

OCI Foundation International

Sponsors of the: (i) Cyfed Undergraduate Scholarships (ii) CBH Scholarships (iii) IFOMSSA Junior Awards (iv) IFOMSSA Senior Awards and (v) Annual JAMB Awards (vi) ArOF Health Campaign (vii) LAMS Initiative (viii) The Gynocular Project



Human Resource (HR) Policy and Procedures (March 2025)

A. Introduction

The OCI Foundation hires the best available people to perform each job. Our selection processes are based on their skills, knowledge, abilities, and attitude. We ensure that there is no discrimination based on grounds unrelated to the job requirements.

B. Recruitment

- Before posting an advertisement for a vacant position within the OCI Foundation, the responsible Manager reviews that position along with its position description, wage level and ongoing need for it. If the position is still necessary, the Manager:
 - Notifies all team members of the vacancy and provides an opportunity for them to apply for the position, and/or
 - Advertises the position in appropriate media, and/or
 - Retains the services of a professional recruitment agency to assist in filling the position, and/or
 - Creates a selection pool for the position from applications held on file.
- The Manager sends an “Applicant Acknowledgement Letter” to all position applicants. No candidate will be illegally discriminated against based on their application, interview, or other selection methodology.
- All team members and applicants from overseas will have their work visas checked.

C. Selection

- The selection process seeks to identify the best candidate on merit.
- Ideally, the OCI Foundation's selection panels consist of two people, with at least one member trained in appropriate selection techniques.
- The Manager is part of all selection panels.
- Selection panels set the relative importance of selection criteria, assess the merits of candidates against those criteria and assess the candidates' potential or ability to perform other duties.
- The selection panel reviews all received applications and determines the applicants that they wish to interview.
- Panels assess applicants' suitability based on the key selection criteria and the roles and responsibilities set out in the position description.
- Questions only relate to the requirements of the job.

- Where there is only one candidate for a position, and they are assessed as suitable for appointment, then interviewing the candidate is not mandatory.
- Interviews may be conducted face-to-face, over the telephone or virtually through Zoom.
- Where a phone interview results in the best candidate, the Manager will meet with the applicant before confirming the appointment.
- The selection panel writes short notes about all interviewed applicants against the selection criteria.
- The Manager has the final delegation for all appointments at the OCI Foundation.

D. **Reference Checks**

- Referees are checked for preferred candidate(s) to confirm previous roles, responsibilities, and employment dates.
- Where possible, referees are asked additional questions based on the key selection criteria.
- When other companies contact the OCI Foundation for reference checks on past employees, only an OCI Foundation Manager can respond to such requests.

E. **After a Decision is Made**

The responsible OCI Foundation Manager contacts the approved candidate:

- Offering them the position, finalising any contract negotiations and checking immigration law compliance, if applicable.
- One member of the selection panel phones all unsuccessful interviewed candidates to inform them of the decision.
- The Manager arranges for letters to be sent to all candidates who applied but were not interviewed.
- After the selection process, all notes and files relating to it are returned to the Manager. They are then forwarded to the Payroll Officer for appropriate filing and retention.
- All records will be kept for twelve months, after which they will be destroyed according to the OCI Foundation Privacy Procedures.
- The responsible Manager then prepares a contract for the approved candidate and arranges for it to be sent to them for signature before work is commenced at the OCI Foundation.
- Before the new team member resumes duties, the Manager notifies existing team members of the new team member's commencement and conducts all necessary inductions.

F. **Induction**

- At the OCI Foundation, time and resources are usually invested in helping each new team member learn about the organisation and its work so that they can quickly integrate and become high-performing members.
- This helps ensure that all team members understand the organisation's systems, procedures, and safe work system.
- All staff, volunteers, casuals or contractors are encouraged to undertake an induction exercise, even if only on-site for one shift.

G. **Remuneration, Pays & Pay Records**

- The OCI Foundation aims to make payments and associated records as accurate and easy as possible.
- Wages are paid electronically into staff's accounts weekly or fortnightly.
- Details of payments appear on pay slips.
- Superannuation is paid at the current superannuation guarantee contribution level to the fund chosen by the staff.

