

OPI Handbook



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Section 1: Work Readiness

OPI must prepare work-ready employees who are committed to uphold the reputation of OPI in ensuring productive, abiding and committed employees who are willing to perform.

Therefore, employees, business partners and agents must undertake the following:

1. Register your interest to work with OPI through its Office.
2. Attend all the preparatory programs run by OPI to demonstrate your commitment and interest in becoming 'work ready' for OPI.
3. To be eligible for selection as a 'work ready' employee for OPI, you must be pre-screened for your 'work readiness' and therefore you must:
 - i. meet the 'work ready' selection criteria and work standards requirements; and
 - ii. pass the tests and interviews administered by OPI.
4. Attend all mandatory Integrity Compliance Program (ICP) training and programs on anti-bribery, anti-corruption and code of ethics, when you are selected to work for OPI.
5. Demonstrate in and pass a testing program administered by OPI or an accredited body, after attendance in the training programs, that you have:
 - i. the required skills, physical fitness, aptitude and agility required to be able to deliver quality work.
 - ii. commitment and willingness to comply with instructions; and
 - iii. highly motivated to be able to keep up with work schedules, timelines and work instructions.
6. In accordance with the instructions on employment, declare that you have:
 - i. provided the correct information.
 - ii. Undertaken the appropriate checks including health and police; and
 - iii. or have no previous criminal conviction.



7. Exercise self-discipline, self-restraint through self-isolating from drugs, kava and alcohol.
8. Gain a clear understanding, from training, briefings and induction, of:
 - i. the nature of the work which you are contracted to do.
 - ii. the offer of employment, the actual rates to be paid and all deductions to be made from your pay package.
 - iii. working conditions and contract entitlements; and
 - iv. rights and protection under law.
9. Always wear safety gear at all work sites and avoid hazards by following safety instructions.



Section 2: Commitment to Work Responsibilities

The employment contract specifies the work responsibilities for all employees, and OPI provides clear instructions and guidance to ensure these responsibilities are performed effectively and efficiently

All employees are required to adhere to the following responsibilities:

1. Attend orientation programs provided by OPI and relevant industry authorities
2. Fully cooperate and strictly follow all work-related instructions—both written and verbal—issued by managers and supervisors. Attend scheduled meetings and consultations on work performance.
3. Ensure that external influences, including friends and relatives, do not undermine your work commitment, contract terms, or employment instructions.
4. Refrain from engaging in activities or transactions, either during or after work hours, that interfere with your work responsibilities including:
 - i. Acting as a seller of goods or products.
 - ii. Trafficking drugs or prohibited materials
 - iii. Conducting money transfers or loans.
5. Enhance work performance and support co-workers by strictly following supervisors' instructions regarding work methods, hours, and breaks.
6. Minimize waste and damage while adhering to OPI's quality control measures.
7. Avoid behaviour that negatively affects co-workers, such as bullying, intimidation, or harassment.
8. Refrain from actions detrimental to OPI, including:
 - i. working under the influence of alcohol, kava, or prohibited substances.
 - ii. Destroying or damaging property.
 - iii. Theft
 - iv. Unexplained absences or absconding.
9. Provide high-quality workmanship aligned with OPI's expectations and instructions.



10. Display a commitment to following instructions, maintaining work focus, and achieving high performance.
11. Use equipment, machinery, tools, and resources responsibly and only for designated purposes. Unauthorized possession or misuse is prohibited.
12. Work diligently with skill and integrity, as OPI provides:
 - i. Fair pay and employment terms.
 - ii. A safe, healthy and comfortable environment.
13. In the interest of safety, efficiency and quality, obey all legitimate and reasonable instructions related to the performance of your work provided by your supervisor or his or her representative or the manager.
14. Give priority to your work and prevent your private interest from interfering and negatively affecting how you perform and refrain from using properties belonging to OPI or your co-workers for private gains.
15. Disclose to the manager or the supervisor any defects, false claim, error or shortfall in your work, an obligation that you owe to OPI and to yourself as a good Tongan citizen.
16. Never take advantage of OPI by false declaration, false pre-tense, misrepresentation or falsifying documents and records.
17. Do not accept bribes, commissions or profits in the course of the performance of your work.
18. Business partners or their agents shall not offer a bribe to any employee to influence them for a favour and engagement shall be terminated forthwith when such an incidence occur.
19. Do not disclose information that is confidential to take advantage or discredit your co-workers or OPI.
20. Act in a professional manner at all times, exercise impartial judgement, be punctual and dress appropriately.
21. Do not engage in outside work directly or indirectly that are in conflict with your duties as a director or employee of OPI involving the use of knowledge and information or plans or equipment and materials belonging to OPI which will negatively influence your duties at OPI; and
22. Do not use OPI property to commit an illegal activity or disrupting the normal business operations.

