed debates to which all the candidates can be invited); and
- All Political Candidates attending a University-Sponsored Political Event must also be invited to attend any associated University-Sponsored receptions and other social activities.
- Restrictions imposed upon any Political Candidates which might appear to give an advantage to any of the Political Candidates' opponents must be reviewed and

approved by the IUE President. Restrictions will only be approved when imposed in a neutral, non-partisan manner that do not benefit or harm any specific candidate or group of candidates.

When University-Sponsored Political Events are held in University facilities, the following guidelines apply:

- The University Sponsor must pay all facility charges and ancillary service costs associated with the event, including but not limited to, custodial, parking, equipment setup and operation, and security;
- Neither the University Sponsor nor any University facility member may charge any individual an admission fee to attend a University-Sponsored Political Event;
- All promotional material for University-Sponsored Political Events must include a clear statement that the University Sponsor, and the University officials involved in the event do not endorse any political candidate or any position of a political candidate; and
- University officials may publicize any University-Sponsored Political Events in any appropriate manner and may encourage or arrange for coverage by media organizations, including University media. These also include, without limitation, a more appropriate campus location, alternate event date or time, and restricted attendance only for the University community or capacity at the proposed event.

10. VOTER EDUCATION, CIVIC ENGAGEMENT PROGRAMS, AND ON-CAMPUS ELECTION SITES

Members of the Innovative University of Enga community are encouraged to be active and informed participants in the electoral process. The University is permitted to conduct certain non-partisan voter education activities, including public forums, voter registration, and voter training programs. Great care must be taken to ensure these kinds of activities remain non-partisan and comply with government guidelines.

To ensure compliance, the University has adopted the following guidelines:

1. Voter Guides

University resources cannot be used to produce voter guides.

2. Voter Registration Activities

All on-campus voter registration activities and civic engagement programs must be nonpartisan and approved by the IUE President and facilitated by the University.

3. On-Campus Polling Facilities

The Office of the IUE President and Community Relations works closely with campus and community partners to provide space for an on-campus polling facility during selected elections and to ensure those locations follow applicable local rules and regulations.

11. VOTER REGISTRATION ACTIVITIES

An employee or student may participate in non-partisan voter registration activities on campus. However, a voter registration booth should not mention any particular candidate or party.

12. PRIVATE POLITICAL ACTIVITY AND CANDIDACY

1. Employee and Student Engagement on Political Issues

This guidance should not discourage members of the IUE community from communicating with their elected representatives or speaking out on political issues as private citizens. Students and employees should take care to indicate that their comments are personal views and do not represent those of the University, and that they are not speaking or acting on behalf of the University.

Though an employee or a student may be identified by their University title, the employee's association with IUE should be made only for purposes of identification. In addition, employees or students should only use personal email accounts (not IUE.ac.pg accounts) and stationery for the distribution of political communications, campaign messages, petitions, and similar material.

2. Employee and student candidates for public office

- a. Employees seeking public office must submit formal resignation letter from employment six (6) months prior to the time of campaign. The employee resignation must be accepted by the University. Resignation is the termination of employment initiated by the employee. That is, the employee voluntarily decides to end their employment and clearly communicates that decision to the employer – Innovative University of Enga.

When an employee resigns, she or he must give written notice via a letter (or email) to the University (employer). The notice period:

- starts the day after the employee gives her or his employer notice in writing via email or a letter that she or he wants to end their employment; and
- ends on the last day of employment.

If the employer pays out the notice period, the employee's employment ends on the date that payment in lieu of notice is made. In that case, the employee does not stay employed during the notice period (or continue to accrue entitlements, such as annual leave). If the University does not pay out any part of the notice period, the employee stays employed for the entire notice period. Employment cannot end on a date earlier than the day the notice is given.

The University shall make the final pay, what the University owes an employee when the employment ends.

On or before the employee's final date of employment, the University shall request the employee to:

- return all property of the business (including keys, documents, information technology equipment, intellectual property);
- return or be reimbursed with outstanding petty cash;
- remove hard copy and electronic personal and confidential files; and
- inform supervisor/s of any passwords/codes to access computer files.

The Political Candidate who formally resigned from the employment at the University to run for election is doing it as a private citizen.

b. Students seeking public office must withdraw from their study six (6) months prior to the time of campaign.

- IUE recognizes that withdrawing from studies is a big decision and the University wants to ensure that students are making the right choice for their future. If a student is considering permanently withdrawing from her or his programme, she or he should discuss it with the Office of the Vice President Students Administrative Services before a student makes her or his final decision.
- IUE can help students to identify the alternative options open to them and/or the implications of withdrawing, for example the financial implications for future studies.
- If students have sought advice and have decided to withdraw from their studies, they must complete and return the notice of intention to withdraw and send to the Office of the Vice President Students Administrative Services. Students can submit their Notice of Withdrawal via email and must ensure that they use their University students email account. The Vice President Students Administrative Services will confirm in writing that her or his withdrawal has been processed and accepted.
- The date of withdrawal cannot normally be earlier than the date upon which the completed form is received by the Vice President Students and Administrative Services. Requests for retroactive withdrawal will not normally be considered. If, however, students were neither attending nor engaging with their studies and were not able to submit the Notice of Intention to Withdraw form due to hospitalization, incarceration or equivalent physical or mental incapacity, then a statement which details the reason for the lateness

of the request may be submitted, with relevant supporting evidence, in addition to the Notice of Intention to Withdraw from IUE.

- It is important that students know that she or he may be charged part of their tuition fees or even the full tuition fees for the year depending on when they withdraw from study.
- If students are withdrawing from the University and live in IUE's accommodation, student's accommodation privilege shall be cancelled.

The Political Candidate who formally withdraw from the University to run for election is doing it as a private citizen.

- c. Employees or students are not allowed to commence campaign during the employee's normal working hours or study, otherwise it will affect the employee's ability to carry out their normal employment obligations as outlined in the University employee and student handbook.
- d. The University expects the employee and the student to assure strict compliance with applicable requirements outlined by PNG laws and municipal election regulations.

3. An employee or student seeking elective office

An employee or student seeking elective office shall not use any University resources, services, or personnel (while such personnel are on University time) for any campaign-related activities. Additionally, the University's name may not be mentioned in the solicitation of contributions or other commitments, other than to identify the University as the employee's place of employment or the student's place of study. If an employee or student uses the University's name for identification purposes, the employee or student shall also make it clear that the University is not endorsing the employee or student, and that the employee or student's views are not necessarily those of the University. An employee or a student shall not seek financial contributions or request volunteer campaign assistance from other University employees or students who report, directly or indirectly, to the employee involved in the political activity. If an employee is a faculty member or instructor, the employee shall not require campaign assistance or participation from students. In addition, if an employee is teaching a University academic programme while seeking elective office, to avoid the conflict with IUE's academic policies, the employee shall submit her or his resignation by end of a semester and when all exams are corrected and marks submitted to the Dean of a Faculty.

4. An employee or student seeking reemployment or reenrollment

An employee or student seeking re-employment or re-enrolment after the election must follow University's policies. The University may, in its sole discretion, re-employ the person on a new contract and new conditions of service. The University is not obliged to offer any employment to the person applying. The University may, in its sole discretion, re-enrol the applying person. However, the University is not obliged to re-enrol to the person applying to complete her of his study.

13. POLICY VIOLATIONS

The University may take administrative or disciplinary action concerning violations of this Policy up to and including termination of employment or expulsion from study.

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1. POLICY STATEMENT

Innovative University of Enga provides users with the facilities and opportunities to work remotely as appropriate. We will ensure that all users who work remotely are aware of the acceptable use of portable computer devices and remote working opportunities.

2. STATEMENT OF PURPOSE

The purpose of this document is to state the Remote Working policy of Innovative University of Enga.

Portable computing devices are provided to assist users to conduct official business efficiently and effectively. This equipment, and any information stored on portable computing devices, should be recognised as valuable organisational information assets, and safeguarded appropriately.

3. SCOPE

This document applies to all employees of Innovative University of Enga and contractual third parties who use Innovative University of Enga ICT facilities and equipment remotely, or who require remote access to Innovative University of Enga Information Systems or information.

This policy should always be adhered to whenever any user makes use of portable computing devices. This policy applies to all users of Innovative University of Enga ICT equipment and personal ICT equipment when working away from Innovative University of Enga offices/facilities.

Portable computing devices include, but are not restricted to, the following:

- Laptop computers.
- Tablet, PCs.
- Mobile phones
- Wireless technologies.

4. RISKS

Innovative University of Enga recognises that there are risks associated with users accessing and handling information to conduct official work. The mobility, technology and information that make portable computing devices so useful to employees and organisations also make them valuable assets for thieves.

This policy aims to mitigate the following risks:

- Increased risk of equipment damage, loss, or theft.
- Accidental or deliberate overlooking by unauthorised individuals.
- Unauthorised access to PROTECT and RESTRICTED information.
- Unauthorised introduction of malicious software and viruses.
- Potential sanctions against the University imposed by the authorities because of information loss or misuse.
- Potential legal action against the University because of information loss or misuse.
- Innovative University of Enga reputational damage because of information loss or misuse.

Non-compliance with this policy could have a significant effect on the efficient operation of Innovative University of Enga and may result in financial loss and an inability to provide necessary services to our customers.

5. EQUIPMENTS

All IT equipment (including portable computer devices) supplied to users is the property of Innovative University of Enga. It must be returned upon the request of Innovative University of Enga. Access for support or IT Service staff of Innovative University of Enga shall be given to allow essential maintenance security work or removal, upon request.

All ICT equipment will be supplied and installed by Innovative University of Enga ICT Service staff. Hardware and software must only be provided by Innovative University of Enga ICT Service staff.