H. **Records for Team Members (Fair Work Act Regulations)**

Industrial Relations legislation requires that the following records be kept for each team member over a seven-year period:

- Basic employment details such as the employer's and team members' names.
- Commencement date.
- Nature of employment: Part-time, Full-Time, Permanent, Temporary or Casual.
- Actual payments.
- Overtime hours.
- Averaging arrangements.
- Leave entitlements: Family, Carer, Parental, Sick, etc.
- Superannuation contributions.
- Termination of employment, where applicable.
- Individual flexibility arrangements and guarantees of annual earnings.

I. **Performance Review**

- The OCI Foundation believes in helping every team member perform to the best of their abilities. Performance reviews help with this.
- All managers within the OCI Foundation must conduct a formal annual written **Performance Review** with all of their team members, both permanent and casual.
- Performance reviews form part of personnel files.
- These reviews assist staff to reach their potential and to develop their skills.
- They also serve as communication avenues between staff and the OCI Foundation (through the organisation's managers) and provide opportunities for staff to have their say within the OCI Foundation.
- Salary reviews are discussed at a separate meeting after a Performance Review, but generally do not form part of Performance Review discussions.
- Managers conduct Performance Reviews with the staff. Most Performance Review discussions take approximately 40 to 45 minutes.
- Performance Reviews are confidential documents and are not used for disciplinary actions. However, if a staff member fails to meet expectations, that will be addressed before formal disciplinary procedures for "Unsatisfactory Work Performance" are commenced.
- If unsatisfactory work performance is identified as part of the process, an Unsatisfactory Work Performance process will be conducted, not disciplinary action.

J. **Learning and Development**

Learning and development cover both Development and Training. While "Training" focuses on skills and knowledge directly connected to a particular position or occupation,

“Development” refers to learning or acquiring skills that may or may not be related specifically to a staff member’s current duties.

Staff’s development needs are usually explored and identified as part of the Performance Review process. Identified development activities can be categorised according to the needs they address. These include:

- 1) **Organisational Needs:** Activities like inducting new team members, promoting links between team members in different locations, recognising excellent team members, preparing team members for change, training team members for new duties and positions, learning from external experts, legislative requirements, and preparing team members to carry out more complex levels of responsibilities.
- 2) **Occupational Needs:** These include skills and knowledge connected with performing the duties of specific positions, maintaining professional expertise in the relevant occupation or discipline, extending professional expertise to encompass new developments in the area and maintaining current professional registration.
- 3) **Individual Needs:** These cover things like job satisfaction, skill development and professional career paths.

The OCI Foundation often organises regular and compulsory training that aims to address all three needs listed above. If training is considered mandatory for completing a role, it will be counted as time worked and paid for. However, if training is considered optional or for personal development needs only, then the staff can choose whether or not to attend the training, and any attendance will be unpaid.

K. Roles and Responsibilities in Learning and Development

The OCI Foundation recognises that responsibilities for performance and development lie with the individual team member and their Manager.

- 1) Responsibilities for team members are to:
 - Take ultimate responsibility for their career.
 - Seek and use opportunities for development and learning.
 - Develop training and development goals in consultation with the manager.
 - Assist as required with workplace training and development initiatives. This may involve coaching other colleagues through on-the-job training.
 - 2) The manager's responsibilities are to:
 - Ensure equity in the management of team members’ development.
 - Discuss development needs with individual team members.
 - Influence performance with coaching and support.
 - Provide feedback on performance and potential for career development.
 - Through the performance review process, identify training and development needs in consultation with team members.
 - Ensure that relevant information arising from audits, grievances and disciplinary procedures is incorporated into training needs identification in consultation with team members concerned.
- The OCI Foundation’s responsibilities are to:
 - Ensure this policy's effective implementation, coordination and monitoring,

- including providing and distributing resources to support team members' development.
- Maintain records relating to external training activities, including the cost and duration of the training.