Section 3: Relationships

Your relationship with your co-workers and OPI is important in creating a happy and stable work environment.

You must then be committed to undertaking the following:

1. Respect the privacy of your co-workers and invading the privacy of the opposite sex by entry to private space, luring, courting, persuasion or harassment is strictly prohibited.
2. Respect the space and belongings of your co-workers and avoid interference, entry or removal of property and their belongings without consent.
3. Do not engage in damaging gossip, making defamatory remarks or issuing negative comments on your co-workers either in writing, verbally or through social media.
4. Do not use the OPI internet to access inappropriate, prohibited or illegal materials.
5. Do not use foul or offensive language against your co-workers or OPI, as words communicate meanings that can create either positive or negative feelings and reactions.
6. Support one another so that the weaker co-workers can improve their performance, as being *considerate* and *maintaining relationships* are important Tongan values.
7. Resources provided by OPI, whether for convenience, comfort, safety, recreation or work, must be used for the proper purpose, in the proper manner and not for personal advantage or to endanger the lives and well-being of your co-workers.
8. Return, whether found or borrowed, properties that belong to your co-workers, and must never be removed without their permission.
9. Any form of abuse, whether physical, verbal or sexual, including making any racist or sexist comments is strictly prohibited.
10. Misconduct resulting from intoxication or use of prohibited/illicit drugs and causing harm, damage or injury to a person is strictly prohibited.
11. Work with mutual respect and treat all people with dignity, fairness and courtesy and appreciate individual differences; and

12. Recognise the skills, abilities and contributions of others and seek to bring the best out of others.

Section 4: Compliance with Regulations and Instructions

OPI expect you to abide by the laws of Tonga and comply with work instructions, therefore, you must comply with the following:

1. Abide by the conditions of your contract which include working continuously in the nominated role and not for any other employer or role, not to commit a crime that is punishable by law or engaging in work that is illegal.
2. Abide by the provisions of the relevant laws that prohibit the criminal offences of rape and sexual harassment of any type, not only to persons outside the workplace but also to your co-workers, and these shall not be tolerated at the workplace.
3. Do not use prohibited or illicit drugs, which may be defined under the relevant laws, as they are prohibited by law and shall not be brought into the workplace.
4. Discrimination is prohibited at work and engaging in behaviour that is discriminatory based on sex, sexual orientation, marital status, age, physical impairment, religion, race, colour, social background, ethnicity, nationality or political persuasion will not be tolerated.
5. Abide by all traffic regulations and driving under the influence of alcohol and without a licence is prohibited by law.
6. Theft of properties belonging to your co-workers, OPI or others is a crime and is strictly prohibited and the damage of which is your responsibility as to the cost of replacement or repair.
7. Do not handle or tamper with firearms of any form and doing so without a legal permit is against the law and you may be prosecuted.
8. Refrain from smoking and littering in public areas, which are prohibited by law.
9. Abide by the laws for the protection of heritage properties and the preservation of species of plants and animals.
10. Make yourself available for random drug and alcohol testing at the workplace, as may be permitted by law and by OPI, for the use of prohibited and illicit drugs and working under the influence of alcohol.



11. Abide by the instructions on health and safety at work, as prescribed under the relevant laws and regulations or official instructions issued by OPI, to make the work environment safe and healthy for all.
12. Attend all activities to promote health and physical well-being as may be organised by OPI, while ensuring that such activities do not affect your capacity to perform your work.
13. Comply with the requirements, rules and instructions for the proper use, custody and preventing the damage to tools, implements, vehicles, materials, equipment, protective gear and the like, as well as the accommodation and transport provided by OPI.
14. Report theft, or the commission of any other crimes or suspicious activities and any damage or fault to the properties of OPI or your co-workers.
15. Refrain from assault or violence against other persons and causing public disturbance, which are crimes and are against the law; and
16. OPI shall not employ illegal immigrations or minors in any capacity whatsoever.