6. USER RESPONSIBILITY

It is the user's responsibility to ensure that the following points are always adhered to:

- Users must take due care and attention of portable computer devices when moving between home and another business site.
- Users will not install or update any software on the Innovative University of Enga owned portable computer device.
- Users will not install any screen savers on Innovative the University of Enga owned portable computer device.
- Users will not change the configuration of any Innovative University of Enga owned portable computer device.

- Users will not install any hardware to or inside any Innovative University of Enga owned portable computer device, unless authorised by Innovative University of Enga ICT Service staff.
- Users will allow the installation and maintenance of the Innovative University of Enga installed Anti-Virus updates immediately.
- Business critical data should be stored on the Innovative University of Enga file and print server wherever possible and not held on the portable computer device.
- Users must not remove or deface any asset registration number.
- User requests for upgrades of hardware or software must be approved by IUE's ICT Director. Equipment and software will then be purchased and installed by ICT Service staff.
- The ICT equipment can be used for personal use by staff so long as it is not used in relation to an external business. Only software supplied and approved by the Innovative University of Enga can be used (e.g. Word, Excel, Adobe, etc.).
- No family members may use the ICT equipment. The ICT equipment is supplied for the staff members' sole use.
- The user must ensure that reasonable care is taken of the ICT equipment supplied. Where any fault in the equipment has been caused by the user, in breach of the above paragraphs, Innovative University of Enga may recover the costs of repair.
- Innovative University of Enga may at any time, and without notice, request a software and hardware audit, and may be required to remove any equipment at the time of the audit for further inspection. All users must co-operate fully with any such audit.

7. REMOTE AND MOBILE WORKING ARRANGEMENTS

Users should be aware of the physical security dangers and risks associated with working within any remote office or mobile working location.

Equipment should not be left where it would attract the interests of thief. For home working it is recommended that the office area of the house should be kept separate from the rest of the house. Equipment must be secured whenever it is not in use.

Users must ensure that access / authentication tokens and personal identification numbers are always kept in a separate location to the portable computer device.

Paper documents are vulnerable to theft if left accessible to unauthorised people. These should be securely locked away in suitable facilities (e.g. secure filing Executive Leadership and Management Board s) when not in use.

Documents should be collected from printers as soon as they are produced and not left where they can be casually read. Wastepaper containing PROTECT or RESTRICTED information must be shredded to required standards.

8. ACCESS CONTROLS

It is essential that access to all PROTECT or RESTRICTED information is controlled. This can be done through physical controls, such as locking the home office or locking the computer's keyboard. Alternatively, or in addition, this can be done logically such as by password controls or User Login controls.

All data on portable computer devices must, where possible, be encrypted. If this is not possible, then all PROTECTED or RESTRICTED data held on the portable device must be encrypted.

An SSL or IPSec VPN must be configured to allow remote users access to Innovative University of Enga systems if connecting over Public Networks, such as the Internet.

9. ANTI VIRUS PROTECTION

ICT Services will deploy an up-to-date Anti-Virus signature file to all users who work away from the Innovative University of Enga premises. Users who work remotely must ensure that their portable computer devices are connected to the corporate network at least once every two months to enable the Anti-Virus software to be updated.

10. POLICY COMPLIANCE

If any user is found to have breached this policy, they may be subject to Innovative University of Enga's disciplinary procedure. If a criminal offence is considered to have been committed further action may be taken to assist in the prosecution of the offender(s).

11. POLICY GOVERNANCE

The following table identifies who within Innovative University of Enga is Accountable, Responsible, Informed or Consulted with regards to this policy. The following definitions apply:

- **Responsible** – the person(s) responsible for developing and implementing the policy.

- **Accountable** – the person who has ultimate accountability and authority for the policy.
- **Consulted** – the person(s) or groups to be consulted prior to final policy implementation or amendment.
- **Informed** – the person(s) or groups to be informed after policy implementation or amendment.

Responsible	Director of HR at IUE
Accountable	President of IUE
Consulted	IUE Executive Leadership and Management Board and the University Council
Informed	All employees of IUE

12. REVIEW AND REVISION

This policy will be reviewed as it is deemed appropriate, but no less frequently than every twenty-four (24) months.

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

Policy No: HRTVP030	TIME OFF TO VOTE
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It is the policy of the Innovative University of Enga to give employees time off to vote.

1. ADVANCE REQUEST

Before taking time off to vote, the employee must make a written request for time off four weeks (28) days before voting day.

2. PAID ABSENCE

Time off to vote will be treated as a paid absence.

3. VOTING HOURS

The employee is allowed five (5) hours of time off to vote. Time off to vote is granted if the polls open fewer than two (2) hours prior to work starting time or close fewer than three (3) hours after quitting time. Time off to vote may be taken before coming in to work or at the end of the workday.

4. COVERED ELECTIONS

This time off to vote policy applies to National and Local elections.

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1. POLICY STATEMENT AND PURPOSE

Exemplary job performance that well exceeds the usual expectations for the position should be encouraged, recognized and rewarded. The Innovative University of Enga (IUE) adopts this policy to govern the awarding of one-time, lumpsum compensation that is outside of base salary or wages to reward exemplary performance. This type of recognition helps IUE to create a culture where celebrating workplace successes is an everyday way of life. It helps IUE Team bond over shared accomplishments and deepens their connection to University's vision, mission, purpose and goals.

2. POLICY

2.1 Eligibility

To be eligible for a bonus under this policy a recipient must:

- a. Be an active, full-time employee of the University.
- b. Not have received any disciplinary action for the previous year.
- c. Completed the probationary period, if classified staff.

2.2 Consideration for a bonus shall be based on factors that include, but are not limited to:

- a. Exemplary work on a special project.
- b. Achievement of significant departmental/project goals.
- c. Development of or assistance with implementation of an idea or an initiative which improves a business process, results in cost-savings, or supports a university strategic goal.
- d. Consistent exemplary performance in all areas, going well above and beyond the normal expectations.
- e. Bonus of Recognition for Extra Effort. It means the staff will be paid 75% of normal salary grade, for each day at work in recognition for extra effort made during her/his formal and schedule leave period. This monetary reward can be given to a colleague, who did not take annual leave due to the urgent work that has to be done and this colleague is essential at this specific time for the work to be done. Thus, reward is in recognition of a valuable contribution this staff member is making.

2.3 Bonus consideration shall not include consideration of the following factors:

- a. Holidays, length of service, or work anniversaries.
- b. Consistently meeting expectations of the full performance standards as assigned by the position.
- c. Situations to which the provisions of other rules and/or collective bargaining agreements are applicable salary increases.

- d. Changes in duties or responsibilities that result from transfer or reassigning responsibilities to another person or unit.
- e. Perfect attendance record

2.4 Other considerations

- a. This bonus program shall not apply to employees who are represented by a collective bargaining agreement; or to employees whose employment contracts otherwise provide for earning performance-based bonuses or to employees whose positions are funded, in whole or in part, on external grant funds unless the grant agreement allows for the use of grant funds for payment of bonuses.
- b. Bonuses are discretionary. This policy creates no enforceable contract right.
- c. Bonuses are dependent on the availability of funds as determined by the unit administrator, Vice President University Administration and University President.
- d. A bonus will be a one-time payment. Bonuses are not added to base salary.
- e. Funding of bonuses will be the responsibility of the employing unit or division.
- f. Funding exceptions for special projects may be accepted and approved by the Vice President University Administration or President.
- g. Bonuses will be processed through the University payroll system. The applicable deductions and state tax contributions will be taken.
- h. The minimum bonus that may be paid under this policy is Kina two hundred fifty. The maximum bonus amount that may be paid under this policy is Kina two thousand.
- i. Bonus payments below the minimum amount or above the maximum amount or under circumstances not provided for by this policy shall require the prior written approval of the University President.
- j. Bonus payments must comply with all state laws and regulations.
- k. This policy is subject to revocation or modification at the Administration's sole discretion.

3. PROCEDURE RECOMMENDATION

Procedure Recommendation and approval for any bonus shall be made solely at the discretion of the Departmental Manager/Director, Vice Presidents, Deans or President and shall not be subject to appeal or further review.

- a. The Department Manager/s/Director/s or Vice President/s shall complete the Bonus Submission Form and submit the information to the appropriate Dean/Director/ Vice President for review.
- b. The Vice President University Administration shall provide final approval, or not, in consultation with the Human Resources Officer or the appropriate designee to ensure the request meets the required criteria.
- c. Approved bonus payments will be processed in December, through the Payroll Department.

4. APPLICABILITY

All University Units-Administrative and Classified Staff Responsible Unit: Office of Human Resources

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1. Terms of Reference

The Housing Committee is the standing Committee of the Innovative University of Enga's Executive Leadership and Management Board. It provides advice and recommendations on policies, bylaws, plans, programs, budgets, and housing function issues.

2. COMMITTEE RESPONSIBILITIES

Within the scope of the University Council Strategic Plan, Academic Developments, and Financial Plan, the Committee provides guidance and oversight to staff on the implementation of the annual work plans and business plans for the housing function and the IUE housing service.

Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the housing function and development;
- Oversee the update and implementation of the IUE Housing Strategy;
- Oversee and the review all applications received from IUE staff requesting accommodation on the campus or requesting relocation to the different house;
- Confirms allocation of houses as per the housing committee's resolution and communicates its decision to relevant authorities within the University, not to the staff applying. A responsible unit within the University will communicate this decision to the staff concern;
- Oversee the development and implementation of Housing Plans and Policies;
- Guiding policy and strategic direction aimed at managing existing IUE assets;
- Oversee the implementation of IUE capital programs, including the award of maintenance services contracts not more than Kian 200,000.00 for engineering services, materials supply, construction and redevelopment; and
- Review and make recommendations on the performance and operations of the IUE maintenance service team.