L. **Unsatisfactory Work Performance**

- When a team member does not perform to expected levels, the emphasis is always on early intervention and informal resolution of a problem, not delayed formal intervention.
- The procedures outlined below do not replace the normal responsibility of a Manager to ensure that the staff understands expectations and provides appropriate feedback on performance.
- In managing instances of unsatisfactory work performance, misconduct or serious misconduct, the principles of natural justice will underpin all actions undertaken by the OCI Foundation. These are outlined as follows:
 - i. All parties have the right to be heard and judged without bias.
 - ii. All issues are investigated thoroughly and justly.
 - iii. The required standards of conduct or job performance will be made clear by written documentation or during interviews.
 - iv. If satisfactory performance or conduct is not maintained, the staff will be informed of the likely next steps.
 - v. The staff will be allowed to be accompanied at discussions or interviews at any level of the discipline process.
 - vi. When a third party brings a complaint about performance or conduct to a Manager's attention, the complaint's substance will be verified before any action is taken.
 - vii. Where a staff member is identified as not performing to an acceptable standard, the person will be placed on "Unsatisfactory Work Performance". This identification can occur as part of a Performance Review or another process.
 - viii. A staff member not performing to acceptable standards will receive guidance from the overseeing Manager. This will normally take the form of an informal interview as soon as possible after a problem has been identified.
 - ix. Reference will be made to the position description to ensure that there is clarity about role expectations and responsibilities. There is no requirement for such meetings to be formally documented, although the Manager may make a personal diary note of the interview.
 - x. A follow-up meeting will then be held, even if there is no longer an issue, as this enables both parties to acknowledge the issue has been resolved.
 - xi. If the staff member's performance does not improve, the Manager will undertake a performance counselling interview. This interview need not be delayed until the annual review under the Performance Review procedure. It should be done as soon as it becomes evident that guidance interviews have not brought about any improvement.
 - xii. The Manager will clearly identify and document the gap between actual and required performance. During the interview, the manager will clearly explain the deficiencies in performance. Reference will be made to the position description to ensure that there is clarity about role expectations and responsibilities.
 - xiii. Failure to improve can ultimately result in implementing formal

procedures for Unsatisfactory Work Performance. After the interview, the Manager will document the interview using the Unsatisfactory Work Performance Memo and send a copy to the CEO, with a copy provided to the affected staff. The staff is entitled to respond to the report, and any response must be filed with the report in the relevant personnel file.

M. **Unsatisfactory Work Processes**

- If the work performance still does not improve, despite guidance and performance counselling, then the staff will be placed on the Unsatisfactory Work Performance process.
- At all stages of Performance Counselling and Unsatisfactory Work Performance processes, the staff is entitled to be accompanied by a support person of his or her choosing, who provides support and acts as a witness to proceedings.

N. **Dismissal for Unsatisfactory Work Performance**

- The OCI Foundation will give the affected staff a reason for any dismissal, which must be valid based on the staff's conduct or capacity to do the job.
- The staff will be warned in writing of the risk of dismissal if there is still no improvement.
- The OCI Foundation will allow the staff to respond to the warning.
- A reasonable chance will be given for the problem to be rectified following the staff's response.
- Rectifying the problem might involve additional training and ensuring proper knowledge of job expectations.
- In discussions where dismissal is possible, the staff can have another person of his or her choice to be present. However, that other person cannot be a lawyer acting professionally.
- The OCI Foundation believes that if behavioural expectations are clearly stated, team members will likely understand their boundaries and better manage their behaviour and personal responses to people and situations. We strive to create an environment that facilitates these.