Section 5: Social Responsibility

All directors and employees have a responsibility for taking action for the greater good of OPI and the industry and for their well-being.

Therefore, you must undertake the following:

1. Commit to:
 - i. abide by the law and obey instructions.
 - ii. respect the directors, managers and co-workers.
 - iii. uphold the reputation of OPI; and
 - iv. maintain high level commitment to your work responsibilities.
2. Do not allow others to adversely affect your commitment to work and:
 - i. being in a situation where you neglect your work.
 - ii. being in a situation where you bring the reputation of OPI into disrepute.
3. Focus on being a good ambassador by building goodwill and friendship through maintaining a beneficial mutual relationship with OPI and display ethical behaviour at all times.
4. Although there is freedom of expression and of speech under law, do not make comments, publish statements or take action that will adversely affect the business of OPI or your relationship with your supervisor, managers and co-workers, or the reputation of OPI.
5. Always act in a manner that does not interfere with the rights and interests of your co-workers and OPI.
6. Respect the status of your women co-workers and their marital status so that you do not create a situation where impregnation, adultery or co-habitation occur resulting in their families breaking up or putting a single or married female co-worker in a risky situation.
7. As the Tongan culture accords status to Tongan women, refrain from interference with their privacy, property and space.
8. Maintain the marital relationship with your spouse and commit your family.

9. You have a duty of care not to expose your co-workers including yourself to harm of various types and you must report to the team leader or OPI or emergency services, sickness, health or medical emergency, injuries and accidents and any physical risks or hazards involving your co-workers or yourself.
10. At all times, you are responsible for your own behaviour and their consequences, and you must act in a manner that displays the deeply held values of the Tongan culture and the expected moral principles to be followed.

Section 6: Communication

The purposes of communication are to achieve a common understanding of issues and concerns, maintaining good relationship, gain a clear understanding of intentions and motivating workers to do better.

Therefore, you must conduct communication with OPI and your co-workers in the following manner:

1. Do not communicate with your co-workers in ways that:
 - i. create a toxic work environment where they feel threatened or intimidated and cause anger, aggression and avoidance of one another.
 - ii. make them feel incompetent, inferior or insignificant and cause them to lose motivation, withdrawn and wanting to leave the workplace.
 - iii. put them down, exclude them or create barriers between one another and weakening the spirit of working together; and
 - iv. are abusive, convey racism or impose sexism in the language that is used.
2. Consult your supervisor, for liaison with OPI on:
 - i. issues or concerns regarding employment conditions.
 - ii. incidences where the law may be broken; and
 - iii. the involvement of the government authorities or the labour organisations.
3. Do not use the social media, without their consent, to comment on your co-workers or OPI which may cause harm or may be defamatory; and



4. Genuinely listen and give feedback to one another to help you and your co-workers solve problems, resolve issues and create a conducive environment for exchange of views and ideas.

Section 7: Breach of the Code of Conduct and Penalties

The supervisor or employee shall inform the Manager on any breach of the provisions of the Code of Conduct.

The Manager shall determine whether the breach is a minor or major breach and then request that the employee provides an explanation, if required. OPI also has the right to impose penalties on employees as appropriate.

After considering the facts and information, the Manager shall submit any documents or informs the General Manager who will decide on the most appropriate penalty or a combination of penalties to apply:

Penalties:

At the discretion of OPI:

- i. OPI may use its discretion to rotate the employee from his/her current workstation to a different workstation.
- ii. The employee may be reprimanded and counselled.
- iii. A written warning may be given.
- iv. A final warning shall be issued by OPI or through the supervisor to change behaviour and in such a case the supervisor will be responsible for providing counselling on a one-on-one basis and monitoring and reporting on behaviour.
- v. The employee may lose any benefits provided by OPI as incentives.
- vi. The employee may have to pay a bond or an increased deduction to cover any damage to property that may be caused.
- vii. The employee is immediately removed from work by OPI and returned to his or her home
- viii. If the employee is found guilty of a serious breach of discipline after due process, they may face discipline after due process, they may face disciplinary actions, including a demotion or dismissal.

Section 8: Implementation

1. This Code of Conduct may be translated into Tongan as it will be widely read by all workers to be employed by OPI.
2. The employee will sign up to this Code of Conduct as part of the undertakings to be made before taking up employment.
3. This Code of Conduct will be part of the outreach programs to business partners.
4. This Code of Conduct will also be covered in the orientation training for business partners and employees; and
5. Copies of the Code of Conduct should be made available to all business partners and employees

Guidelines FOR MANAGERS AND SUPERVISORS

Section 9: Leadership and Motivation

The good team leader demonstrates the appropriate behaviours, gains the willingness of his or her team to perform well and gets his or her team to abide by the laws, regulations and instructions.