3. COMMITTEE MEMBERSHIP AND MEETINGS

The Vice President University Administration is the Chair, and the Vice President Students Administrative Services is the Deputy Chair, and other members are appointed annually by the President through the IUE's Executive Leadership and Management Board. The Committee membership should not be more than seven (7) persons. This includes the Chair.

The Committee meets monthly and holds special meetings as required. A quorum of 50% plus one of the Committee memberships are required to conduct Committee business.

4. COMMITTEE MANAGEMENT

The Committee Chair, or in the absence of the Chair, the Deputy-Chair, is the Chairing meetings. For high profile issues, the Chair, Vice President University Administration, or the Vice President Students Administrative Services must Chair such a meeting.

An Administrative Officer must be assigned for the Committee. The Administrative Officer is responsible for coordinating agendas and serves as the principal point of contact for Committee members.

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1. POLICY OVERVIEW

The Innovative University of Enga vehicle policy provides employees with guidelines for using a University vehicle. A "University vehicle" is any type of vehicle our University assigns to employees to support their transportation needs for their jobs. University vehicles belong to our Innovative University of Enga and we want to make sure our employees use them properly. This policy applies to all employees who use a University vehicle and applies during and outside working hours.

2. SCOPE

This policy applies to all our employees who are eligible to receive a University vehicle and to those who drive one as part of their daily duties.

3. ELIGIBILITY FOR A UNIVERSITY VEHICLE

Employees may be eligible for a University vehicle if they drive 50,000 km or more per year for business purposes, if they use University vehicles as an indispensable part of their jobs (e.g. truck drivers and delivery drivers) or if they are expected to use a vehicle as a benefit.

Employees who aren't assigned University cars but believe they need one may discuss this with their supervisor or consult with our Human Resources (HR) department.

To be eligible for a University car, employees must complete a form and submit a copy of their driver's license.

In most cases, our University will determine which employees will be assigned University cars.

Innovative University of Enga may, at its discretion, assign and revoke the access University's vehicles.

4. PREREQUISITES FOR DRIVING A VEHICLE

Our employees are only allowed to drive a University car if they:

- Have a valid driver's license and
- A clean driving record for at least six (6) years.

A clean driving record means that the employee has not been held responsible for a car accident or arrested for a violation of the vehicle and traffic laws.

5. UNIVERSITY'S VEHICLE RULES

- Comply with traffic regulations in your jurisdiction and be courteous to other drivers.
- If applicable, wear glasses or contacts when driving.
- Document driving expenses like tolls and gas.
- Monitor gas level, tire pressure and all fluid levels.
- Immediately report any damage or problems to the vehicle assigned to you.
- Immediately report changes in your driving privileges, such as the suspension of your driver's license.
- Always lock University cars.
- Bring the vehicle to the scheduled maintenance appointments.
- Employees who are fatigued and/or sick should avoid driving if they feel their driving ability is impaired. If sickness occurs during a business trip that requires the use of a University car, employees should take regular breaks while driving or ask HR for overnight accommodations, if needed.
- Employees who are tired or sick should avoid driving if they feel their driving ability is compromised or impaired. If the illness occurs during a business trip requiring the use of a University vehicle, employees should take regular breaks while driving or ask HR to provide overnight accommodation, if necessary.

6. PROHIBITED BEHAVIOR

- Do not drive while intoxicated, tired or under the influence of drugs that affect your ability to drive.
- Do not smoke in University vehicles.
- Do not rent, sell or lend a University vehicle.
- Do not violate distracted driving laws by using a phone or texting while driving
- Do not allow unauthorized drivers to use a University vehicle, except in an emergency.
- Avoid double-parking, blocking entrances and engaging in other traffic violations that may result in fines.
- Use a University car to teach someone how to drive.
- Leave the University car unlocked, unattended or parked in dangerous areas.
- Employees who take medications that severely affect their sense of orientation, vision or reflexes may not be permitted to drive a University car.

Employees who violate the University 's vehicle rules are subject to disciplinary action, including verbal and written warnings, suspension of vehicle privileges, dismissal and legal action.

7. REVOKATION OR SUSPENSION OF DRIVER'S LICENSE

If an employee's driver's licence is suspended or revoked, he or she must inform the Human Resources Department as soon as possible. In this situation, the University 's car will either be temporarily removed or reassigned to another person. To recover the privilege of driving a vehicle belonging to us, the employee must comply with the University 's policy, which includes having a clean driving record for six (6) years.

8. EMPLOYEES WITH DISABILITIES

Employees with disabilities may also be eligible for University cars and parking spaces. We're also willing to make reasonable accommodations to facilitate their University vehicle use.

9. ACCIDENT

In the event of an accident with a University vehicle, the employee involved must immediately contact the personnel department so that the University can contact our insurance University.

Under no circumstances should employees accept liability or guarantee payment to another party in an accident without the University's authorization.

Employees must also follow legal guidelines regarding the exchange of information with other drivers and call the local police if the accidents are serious

10. INNOVATIVE UNIVERSITY OF ENGA'S RESPONSIBILITIES

We want to ensure that all our employees are safe at work. For these reasons, we will:

- Make sure that the cars you drive will be safe to drive before assigning them to you.
- Schedule periodic maintenance to ensure that the University 's cars remain in good condition.
- Provide a copy of this policy to all employees who will be assigned University vehicles.
- Insure vehicles with a reliable insurer.

Drivers are responsible for bringing the University's vehicles for any planned maintenance service.

We keep records of our fleet with the date of manufacture and mileage. We will remove any car considered too old or any car with too much mileage.

11. EMPLOYEE'S RESPONSIBILITIES

Employees are responsible for:

- The tickets or fines they accumulate when driving University vehicles (e. g. for driving too fast).
- All costs if they are arrested or towed for impaired driving or any other reasons arising from their inappropriate behavior.

Employees are permitted to drive their assigned University cars outside of working hours, but they must always abide by this policy.

12. DISCIPLINARY CONSEQUENCES

Employees may be subject to disciplinary action if they do not comply with the rules of this policy. For minor offences, such as allowing unauthorized persons to drive a University car or receiving more than Kina 600.00 fines, the employee is subject to official reprimands as well as other sanctions such as revoking the privilege to drive a University vehicle.

In addition, the employee is subject to more severe disciplinary measures such as termination or legal action for more serious offences. This may include renting a University car for personal financial gain or to cause an accident while driving while impaired.

Document Control

Document Information

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Document Approvals

Role	Name	Signature	Date
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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. POLICY OVERVIEW

Innovative University of Enga endeavours to constantly provide the best of facilities and benefits to its employees. The Transport Policy provides guidelines to employees and the Transport Management Team with regards to the eligibility and procedures to be followed.

2. ELIGIBILITY

This Policy is applicable to all regular employees of the University.

3. PROCEDURE

Employees working in shifts are required to use the transport facility to maintain shift continuity and work timelines and to ensure availability at site.

Vulnerable employees working late/early/night shifts must mandatorily avail the University's transport facility for their own safety and security.

Employees wishing to avail the transport facility should contact the Transport Management Team to register themselves. However, the University may or may not approve such requests, depending on availability, situation, and criticality.

All details with regards to pick-up and drop points, timings, type of vehicle, etc. will be dealt with by the Transport Management Team.

4. RESPONSIBILITIES AND RULES

All Employees shall be responsible for their belongings. The University is not responsible for any loss or damage of personal belongings of employees while they are travelling in University provided transport.

All employees are expected to carry their ID cards while travelling in University provided transport for security reasons.

Employees are not allowed to change the transport route enroute while commuting to and from the office, at any cost, or to stop the transport for any personal errands.

Employees should inform the transport office concerned about a change of address at least two days in advance for making logistical changes.

Employees are expected to behave in a cordial manner with drivers/security personnel and to avoid discussion of any of their work/personal life/politics, etc. or have arguments with them at all times.

Employees are expected to be on time for the pick-up/drop-off and should not delay the process of cabs, as this would cause inconvenience to fellow employees.

Any change in route because of strikes/road repair etc. should be promptly conveyed to the Transport Management Team.

Employees also must inform the Transport Management Team immediately about any vehicle breakdown or tyre puncture, etc. for making alternate arrangements. Employees are required to be safely seated inside the vehicle until new arrangements are made.

The Transport Management Team will also inform impacted employees of any change in route as a result of strikes/road repair/vehicle repair/emergencies etc., at least one hour before pick-up/drop-off time.

Employees are expected to maintain cleanliness inside the transport and to maintain personal hygiene. They should not inflict any damage on University provided transport.

Any issues with respect to transport drivers or security personnel should be conveyed to the Transport Management Team.

5. ACCIDENTS

If an employee of the University is involved in an accident with the University transport, they must immediately contact the Human Resources Department. Under no circumstances should an employee accept responsibility or guarantee payment during an accident unless the University authorizes it.

6. SPECIAL CIRCUMSTANCES

Any deviation to this Policy must be approved by the Human Resource Department. Any changes to the Policy must be approved by Legal, and Compliance, Non-compliance and Consequences.

7. NON-COMPLIANCE

Violation of this Policy is subject to disciplinary action, up to and including termination.

8. MONITORING AND REVIEW

A formal review of this Policy will take place every three (3) years unless there is a significant change in relevant legislation or business need which triggers a review before then.

Document Control

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IUE Council	IUE Council		

GLOSSARY OF KEY TERMINOLOGY

Gender: Gender is used to describe those characteristics of women and men, which are socially constructed, while sex refers to those which are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men. This learned behavior makes up gender identity and determines gender roles (WHO, 2002). As a social construct, gender varies from society to society and can change over time.

Gender Equality: when women and men enjoy equal rights, opportunities and entitlements in civil and political life, in terms of access, control, participation and treatment (FAO, 2017).

Gender Equity: means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations, and opportunities.

Gender's role: a set of social and behavioral norms that are considered to be socially appropriate for individuals of a specific sex.