O. **Anti-Discrimination**

- The OCI Foundation is committed to the principles of **Equal Employment Opportunity**. It supports the creation of working conditions to ensure that all team members have an equal chance to seek and obtain employment, promotion, training and the benefits of employment.
- The OCI Foundation is an equal opportunity employer.
- All team members are treated on their merits, regardless of race, age, sex, marital status or any other factor not applicable to a position.
- Team members are valued according to how well they perform their duties and their ability and enthusiasm in maintaining expected service standards.
- The OCI Foundation does not tolerate any form of discrimination.
- We believe all team members have the right to work in an environment free of discrimination and harassment.
- Discrimination undermines proper working relationships and may cause low

- morale, absenteeism and resignations.
- The OCI Foundation recognises Federal and State anti-discrimination laws, most of which cover discrimination against team members, clients or suppliers.
 - Unlawful discrimination occurs when someone is treated less favourably because of one of their characteristics.
 - Discrimination may involve:
 - Offensive "jokes" or comments about another team member's racial or ethnic background, sex, sexual preference, age, disability or physical appearance.
 - Display of pictures, computer graphics or offensive or derogatory posters.
 - Expressing negative stereotypes of particular groups, for example, "married women shouldn't be working".
 - Judging someone on their political beliefs rather than their work performance.
 - Using stereotypes or assumptions to guide decision-making about a person's career.
 - Undermining a person's authority or work performance because they dislike one of their characteristics.
 - OCI Foundation Managers will ensure that all clients and team members are treated equitably and are not subject to unlawful discrimination.
 - They will also ensure that people who make complaints or are witnesses are not victimised in any way.
 - Reports of discrimination or harassment will be treated seriously and investigated promptly, confidentially and impartially.
 - Disciplinary action will be taken against anyone who unlawfully discriminates against a co-worker or client.
 - Discipline may involve a warning, counselling or dismissal, depending on the circumstances.

P. **Discipline**

1) **Summary Dismissal**

- It is fair for an employer to dismiss a team member without notice or warning when the employer reasonably believes that the team member's conduct is sufficiently serious to justify immediate dismissal. Serious misconduct includes theft, fraud, violence and serious breaches of Workplace Health and Safety procedures.
- For a dismissal to be deemed fair, it is sufficient, though not essential, that an allegation of theft, fraud or violence be reported to the police. Of course, the employer must have reasonable grounds for making the report.

2) **Procedural Matters**

- In discussions with a team member in circumstances where dismissal is possible, the team member can have another person present to assist. However, that other person cannot be a lawyer acting professionally.
- Evidence of compliance with the Code will need to be preserved and provided if the team member makes a claim for unfair dismissal to the Fair Work Commission.
- Such evidence might include that a warning had been given (except in cases of summary dismissal). Evidence may also include a completed checklist, copies of written warning(s), a termination statement, or signed witness statements.

Q. **Grievance Procedures**

- The OCI Foundation is committed to the provision of a harmonious work environment and will listen seriously to complaints while aiming to resolve them as quickly if possible.
- The resolution procedures ensure that staff can air their legitimate complaints, knowing that ad hoc, vindictive, or arbitrary action will not be taken against them or the team members they complained about.
- Most routine complaints and grievances are best resolved informally in discussions with a Manager. Dealing with grievances this way can often lead to a speedy resolution of problems.
- Where the grievance cannot be resolved informally, it should be handled under the formal grievance procedure outlined in the relevant overriding Industrial Award or Agreement.

R. **Relevant Health and Safety Legislations for the OCI Foundation**

- **Australia:** Work Health and Safety (WHS) Act 2011.
- **Nigeria:** Multiple laws cover this in Nigeria, and include These include the Factories Act (2004), the Labour Act (2004), the National Policy on Occupational Safety (2020) and Health, the Employees' Compensation Act (2010).
- **United Kingdom:** Health and Safety at Work etc. Act 1974 (HSWA).

S. **Review of Policy Document**

This policy is subject to review in March 2028, three years after its implementation. Our appraisal tool will be used as part of that review. However, it can be sooner if legislation or other events warrant it.

T. **Feedback**

If you have any feedback on the OCI Foundation on this document, please contact us immediately via the link [HERE](#).

This Policy was partly developed partly from a similar document by Plus Education.