Therefore, managers and supervisors of OPI, as team leaders, shall abide by the following expectations and guidelines as part of this Code of Conduct:

A. Leadership Behaviours:

1. Regularly communicate the provisions of this Code of Conduct to your team during all forms of meeting and consultation;
2. Always be prepared to change the way you lead the team when required to fit the condition in which your team is in at the time and the demands of the current work situation;
3. Take initiative to motivate your team to be responsible, perform well and achieve their targets;

4. Be fair and treat every team member equally and without favour in the enforcement of instructions and rules, recommending workers, distribution of any benefits or the application of any penalties;
5. Promote unity (*uouongataha*) and cohesion (*ma'uma'uluta*) among your team and lead them as one single group by socialising them into the important values for team work –
 - i. working together;
 - ii. helping one another;
 - iii. respecting one another.
 - iv. keeping a warm relationship; and
 - v. loyalty to responsibility.

through the '*talatalaifale*' or the hosting of regular consultative forums.

6. Prevent, through counselling, one on one consultations and the *talatalaifale*, the animosity (*lookover, fakavahava'a*) and disorderly behaviour that intimidate, humiliate or victimise team members and create risks to their health and safety;
7. Conduct one on one consultations and followed by counselling and encouragement If any member of your team is uncomfortable in expressing himself in the *talatalaifale*;
8. Welcome new members into the team through the *talatalaifale*, and then conduct one on one consultations and coaching to improve performance; and
9. Be honest and open with your team in order to build trust and a close working relationship and to understand their needs as a group.

B. Communication:

10. Always maintain open two-way communication with your team and with OPI to sustain a warm work relationship and to allow:
 - i. questions to be asked and answers to be sought.
 - ii. the exchange of points of view and constructive criticism.

- iii. frank discussions and reaching mutual agreement.
- iv. the instructions from OPI to be conveyed in a transparent and collegial manner; and
- v. likewise requests and concerns from your team to be conveyed to OPI.

11. Undertake the *tatatalaifale* in a transparent and respectful manner to:

- i. explain to your team work-related matters.
- ii. resolve issues affecting the team.
- iii. address concerns from the team.
- iv. address concerns from OPI; and
- v. encourage dialogue and openness among the team.

12. Conduct the *talatalaifale* regularly in a manner that is sufficient to maintain the interest and acceptable to your team so as to gain their commitment to such regular consultations, beneficial to the cohesion of the team.

13. Where the behaviour of a team member becomes an issue of concern, rather than commenting or evaluating his or her behaviour, focus the communication with him or her on:

- i. the events that took place.
- ii. the circumstance in which the events took place.
- iii. the actions that were taken.
- iv. the consequences of the actions; and
- v. suggesting acceptable alternative actions to be undertaken.

14. Avoid communication to put down team members, show your status as a team leader or display an indifferent attitude to their concerns, as these create negative feelings about themselves making it difficult for them to relate to you and other team members.
15. Actively listen by creating an open and conducive environment that help your team to say what they want to say, how they feel and what they think and provide genuine and clear feedback.

C. Teamwork:

16. As soon as the team is established for the work purposes of OPI, clarify:
 - i. the purpose of their job.
 - ii. the economic benefits to their families.
 - iii. being good workers.
 - iv. establishing personal targets for themselves; and
 - v. encouraging commitment and achievement of the targets.
17. Where the team is composed of mostly new members:
 - i. bring them together to bond by developing a sense of brotherhood (*fanga tokoua*) and belongingness to the group.
 - ii. orient them to one another to reinforce the trust among them.
 - iii. clarify the purpose of their work.
 - iv. outline their responsibilities and the expectations of them.
 - v. make known the resources available, rewards available, the rules, penalties and how performance is measured; and
 - vi. display caring behaviour showing that you are reliable and trustworthy.

18.To encourage teamwork (*uouongataha*) and satisfy their need to socialise with others, conduct regular informal group meetings and organise informal gatherings with the team, with the consent of OPI;

19.Encourage the competitive spirit to improve the productivity of the team and feeling of achievement, through:

- i. token awards.
- ii. offering tokens of appreciation.
- iii. hosting an informal gathering to appreciate individual achievements; and
- iv. announcements in meetings and the like.