Gender Mainstreaming: as the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality (ECOSOC, 1997).

Gender Analysis: the systematic attempt to identify key issues contributing to gender inequalities so that they can be properly addressed.

Gender Blind: a study or project that lacks attention to the differential roles, responsibilities, resources, or experiences of men and women (International Food Policy Research Institute, 2011).

Gender Sensitive: awareness of the ways in which men and women will be differentially impacted by policies, programs, and so on (International Food Policy Research Institute, 2011).

Sex: refers to the biological characteristics of a woman or a man. The biological 'sex' of a person is given at birth.

Social Inclusion: the process by which efforts are made to ensure equal opportunities – that everyone, regardless of their background, can achieve their full potential in life, leaving no one behind (UN, 2016).

1. PURPOSES OF GESI POLICY

The purpose of this GESI Policy is to provide direction for the Innovative University of Enga (IUE) staff members, development partners in promoting and mainstreaming GESI in all activities in the IUE.

This GESI Policy is one way to address the current gender inequalities- rebalance the unequal power relations, reduce disparities, ensure equal rights and opportunities, and respect all individuals regardless their social identity in the University.

This policy is inclusive to all gender.

2. GESI POLICY GOAL

The ultimate goal of GESI Policy, in the IUE, is to bring benefits to all women, men, youth, disabled people and all social groups in the IUE. This means that work conducted within the IUE must incorporate GESI in the plan, implementation and evaluation of projects and program, and should bring benefits to all communities and gender.

3. GESI OBJECTIVES

The following objectives will guide us in mainstreaming GESI in the University:

3. 1. All gender-the poor, the vulnerable and the excluded within that group- concerns are incorporated in shaping laws, policies, programs and projects of the University.
3. 2. All gender has equal access and ability to participate and influence in the decision-making process at the University.
3. 3. Effective GESI mainstreamed in the IUE institutional changing process that would improve the quality of the University.

In order to achieve these goals, five strategies will be applied in mainstreaming GESI in the Innovative University of Enga:

- a. Promoting all gender's educational empowerment and drawing attention to the contributions by all gender in higher education and to community wellbeing.
- b. Promoting all gender's participation, leadership and visibility in all forms of decision-making at the University.

Women, for example, have a significant role in the higher education and public sphere. Women's participation, leadership and visibility of women leadership need to be promoted. Gender mainstreaming at the IUE is an important process as a way to achieve gender equality and the empowerment of women.

c. Reinforcing GESI mainstreaming by:

- ☐ Gender and social inclusion responsive policy, data, target and planning in the IUE.
- ☐ The most challenging in GESI mainstreaming is there must be an internal change in the IUE organization. The policy, target and planning in the IUE shall always adopt gender equality and social inclusion values and based on assumptions, beliefs and situations of all gender so as to be responsive to their needs and concerns. All parts of the policy, publications and documents should clearly articulate about GESI values. The context and situation analysis should provide gender disaggregated data on the situation of all gender, vulnerable and excluded people. Targeted and beneficiary groups should be clearly defined using GESI values with clear definition of who they are.
- ☐ Strengthening institutional arrangement for GESI mainstreaming.

4. INTERNAL CHANGES AND LEADERSHIP IN GESI

There must be internal changes in terms of peoples' values, beliefs and practices – and this internal change shall encompass both leadership in the IUE and implementing partners that work on the ground to contribute to achieve gender equality and social inclusion. The need for leadership for GESI is critical to successful implementation of GESI policy. The Executive Leadership and Management Board and the Academic Board must clearly articulate Gender Equality and Social Inclusion in guidance, verbal communication and decision-making process. A commitment from strategic level flows to student's level leaders in mainstreaming GESI. Moreover, the implementation of GESI policy needs to be institutionalized in the University.

5. CAPACITY BUILDING

5.1 Gender mainstreaming is a process. Adopting GESI needs an organizational process transformation such as capacity building. Lack of knowledge and skill competencies on GESI issues among policymakers and staff potentially challenge the implementation of gender mainstreaming in institutions. A capacity in strengthening national and sub-national sex-disaggregated databases and analyses is needed. Ways to ensure a coherent approach between gender analysis and strategy are needed to safeguard that GESI is mainstreamed in all activities.

5.2 Strategic Communication on GESI Policy. GESI policy, action plans and targets need to be disseminated to all IUE staff members, students and development partners in order to have a significant impact to take place. In addition, communication products, knowledge-sharing and information management should reflect GESI consideration. Generating communication products and Lessons Learnt use at least gender-disaggregated data as a start to ensure all gender and social groups' concerns are documented, heard and incorporated in the project communication products.

5.3 Measures for Integrating GESI in the IUE Monitoring, evaluation and reporting are ways to measure how GESI is mainstreamed. Monitoring, evaluation and reporting are used to reveal whether a program addresses different priorities and needs of women, men, youth, and varied special groups in the program and project design. The monitoring could be started by assessing gender equality and social inclusion in the objectives of a project or program. No one is left behind during the activity's design, implementation and evaluation. This is a mechanism as one way where all University activities could contribute to the achievement of the University objectives and GESI mainstreaming. The application of GESI analysis at University level during the planning, execution and evaluation refer to designated indicators contribute to the success of IUE objectives.

Monitoring and evaluation should ensure that data collection for evaluations is disaggregated by poverty, sex, caste, ethnicity, location and other categories relevant to the specific project. Monitoring and evaluation should focus on the outcome, results of action, and process of implementation from GESI perspective. For example, with whom the activity in a project was done and how it was done. In addition, quantitative data need to be complemented with process changes in the relevant outcomes. An illustration of case study including voices of women, the poor, the vulnerable and the excluded about their level of participation, benefit and risks from the entire project may provide good lessons.

These are to be addressed through mainstreaming GESI in the Innovative University of Enga, targeted programs and activities to address gender inequalities.

6. IDENTIFY STRATEGIC PARTNERSHIPS AND SYNERGIES

Ensuring the GESI goal and objectives are mainstreamed in the IUE requires greater effort and commitment from all stakeholders. Finding a strategic partnership and synergy is crucial to ensure GESI is mainstreamed in the University activities. The key focal point of the IUE within staff members also need to collaborate with the Ministry that is responsible for community including women's well-being. In addition, collaboration with partners who are more knowledgeable on GESI on the ground will be helpful to ensure GESI is incorporated.

7. TIME, FUND AND RESOURCE

Investment is needed to ensure GESI is mainstreamed. The investment could be extra time and fund to ensure concerns of all gender and varied social groups to be consulted and incorporated. To some extent, project activities just need to reallocate the cost to give meaningful impact to be more gender sensitive. Gender analysis should be part of academic programmes, program and project design and implementation.

In addition, practical tools might be needed to help implementing staff in ensuring GESI mainstreaming. Training in varied forms is important for building awareness of GESI analysis. The IUE reaffirms to encourage more investment to close resource gaps for achieving gender equality and social inclusion in all activities. Strategic partnership to address GESI issue will help addressing this resource gap issue.

A commitment of financial resources to GESI-related activities is essential element of mainstreaming GESI especially at project activities, the IUE is aware that investment to GESI related activities depends on the assigned activities and the spending choices of concern for IUE with available resources. However, it is expected that intervention should at least consider barriers for women and social groups to participate, benefits and impacts to program.

8. ACKNOWLEDGEMENTS

This Policy has been developed using text adapted from:

<https://insights.careinternational.org.uk/in-practice/rapid-gender-analysis>

<http://www.fao.org/policy-support/tools-and-publications/resources-details/es/c/1234866/>

http://eugender.itcilo.org/toolkit/online/story_content/external_files/BB13.pdf

<http://www.ifad.org/gender/tools/gender/swot.htm>

<https://oxfamlibrary.openrepository.com/handle/10546/115397>

<http://repository.seafdec.org/handle/20.500.12066/6149>

https://globalmarinecommodities.org/en/publications/https-globalmarinecommodities-org-wp-content/uploads-2020-04-gender-toolkit_gmc-project-pdf

https://www.seafdec-oceanspartnership.org/wp-content/uploads/USAID-Oceans_Gender-In-Fisheries_Training-Guide_October-18.pdf

<https://www.pacificclimatechange.net/document/pacific-gender-climate-change-toolkit-complete-toolkit>

IUE acknowledges this source with gratitude.

Document Control

Document Information

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Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

1. PURPOSE.

This policy sets forth the duties and obligations of all employees within the Innovative University of Enga (IUE) to protect the confidentiality of information and data relating to University staff, students, donors and prospective donors, current and prospective affiliates the internal policies and procedures of the University, and all other data and information deemed by the University or the University to be confidential or proprietary in nature.

2. SCOPE

This policy applies to employees, volunteers and independent contractors providing service to or on behalf of the University. This policy is intended to supplement existing the University policies and procedures regarding confidential information, including but not limited to the University's Data Security Policy.

3. POLICY

1. Confidentiality of Advancement Information. All information and data maintained by the University that is not publicly available ("Advancement Information") is deemed to be proprietary and confidential. All employees, volunteers and independent contractors providing services to or on behalf of the University are expected to maintain the confidentiality of all Advancement Information.

2. Definition of Advancement Information. For purposes of this policy, Advancement Information includes but is not limited to constituent information (including contact information such as addresses, business information, phone numbers, emails, etc. for alumni, staff, faculty, or any University constituents), names of donors or prospective donors, donor giving history, current and prospective affiliates, the amount, nature or terms of any gift or gift agreement, donor or prospective donor profile or background information, internal analysis, financial information, estate planning information, bank and account numbers, credit card numbers, electronic and telephone communications data or reports generated by or on behalf of University, fundraising plans or objectives, campaign information, or internal policies and procedures of University.

3. Access to Advancement Information. Access to Advancement Information shall be limited to those employees, volunteers or independent contractors of University who require such access in order to provide services to or on behalf of the University. The extent of access to Advancement Information shall be limited to that necessary in order to provide services to or on behalf of the University.

No University employee, volunteer, or contractor shall be provided or attempt to gain access to Advancement Information unless he or she has signed a confidentiality agreement. University employees and volunteers shall sign an agreement in substantially the form set forth in Annex A of this policy. The confidentiality obligations of independent contractors may be set forth in a service agreement or a free-standing confidentiality agreement, provided the terms of such agreement are approved by the of the Innovative University of Enga.

4. Limitations on Use of Advancement Information. University employees, volunteers, or contractors granted access to Advancement Information shall use such information only in the course of providing services to or on behalf of the University. Such individuals shall not disclose Advancement Information to any unauthorized University employee or contractor or to any third party without the prior written consent of the President.

University employees, volunteers, or contractors granted access to Advancement Information shall take all reasonable measures to secure the confidentiality of such information by, for example, locking offices, file cabinets or drawers, not sharing user ID's or passwords, and not discussing Advancement Information in the presence of third parties or unauthorized employees.

University employees, volunteers, or contractors granted access to Advancement Information shall not use such information for their own benefit or to benefit a third party.

University employees, volunteers, and contractors shall not duplicate, destroy or disclose Advancement Information without prior written permission of the President.

5. Subpoenas and Legal Proceedings. If any member of the University office receives a subpoena, court order, search warrant or other form of legal process seeking disclosure of Advancement Information, he or she should immediately notify the President who will coordinate the University's response with the University's Counsel.

6. Media/General Inquiries. All media inquiries and other inquiries of a general nature should be referred to the Vice President of University Academic Affairs. Employees, volunteers, or contractors of the University should not respond to such inquiries without permission from the Vice President of University Academic Affairs. In addition, all press releases, publications, or other official declarations must be approved in advance by the President or Vice President of University Academic Affairs.

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Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

This policy aims at increasing efficiency in exercising scope of delegations and, for many of the functions listed, providing nominated supervisors with authority to make decisions for direct reports.

The delegations contained within this register include the key decision-making authorities for human resource functions of the Innovative University of Enga. University Council has approved these delegations in line with University governance and its structure.

In exercising any delegated function, the following principles will be applied:

- All delegations apply to positions and not to individuals.
- University staff are required to comply with: any relevant legislation, the University's Act, Rules, Resolutions of Council; industrial awards and agreements; the University's policies, procedures and financial delegations.
- In the event that Human Resources Delegations differ with other delegations and/or regulatory requirement, the regulatory delegation prevails.
- In exercising any delegation, the delegate must act in accordance with the University's Act, Core Values, Vision, Mission and Code of Conduct, for the purpose delegated and not for any improper purpose.
- Where the delegated authority is a 'Member of the Executive' or a 'Member of Senior Executive' (as defined in Schedule 1), approval is sought from the relevant member, that is, in the position's direct reporting line.
- A delegate may not approve where he/she has made a recommendation, with the exception of Vice Presidents, University Bursar or the highest delegated officer if applicable who must seek approval from their nominated supervisors.
- A delegate must not exercise a delegation that would provide them with any direct or indirect benefit, or conflict of interest.
- A person who has been formally appointed to act in a position can exercise any delegations that attach to that position, subject to any limits or conditions that may be imposed.
- In circumstances where a delegation allows for a nominee, a delegate may nominate a sub-delegate under their supervision to perform functions for and on behalf of that delegate.
- Staff who act outside approved delegations may be in breach of their contract of employment and may be subject to disciplinary action.

- Where a delegate is absent from duty, and not in PNG, and no acting appointment has been made, authority transfers to the delegate's supervisor. For instance, if the President is absent the IUE Vice President Academic Affairs becomes the Acting President.
- The Human Resources Delegations state the minimum level of approval required in exercising a delegation. Where a higher delegation than the minimum is sought, Human Resources will need to be advised of this variation in order to act accordingly.
- The University maintains a record of the exercise of these delegations.

Schedule 1 – Glossary

As of February 03, 2023, for the purposes of these delegations, the following definitions apply:

'Nominated Supervisor' is the staff member to whom the person directly reports, as stated in the offer of employment or letter of variation.

'Chief Executive' is defined as the following position:
IUE President

'Member of Senior Executive' is defined as the following positions:

'Member of Senior Executive'
Vice President
Vice President Academic
Vice President Research and Innovation
Vice President University Administration
Vice President Student Administrative Services
University Bursar
Director IUE Quality Assurance

'Member of the Executive' is defined as the positions which normally report to either the President or a Member of the Senior Executive, and having staffing and supervisory responsibilities

The Director, Human Resources is authorized, following appropriate consultations, to amend this schedule in line with organizational changes that occur from time to time.

1. Recruitment and Appointment

Level/Type of appointment	Delegate
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	Decision to fill a position	Approval of appointment
1.1 Senior Executive Staff above 20 to 24	President with advice to University Council	President
1.2 Continuing and Fixed-term (including further appointments) a) Academic Levels 8 to 18 i) Existing vacant position ii) Establish new position	i) Member of the Senior Executive ii) Vice President Academic	a) Vice President
b) Academic Level 19 to 24	b) IUE Vice President, Vice President Academic and Vice President Research Innovation	b) President
c) General Staff Level 1 to 8 i) Existing vacant position ii) Establish new position	i) Member of the Executive ii) Member of the Senior Executive	c) i) Member of the Executive ii) Member of the Senior Executive
d) Senior Staff Level 8 to 20	d) President	d) Member of the Senior Executive
e) Other Staff engaged in projects or IUE companies i) Existing vacant position ii) Establish new position	i) Member of the Executive ii) Member of the Senior Executive	e) i) Member of the Executive ii) Member of the Senior Executive
1.3 Casual and Seasonal	Member of the Executive or nominee	Nominated Supervisor with notification to the Member of the Executive
1.4 Placement arising from redeployment or redundancy	President	Member of the Senior Executive on recommendation of Member of the Executive
1.5 Relief appointment (outside of normal provisions)	Member of the Senior Executive with advice from Human Resources	

1.6 Mandate to teach theological subjects in circumstances that require it	President with communication from the relevant ecclesiastical authority
1.7 Employer sponsorship for appointment of overseas staff including Employer Nomination Scheme, Temporary Business Long Stay and Visiting Academic	Following relevant decision to fill and approval of appointment Director, Human Resources or nominee
1.8 Travel expenses and relocation allowance associated with appointment to the University a) International b) National	a) Member of the Senior Executive b) Nominated Supervisor in line with IUE financial delegations with notification to the Member of the Executive
1.9 Secondments a) Internal b) External	a) Member of the Executive b) Member of the Senior Executive on advice from Human Resources
1.10 Staff transfers a) Academic Level 9 to 24 b) Other staff i) Within organizational unit ii) Between organizational units	a) Member of the Senior Executive b) Member of the Senior Executive on advice from Human Resources
1.11 Academic Promotion a) Academic Levels 8 to 19 b) Academic Levels 20 to 24	a) IUE Vice President, Vice President Academic and Vice President Research b) President
1.12 Letters of offer	Director, Human Resources or nominee

2. Assignment and Acting Appointment (including payment of relevant allowance)

Level/Type of appointment/assignment	Delegate
2.1 Academic Assignments: a) Deputy Dean b) Head of Department	a) Vice President Academic b) Faculty Dean

b) Payment of overtime for on-call staff required to return to the University	
3.7 Flexible Work Arrangements for General Staff a) Operation of working arrangements b) Payment of excess accumulated time credits	a) Nominated Supervisor b) Member of the Executive
3.8 Paid a) Inside Work b) Outside Work	a) Member of the Executive b) Member of the Senior Executive
3.9 Variations to employment fraction a) Up to six weeks b) Greater than six weeks	a) Member of the Executive b) Member of the Senior Executive
3.10 Incremental Progression (until common incremental progression date approved and implemented)	Nominated Supervisor
3.11 Authority to direct a staff member to attend a medical examination in association with ill-health	Director, Human Resources or nominee
3.12 General staff position evaluation	Member of the Executive
3.13 Setting examination invigilator / supervisor rates	Member of the Executive
3.14 Fees for external examiners	Vice President Academic, Vice President Research and Bursar

4. Leave

Type of leave	Delegate
4.1 Parental Leave a) Associated with the birth or an infant or adoption of a pre-school age child b) Foster parent leave c) For staff unattached from substantive position	According to IUE Leave Form a) Nominated Supervisor b) Nominated Supervisor c) Director, Human Resources or nominee
4.2 Leave Without Pay a) Up to 12 months b) Over 12 months	a) Member of the Executive b) Human Resources to advise on relevant approval on a case by case basis, following

	recommendation from nominated supervisor
4.3 Extraordinary leave	Member of the Senior Executive on advice from Director, Human Resources
4.4 All other leave	Nominated Supervisor
4.5 Instruction to clear annual leave or long service leave	Nominated Supervisor
4.6 Continue annual leave accrual above 40 days	Nominated Supervisor following advice from Director, Human Resources or nominee

5. Managing for Performance

Function	Delegate
5.1 Probation – Confirmation of Employment a) Continuing Academic Staff b) Fixed-Term Academic Staff c) General Staff	a) Vice President Academic b) Vice President Research c) Member of the Executive
5.2 Performance Development Program/Academic Career Planning and Review or equivalent	Nominated Supervisor with notification to Member of the Executive
5.3 Professional development course approval	Nominated Supervisor
5.4 Study time and/or financial assistance	Nominated Supervisor with notification to the Member of the Executive