20.Where it is clear that the team members are:

- i. taking sides.
- ii. hostile to one another.
- iii. challenge each other's views.
- iv. strongly disagree with you as the team leader; and
- v. behaving in a disruptive manner.

use the *talatalaifale* to:

- i. mediate between the sides to establish peace and harmony.
- ii. encourage collaboration in performing work.
- iii. identify what to improve in performance; and
- iv. use social activities to reinforce commitment.

21. Where the team consists of mature members:

- i. who are committed to their work.
- ii. loyal to the team and its goals.
- iii. can solve problems on their own.
- iv. cooperate among themselves to get the work done; and
- v. conform to instructions, standards and the expectations.

give support only by providing the information they need, facilitate and encourage performance, and provide feedback on their performance.

D. Motivating Workers:

22. Assist OPI in maintaining high morale and a happy team by creating a positive work environment through social activities so that workers can feel free to bond with one another and discuss issues and problems.

23. Where your team are highly committed to work to achieve targets, also allow them time to socialise and interact with one another so that they do not feel isolated.

24. Where your team are highly experienced, highly motivated and are performing their work satisfactorily, especially repeat team members, allow them to be responsible for making the decisions on how to perform their work and on matters that affect their work and their well-being.

25. Where your team are new and may not have all the skills, they need to perform well but are highly motivated, you must:

- i. explain and demonstrate how tasks are performed.
- ii. closely supervise them in consultation with the managers; and
- iii. provide them with support to continue to improve performance.

26. Where your team are highly experienced but are not motivated to work, encourage them to discuss with you their concerns and allow them to participate in making decisions about their work.

27. Where your team are new and do not have all the skills they need to perform properly and are not highly motivated, supervise them closely and provide clear instructions and encouragement, as they will be the most vulnerable to poor performance and absconding work.
28. While satisfaction with work, derived from a positive work environment and high morale, is key to maintaining a commitment to work, also give due attention at all times to issues regarding working conditions and pay rates, as they are also motivating factors.
29. To maintain satisfaction with work, provide your team with honest and accurate feedback on their performance on a timely basis, and seek their views and opinions on how to further improve work performance.
30. If the performance of a team member is below the expected standard and displays a negative attitudes to work, explain the standards and provide advice on how to improve performance and encourage willingness to change behaviour.

E. Problem Solving:

31. If there is a problem that is likely to undermine the performance of your team and their motivation, you must undertake the following:
 - i. Get the facts and relevant information.
 - ii. Determine what is the cause of the problem.
 - iii. Determine what has to be solved and who is responsible.
 - iv. Consult your team on what they think.
 - v. Work with them on the possible solutions.
 - vi. Discuss with your team and select the best solution.
 - vii. plan with your team and OPI on how to carry out the selected solution; and
 - viii. Monitor the situation to see whether the problem has been solved.

F. Conflict Resolution:

32. Where there is strong disagreements or differences about an issue or concern, among the team, you must undertake the following steps:
- i. Find out what is the source of the disagreement or difference.
 - ii. Prevent both sides from competing with one another.
 - iii. Firstly, maintain peace and harmony.
 - iv. Secondly, call meetings with the team to see if both parties can reconcile; and
 - v. Thirdly, encourage both parties to collaborate on what is best for both sides.

G. Work Responsibilities:

33. Attend all meetings with OPI on issues involving your team to fully and properly understand the issues raised, so that they can be resolved through adequate briefing of the team.
34. Discuss with the appropriate authority and OPI any malpractice by agents or their associates that may be reported by the team so that a solution is sought.
35. Report any health, safety or work-related issues or concerns raised by your team and respond and convey them for action by OPI.
36. Represent the team to OPI and ensure that their interests are represented properly.
37. When required conduct genuine negotiation and ongoing discussion with OPI on the pay rates on behalf of the team and provide regular and ongoing communication with your team on the terms and conditions of employment and any changes to them.
38. Guide and direct the team appropriately and correctly to ensure their safety and well-being are not compromised, prevent theft, accidents and damage to property and avoid putting the interest and business of OPI in jeopardy; and
39. Liaise and consult with the supervisor on issues or concerns regarding employment conditions, incidences where the law may be broken or the involvement of the government authorities or labour organisations.