6. Separation from Employment

Type of separation/termination	Delegate
6.1 Resignation or retirement: a) In accordance with conditions of appointment b) Contrary to conditions of appointment	a) Member of the Executive

	b) Member of the Senior Executive with advice from Legal Counsel, Director Human Resources or nominee
6.2 Dismissal, termination or suspension: a) Executive Staff b) All other staff c) In the case of suspension with pay	a) President with advice from Legal Counsel b) Member of the Senior Executive with advice to President and Legal Counsel c) Member of the Senior Executive with advice to President and Legal Counsel
6.3 Termination during probation	President through the relevant Member of the Senior Executive with advice from Legal Counsel, Director, Human Resources or nominee
6.4 Termination during probationary employment period	President through the relevant Member of the Senior Executive with advice from Legal Counsel, Director, Human Resources or nominee
6.5 Termination due to ill-health	President through the relevant Member of the Senior Executive with advice from Legal Counsel, Director, Human Resources or nominee
6.6 Redundancy, authority to declare a position surplus to University requirements	President through the relevant Member of the Senior Executive with advice from Legal Counsel, Director, Human Resources or nominee

7. Human Resources Policies

Type of change	Delegate
7.1 New Human Resources policies or variations to existing Human Resources policies	President

Document Control

Document Information

	Information
Document ID	HRHRDP037
Document Owner	Innovative University of Enga
Issue Date	March 05, 2023
Last Saved Date	March 05, 2023
File Name	Human Resources Delegations Policy

Document History

Version	Issue Date	Changes
1.0	10.03.2023	New Text

Document Approvals

Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		

- 9 Understand that all relationships require trust, direction, communication and commitment to be successful.
- 9 Keep yourself healthy, focused and alert at all times.
- 9 Don't be afraid to admit mistakes. It is better to admit that you made a mistake, realize why you made the mistake, and then make sure you don't do it again.
- 9 Don't be afraid to say, "I don't know." It is better to confess ignorance and learn the right way of doing things than to pass on, or rely on, false information that may be damaging to you and the University.
- 9 Don't talk behind someone's back. If you decide to come to work for us we expect your loyalty and best efforts. You should expect ours in return. If you dislike your supervisor or the University then let us know what is bothering you and we will try to work it out.
- 9 Don't just punch the clock. If you run out of things to do during the workday, find out if there is anything else you can do to help bring value to the University.
- 9 Find the value in the diversity of our employees and customers.
- 9 Dress correctly. Wear clothes that will make other people feel comfortable and that reflects your value to the University.
- 9 Don't harass, discriminate, use profanity or tell off-color jokes.
- 9 Be honest and trustworthy. Follow the Code of Ethics provided by the University.
- 9 Think! Be creative and innovative. The University is willing to listen to any suggestions or ideas you have which would increase the quality and value of our services.
- 9 Follow the Golden Rule! Act with respect and responsibility towards those around you.

Document Control

Document Information

	Information
Document ID	HRGP038

Document Owner	Innovative University of Enga
Issue Date	March 05, 2023
Last Saved Date	March 05, 2023
File Name	How to be an Excellent Employee

Document History

Version	Issue Date	Changes
1.0	10.03.2023	New Text

Document Approvals

Role	Name	Signature	Date
Policy Sponsor	Professor Dr. Benedict Yaru, Ph.D. (UTS). Chairperson		15.0.2023
IUE Council	IUE Council		



INNOVATIVE UNIVERSITY OF ENGA EMPLOYMENT APPLICATION FORM

Form No: HR: 001

PLEASE COMPLETE ALL INFORMATION REQUESTED IN PRINT (PAGES 1-5), EXCEPT SIGNATURE				
NOTE: APPLICANTS MAY BE TESTED FOR ILLEGAL DRUGS				
Date:				
Name:				
Last	First	Middle	Maiden	
Present Address:				
Number	Street	City	Province	Zip
How Long:			Social Security No.:	
Telephone:		Email:		
If under 18, please list age:				
Position Applied For:			Days/Hours Available to Work:	
Salary Desired:			No Pref _____ Thur _____	
			Mon _____ Fri _____	
			Tue _____ Sat _____	
			Wed _____ Sun _____	
How many hours can you work weekly?		Can you work after working hours?		
Employment Desired:				
☐ FULL-TIME ONLY ☐ PART-TIME ONLY ☐ FULL- OR PART-TIME				
When available for work?				
EDUCATION & OTHER INFORMATION				
TYPE OF SCHOOL	NAME OF SCHOOL	LOCATION (Complete mailing address)	NO. OF YEARS COMPLETED	MAJOR & DEGREE
High School				

College/University				
Bus. or Trade School				
Professional School				

Have you ever been convicted of a crime?	
☐ No ☐ Yes	
If yes, explain number of conviction(s), nature of offense(s) leading to conviction(s), how recently such offense(s) was/were committed, sentence(s) imposed, and type(s) of rehabilitation.	
Do you have a driver's license?	
☐ Yes ☐ No	
What is your means of transportation to work?	
Driver's License Number: Province of issue:	
☐ Operator ☐ Commercial (CDL)	
Expiration Date:	
Have you had any accidents during the past three years?	How many?
Have you had any moving violations during the past three years?	How Many?
OFFICE ONLY	
Typing ☐ Yes 10-key ☐ Yes Word ☐ Yes ☐ No _____ WPM ☐ No Processing ☐ No _____ WPM	
Personal Computer ☐ Yes PC ☐ ☐ No Mac ☐	Other Skills:
Please list two references other than relatives or previous employers.	
Name:	Name:
Position:	Position:
University/Institution:	University/Institution:
Address:	Address:

Telephone:	Email:	Telephone:	Email:
An application form sometimes makes it difficult for an individual to adequately summarize a complete background. Use the space below to add any additional information necessary to describe your full qualifications for the specific position for which you are applying.			

--

MILITARY			
Have you ever been in the armed forces?			
☐ Yes ☐ No			
Are you now a member of the national guard?			
☐ Yes ☐ No			
Specialty:	Date Entered:	Discharge Date:	
WORK EXPERIENCE			
Please list your work experience for the past five years beginning with your most recent job held. If you were self-employed, give firm name. Attach additional sheets if necessary.			
JOB ONE			
Name of Employer:	Name of Last Supervisor	Employment Dates	Salary
Complete Address:		From:	Start:
		To:	Final:
Phone Number:	Your Last Job Title:		
Reason for Leaving (be specific):			
List the jobs you held, duties performed, skills used or learned, advancements or promotions while you worked at this University or institution.			
JOB TWO			
Name of Employer:	Name of Last Supervisor:	Employment Dates	Salary
Complete Address:		From:	Start:
		To:	Final:
Phone Number:	Your Last Job Title:		
Reason for Leaving (be specific):			
List the jobs you held, duties performed, skills used or learned, advancements or promotions while you worked at this University or institution.			

--

JOB THREE			
Name of Employer:	Name of Last Supervisor:	Employment Dates	Salary
Complete Address:		From:	Start:
		To:	Final:
Phone Number:	Your Last Job Title:		
Reason for Leaving (be specific):			
List the jobs you held, duties performed, skills used or learned, advancements or promotions while you worked at this University or institution.			
May we contact your present employer?			
☐ Yes ☐ No			
Did you complete this application yourself?			
☐ Yes ☐ No			
If not, who did?			

PLEASE READ CAREFULLY

APPLICATION FORM WAIVER

In exchange for the consideration of my job application by Innovative University of Enga (hereinafter called "the University"), I agree that:

Neither the acceptance of this application nor the subsequent entry into any type of employment relationship, either in the position applied for or any other position, and regardless of the contents of employee handbooks, personnel manuals, benefit plans, policy statements, and the like as they may exist from time to time, or other University practices, shall serve to create an actual or implied contract of employment, or to confer any right to remain an employee of the University or otherwise to change in any respect the employment-at-will relationship between it and the undersigned, and that relationship cannot be altered except by a written instrument signed by the President of the University. Both the undersigned and Innovative University of Enga may end the employment relationship at any time, without specified notice or reason. If employed, I understand that the University may unilaterally change or revise their benefits, policies and procedures and such changes may include reduction in benefits.

I authorize investigation of all statements contained in this application. I understand that the misrepresentation or omission of facts called for is cause for dismissal at any time without any previous notice. I hereby give the University permission to contact schools, previous employers (unless otherwise indicated), references, and others, and hereby release the University from any liability as a result of such contract.

I also understand that continued employment may be based on the successful performance and passing of job-related physical examinations.

I understand that, in connection with the routine processing of my employment application, the University may request from a reporting agency an investigative staff report including information as to my credit records, character, general reputation, personal characteristics, and mode of living. Upon written request from me, the University, will provide me with additional information concerning the nature and scope of any such report requested by it.

I further understand that my employment with the University shall be probationary for a period of six (6) months, and further that at any time during the probationary period or thereafter, my employment relation with the University might be terminable at will for any reason by either party.

Signature of Applicant

Date:

This University is an equal employment opportunity employer. We adhere to a policy of making employment decisions without regard to race, color, religion, sex, sexual orientation, national origin, citizenship, age or disability. We assure you that your opportunity for employment with this University depends solely on your qualifications.

Thank you for completing this application form and for your interest in our University.

PLEASE PRINT ALL INFORMATION REQUESTED EXCEPT SIGNATURE

POST EMPLOYMENT INFORMATION FORM

TO BE COMPLETED AFTER EMPLOYEE HAS BEEN HIRED

Height: cm.	Weight:	Birth Date:	
Married ☐ Yes ☐ No If Married, How Long? ☐ Single ☐ Separated ☐ Divorced ☐ Widowed			
Full Name of Spouse:		Spouse Occupation:	
Name of University:		Telephone:	
PERSON TO BE NOTIFIED IN CASE OF EMERGENCY			
Name:		Telephone:	
Address:		Relationship:	
FOR INFORMATION PURPOSES ONLY: LIST ALL DEPENDENTS			
Name:	Relationship:	Birth Date:	SSN:
TO BE COMPLETED BY EMPLOYER			
Date of Employment:	Job Title:	Dept.:	
Location:	Rate of Pay:	☐ Full-time ☐ Part-time ☐ Salaried	
Applicant's signature acknowledging above information:			
Name of Person Verifying Information:			
Name of Person Authorizing Employment:			



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE RETURN TO WORK FORM

Form No: HR: 002

SUMMARY	
Employee Name:	Department:
File Number:	Date:

EMPLOYEE DETAILS	
This form must be completed after any period of absence, other than holiday, to cover all periods of sickness in the calendar year.	
Job Title:	
Employee Number:	
Contact Number:	
Supervisor:	

DAYS OF ABSENCE	
This section is to be completed by your Supervisor with you.	
First Date of Absence:	
Date Returned to Work:	
Total Number of Working Days Absent:	
Reason for Absence (please specify the nature of your illness/symptoms):	

CONTACTING THE UNIVERSITY	
Did you properly notify the employer of your absence?	
Who did you speak to?	

PREVIOUS SICKNESS ABSENCE	
If applicable, this section is to be completed by your Supervisor.	

Previous Absences (List each separate occasion, with number of days and reason):	
Total number of days absent in the last 6 months:	
Total number of days absent in the last 12 months:	
Are you aware of the absence reporting procedures?	

SIGN OFF
Action Plan (Agreed adjustments, review dates and comments)

Employee Signature:

Supervisor Signature:



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE APPRAISAL FORM

Form No.HR 003

Date: _____	
Name of Employee: _____	Completed By: _____
A. Most successful job accomplishments since last performance period:	
1. _____	
2. _____	
3. _____	
4. _____	
B. Key strengths of employee:	
1. _____	
2. _____	
3. _____	
4. _____	
C. Problems since last performance appraisal:	
1. _____	
2. _____	
3. _____	
4. _____	
D. Key areas that need improvement:	
1. _____	
2. _____	
3. _____	
4. _____	
E. Teamwork ability:	
1. _____	

2. _____
3. _____
4. _____

F. What warnings, if any, should be given to employee?

1. _____
2. _____
3. _____
4. _____

G. How would you rate the employee on the following:

	Excellent	Satisfactory	Average	Below Average	Unsatisfactory
Attitude					
Initiative/Innovative					
Dependability					
Work Quality					
Work Quantity					
Knowledge of Job					
Team Play					
Organization Ability					
Judgement					
Responsibility					

H. Any other observations?

I. Action to be taken if improvement is desired:

Plan of Action	By Whom	Future Review Dates Schedule				Completion Date

J. Overall Performance:

Excellent (90-100) _____ Average (70-74) _____

Above Satisfactory (80-89) _____ Below Average (60-69) _____

Satisfactory (75-79) _____ Unsatisfactory (under 60) _____

Has this performance appraisal been reviewed with the employee? _____ Yes _____ No



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE ABSENCE FORM

Form No: HR004

Please fill and submit this form to your supervisor when planning to be out of the office.

EMPLOYEE NAME:		SUPERVISOR:	
REASON (please circle):		DATE OUT:	DATE IN:
☐ SEMINAR			
☐ CONFERENCE			
☐ VACATION OR PTO			
☐ OTHER			
CC:	Director HR		
	Personnel		

SUPERVISOR APPROVAL:

Approved
Rejected

SUPERVISOR COMMENTS: _____

SUPERVISOR SIGNATURE

DATE



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE PROGRESSIVE DISCIPLINE FORM

Form No: HR: 005

EMPLOYEE INFORMATION

Employee Name: _____

Department: _____

Manager/Supervisor: _____

Date: _____

Reason for Disciplinary Action: (Check all that apply.)

☐ Absenteeism ☐ Attendance ☐ Safety ☐ Conduct ☐ Stealing ☐ Insubordination

☐ IUE Policy Violation ☐ Miscellaneous

You are receiving this disciplinary action because of the following actions (list details below).

Unless you take steps to correct this, further disciplinary action will be taken up to and including the termination of your employment. (Check the appropriate step in the progressive discipline policy.)

_____ Written / Verbal Warning (1st Warning) _____ Written Warning (2nd Warning)

_____ 7-Day Suspension OR (3rd Warning) _____ Employment Termination

Employee Signature (Print & Sign Name)

Date

Supervisor/Manager Signature (Print & Sign Name)

Date

ADMINISTRATION ACKNOWLEDGEMENT

Comments:

Management/Administration Signature (Print & Sign Name)

Date:



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE COMPLAINT FORM

Form No. HR 006

Our University takes employee complaints of discrimination, harassment, and unethical or unfair conduct as serious matters. So that we may thoroughly investigate your concern, you are requested to fill out this form as completely as possible. Please use additional sheets of paper where needed. After a prompt and thorough investigation into your complaint, you will be notified of the University's intended action. Should you have any questions about the process, please set them forth at the end of this form and we'll do our best to answer them. Thank you for your cooperation.

Employee Name:		Title:	
Department:		Supervisor Name:	

1. Please describe in as much detail as possible the nature of your complaint. Please provide or identify all known persons, documents, and witnesses to your concerns:

2. Please describe how the actions you complain about have affected your ability to perform your job:

3. Please describe any positive solutions you believe can help resolve your complaint:

4. Please provide any additional comments you wish the University to consider when investigating your complaint:

I declare that the facts set forth in this complaint form are true and accurate pursuant to the penalty of perjury under the laws of the Independent State of Papua New Guinea and University's policies.

Employee signature: _____ Date: _____



Innovative University of Enga

INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE SUGGESTION FORM

Form No:007

IDENTIFICATION

Employee Name:	Date:
Position/Title:	Dept:

CONCERN

Please state the nature of your suggestion, including how it improves your job, the job of others, value to the students, and the concern being addressed (lost time, misuse of materials, loss of revenue, return of goods, inefficiency, morale, etc.).

RESOURCES NEEDED

Please explain how the University can help to support your suggestion. Please include estimates of labor, materials, capital, equipment, or other resources needed.

FOR MANAGEMENT USE ONLY

Supervisor Name:	Title:
Date Received:	Follow-up Date:

Suggestion Merit (Please explain pros and cons in detail):

Benefit to University:

Cost to University (include Capital, Equipment, Manpower, etc.):

Is this suggestion cost efficient and related to the University vision, mission and objectives (Please explain in detail)

Suggestion Priority (1= Low, 5 = High) 1 2 3 4 5

Action to be taken:

Suggested employee reward:	
Supervisor name:	Date:
Supervisor signature:	



Innovative University of Enga

INNOVATIVE UNIVERSITY OF ENGA

INTERVIEW QUESTIONS FOR A POTENTIAL ADMINISTRATIVE STAFF

Form No: 008

While hiring an assistant is like hiring someone for any other position, there are key differences. This person will serve as your right hand. You must trust this person without any doubt. It's also important to like them. You'll be spending a lot of time together, so take the time to find the best person for the job.

Form your own questions. Consider what you need done. What do you need to find out about an applicant to determine if they're the right person for the job? What software programs do you use? What hours do you keep? Create the questions that serve that purpose.

Ask the right questions to find the right person:

- ☐ **"Tell me about your last boss and why you left."** *Does the applicant take the opportunity to throw their last boss under the bus? Why did they leave? How was that handled?*
- ☐ **"What would be your ideal work environment?"** *Does that come close to the work environment you can provide?*
- ☐ **"What makes you the best applicant for this job?"** *Determine the applicant's strengths.*
- ☐ **"Tell me about two of your weaknesses and what you've done to overcome them".** *Everyone has weaknesses. What's important is managing them.*

- ❑ **"What would you like to be doing ten years from now?"** *If you're an academic staff or researcher, you might like (or not like) to be professor.*
- ❑ **"How do you like to unwind away from work?"**
- ❑ **"Tell me something about your current or last boss he wouldn't want anyone to know."** *This is a trick question. Ideally, the candidate will choose not to provide a specific answer. The juicier the response, the less you'll be able to trust this person to be discreet.*
- ❑ **Ask a question that poses a problem to solve. For example,** "Tell me the criteria you would use to book a flight for me from Mt Hagen via Port Moresby and Sydney." You might have a computer available for them to tell you what flight(s) they would use. Do they put you on four connecting flights and take up 13 hours of your day?
- ❑ **Inquire about previous experience as an assistant.** Tell me about a challenging experience and how you handled it. "Explain the tasks you did on a regular basis. What did you like/dislike about that position? What did you learn from it?"



INNOVATIVE UNIVERSITY OF ENGA WITNESS STATEMENT FORM

Form No. HR 009

As anyone in activities of higher education you want to offer a stimulating, creative, respectful, friendly, and fun work environment that encourages ideas, diversity of thought, hard work, uncompromising educational quality, and dedication to providing good value and good service to every student and colleague. It is important to thoroughly investigate any claim of harassment, discrimination, or violations of law or University policy. It is also important to obtain witness statements during the course of your investigation that can be used later on in a court of law if necessary. To this end, any witness statement, in order to be used in lieu of testimony, must contain a declaration under oath, pursuant to the penalty of perjury. You may also consider having the statement notarized. You should also consider consulting an attorney prior to conducting any investigation or interview.

Be sure to obtain witness statements of employees while they are still under your employ. Very often, an employee will view the facts related to a claim differently once they leave the University. Make sure to place the statement in a work product protected file created in anticipation of possible litigation. The file should be marked Confidential and not be placed with the employee's personnel file. If you are ever notified of an actual claim being filed you should immediately forward the work product file to your attorneys.

Make sure that the employee's understanding on the following subject areas is set forth: background with the alleged violator and/or claimant; background with any other essential witnesses; physical proximity to the alleged incidences; understanding as to claimant's concerns; awareness of facts, documents or persons related to the claimant's concerns; and additional facts not originally addressed by the claimant, including the facts, documents and persons related to the additional facts. You will find on the next page all the steps to write a good witness statement form.

HOW TO WRITE A WITNESS STATEMENT FORM

I, [EMPLOYEE NAME], hereby declare as follows:

The following is a list of subject areas that should be addressed in any Witness Statement. Use a separate paragraph for each essential fact, document or statement:

1. EMPLOYEE NAME
2. DATE OF STATEMENT
3. EMPLOYEE'S TITLE/POSITION
4. DATE OF INCIDENT
5. PRINCIPALS INVOLVED IN INCIDENT
6. EMPLOYEE'S STATEMENT RE: RELATIONSHIP TO UNIVERSITY LEADERS
7. NAMES OF OTHER ESSENTIAL WITNESSES
8. EMPLOYEE'S STATEMENT RE: RELATIONSHIP WITH ESSENTIAL WITNESSES
9. UNDERSTANDING AS TO CLAIMANT'S CONCERNS
10. AWARENESS OF FACTS, DOCUMENTS OR PERSONS RELATED TO CLAIMANT'S CONCERNS
11. ADDITIONAL FACTS NOT ORIGINALLY ADDRESSED BY THE CLAIMANT, INCLUDING THE FACTS, DOCUMENTS AND PERSONS RELATED TO THE ADDITIONAL FACTS

The following is a sample statement regarding documents or other materials used to support the witness' statement:

Attached to my Declaration as Exhibit A is a document identified as [DESCRIBE THE NATURE OR TITLE OF THE DOCUMENT] with which I am familiar in the usual course of business because [SET FORTH THE FOUNDATION OF THE WITNESS REGARDING THE DOCUMENT].

The following is a sample statement regarding confidentiality that should be included at the end of any witness statement:

The above statement is a complete compilation of my understanding as to those facts, documents and witnesses related to the claimants concerns as I have set them forth in the above statement. I understand that this is a confidential statement which I agree not to share with any other person including, but not limited to, fellow employees, management personnel, investigators or agencies, without the permission of this University, it's attorney, or by court order.

Finish the declaration with the following (notarization is optional):

I declare under penalty of perjury under the laws of the Independent State of Papua New Guinea that the foregoing is true and correct.

Executed this [DATE], AT [CITY OR TWON], PAPAU NEW GUINEA

Dated: _____

[SIGNATURE OF DECLARANT]

[NAME AND TITLE]



INNOVATIVE UNIVERSITY OF ENGA EXIT INTERVIEW FORM

Form No: HR010

We want to improve our personnel practices and make our University a better place to work. Your answers will be kept confidential.

Name: _____ Date: _____

Job Title: _____ Department: _____

Hire Date: _____ Separation Date: _____

Employee Informed of Restrictions On:

_____ Solicitations of students	_____ Restrictions on solicitations of employees
_____ Removing University documents	_____ University's confidential information
_____ Confidentiality obligations	_____ Students lists
_____ Other _____	

Return of:

_____ Keys	_____ Credit Card	_____ ID Card
_____ Building Pass	_____ University Documents	
_____ University Equipment	_____ Other University Property	

Reason for Leaving (Voluntary/Involuntary):

1. Did you feel sufficiently trained and oriented for your job?

Please comment: _____

- 2. Did you feel that you were treated with respect & responsibility by co-employees and management?**

Please comment: _____

- 3. Do you feel that you could have done your job better if you were provided different or better resources? What resources would you have needed?**

Please comment: _____

- 4. Did you feel free to discuss suggestions or problems with your supervisor or manager?**

Please comment: _____

- 5. Did your supervisor or manager provide you with clear instructions and expectations?**

Please comment: _____

- 6. Were any employees given preferential treatment or discriminated against?**

Please comment: _____

- 7. Did you witness or have knowledge of any unethical or illegal acts or practices engaged in by any employees of this University?**

Please comment: _____

- 8. Do you have any suggestions for improving University leadership and management?**

Please comment: _____

- 9. Do you have any suggestions for improving the quality of learning, teaching, research and our services?**

Please comment: _____

10. Were working conditions satisfactory? Was your pay adequate?

Please comment: _____

11. Do you have any suggestions for improving communication in this University?

Please comment: _____

12. Do you have any suggestions for improving students and customer relations in this University?

Please comment: _____

13. Do you have any suggestions for improving employee motivation in this University?

Please comment: _____

14. Do you have a new job that you expect to begin within the next few weeks? With whom? What does that company or institution offer you that this University didn't?

Please comment: _____

15. Do you feel your training was adequate? _____

16. Would you consider coming back to the University? _____

17. Are security arrangements appropriate in the University? Could they be improved? _____

I have returned, or arranged for the return of, all University property, including, but not limited to, computers, software, documents, financial records, personnel files, equipment and tools, vehicles, credit cards, keys, security cards, parking passes, works in progress, students or customer lists, books, resource materials, and confidential or trade secret items.

Signature

Date

Interview performed by:

Name: _____

Title: _____

Department: _____

Date: _____



INNOVATIVE UNIVERSITY OF ENGA EMPLOYEE REFERENCE CHECK CONTROL FORM

FORM NO:HR011

Applicant Name: _____ Position: _____

PERSONAL REFERENCES CHECKED

Reference One

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Notes: _____

Reference Two

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Notes: _____

Reference Three

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Notes: _____

EMPLOYMENT REFERENCES CHECKED

Reference One

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Would you rehire? _____ Reason for termination: _____

Notes: _____

Reference Two

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Would you rehire? _____ Reason for termination: _____

Notes: _____

Reference Three

Name: _____ Relationship: _____

Address: _____

Telephone: _____ Date contacted: _____ Method of contact: _

Would you rehire? _____ Reason for termination: _____

Notes: _____

RECORDS CHECKED

- ☐ Education records (Date requested:_____) Notes:_____
- _____
- ☐ Criminal records (Date requested:_____) Notes:_____
- _____
- ☐ Driving records (Date requested:_____) Notes:_____
- _____
- ☐ Credit records (Date requested:_____) Notes:_____
- _____



Refer to: Policy No: HRCP009

EMPLOYEE AGREEMENT ON COMPLAINTS POLICY

I have read, understand, and agree to comply with the foregoing policies, rules, and conditions. I am aware that violations of this guideline may subject me to disciplinary action, including termination from employment or legal action. Furthermore, I understand that this policy can be amended at any time.

Dated: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRAHP010

EMPLOYEE AGREEMENT ON ANTI HARASSMENT POLICY

I acknowledge that I have received a copy of the Innovative University of Enga Anti-harassment policy. I have read and understand the policy. I understand that, if I violate the policy, I may be subject to disciplinary action, including termination. I further understand that I will contact my supervisor if I have any questions about any aspect of the policy.

Dated: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HREP015

EMPLOYEE AGREEMENT ON USE OF EMAIL AND THE INTERNET

I have read, understand, and agree to comply with the foregoing policies, rules, and conditions governing the use of the University's computer and telecommunications equipment and services. I understand that I have no expectation of privacy when I use any of the telecommunication equipment or services. I am aware that violations of this guideline on appropriate use of the email and Internet systems may subject me to disciplinary action, including termination from employment, legal action and criminal liability. I further understand that my use of the email and Internet may reflect on the image of Innovative University of Enga to our students, parents, customers, competitors and suppliers and that I have responsibility to maintain a positive representation of the University. Furthermore, I understand that this policy can be amended at any time.

DATED: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRSPP019

EMPLOYEE AGREEMENT ON SICK PAY POLICY

I acknowledge that I have received a copy of the Innovative University of Enga Sick pay policy. I have read and understand the policy. I understand that, if I violate the policy, I may be subject to disciplinary action, including termination. I further understand that I will contact my supervisor if I have any questions about any aspect of the policy.

Dated: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRVP020

EMPLOYEE AGREEMENT ON VISITORS POLICY

I acknowledge that I have received a copy of the Innovative University of Enga Visitors policy. I have read and understand the policy. I understand that, if I violate the policy, I may be subject to disciplinary action, including termination. I further understand that I will contact my supervisor if I have any questions about any aspect of the policy.

Dated: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRCIP027

EMPLOYEE AGREEMENT ON CONFLICTS OF INTEREST POLICY

I have read, understand, and agree to comply with the foregoing policy, rules, and conditions governing the conflicts of interest policy. I am aware that violations of this policy may subject me to disciplinary action, including termination from employment, legal action and criminal liability. Furthermore, I understand that this policy can be amended at any time.

DATED: _____

EMPLOYEE

INNOVATIVE UNIVERSITY OF ENGA

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRVUP033

EMPLOYEE AGREEMENT ON USE OF UNIVERSITY 'S VEHICLE

I have read, understand, and agree to comply with the foregoing policies, rules, and conditions governing the use of the University 's vehicle. I am aware that violations of this guideline on inappropriate use of University's vehicle may subject me to disciplinary action, including termination from employment, legal action and criminal liability. Furthermore, I understand that this policy can be amended at any time.

DATED: _____

EMPLOYEE

Innovative University of Enga

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources



Refer to: Policy No: HRCP036

INNOVATIVE UNIVERSITY OF ENGA CONFIDENTIALITY AGREEMENT

I, the undersigned employee of the Innovative University of Enga, agree as follows:

- I have read and understand the University Policy on the Confidentiality of Advancement Data and Information and the University's Data Security Policy (the "Policies").
- I agree to comply with Policies, as amended from time to time.
- I agree to immediately notify the President or the Vice President of University Academic Affairs of any unauthorized access to or disclosure of information of which I become aware.
- I understand that my failure to comply with the Policies and this Confidentiality Agreement may result in disciplinary action up to and including cancellation of employment.

DATED: _____

EMPLOYEE

Innovative University of Enga

Authorized Signature

Authorized Signature

Print Name and Title

Director Human Resources