Human Resources POLICY Manual

TranspareNcy International KOREA

Our mission: To support the fight against corruption by providing quality services to attract, support, develop, motivate and retain a diverse workforce in a collaborative working environment.”



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**WELCOME TO TI** **KOREA**

This Human Resources Manual was written and compiled to answer some of the questions you may have about the TI-Korea and its policies and procedures. Please read it thoroughly and retain it for future reference.

The policies stated in this HR Manual, along with all other policies, procedures, and programmes are subject to change. From time to time you may receive updated information concerning changes in policy. For the most current information, please check this HR Manual. If you have any questions regarding any policies, please ask your supervisor or any member of Human Resources Team for assistance.

We wish you the very best success in your position and hope your relationship with TI-Korea will be a rewarding experience.

# INTRODUCTION

All staff members of TI-Korea are integral to the success of TI movement. No matter what role we play, each of us contributes something important to making this a successful community and organisation. While our roles may vary, the basic expectations of the TI-Korea do not.

**It is expected that you as staff member observe the following general guidelines:**

* Be committed to the success of Transparency International
* Do your job enthusiastically and to the best of your abilities – hold yourself to high standards
* Treat others with courtesy, respect, and fairness
* Respect the diversity among us
* Strive to grow professionally
* Be honest in communication
* Take responsibility for raising issues and solving problems
* Be thoughtful stewards of the TI-Korea and its resources
* Acknowledge others for a job well done

**As staff member you can expect the following from TI-Korea:**

* Fair and equitable treatment
* Acknowledgement for a job well done
* Help in achieving professional goals
* Objective feedback regarding performance
* An environment free of discrimination and harassment
* To be listened to with respect
* A response to your concerns

**Equal employment opportunity and promoting diversity** TI-Korea does not discriminate in employment on the basis of the following protected categories: gender, race, colour, age, religion, national origin, sexual orientation, pregnancy, marital status, medical condition, veteran status, disability, or any other legally protected category.

TI-Korea supports equal employment opportunity, not just because it's the law but because we recognize that our present and future strength is based primarily on people, their skills, experience, and potential to develop.

# TI Korea Overview (to be created)

# Code of Conduct

Approved by the AMM*,* 2.19.2016

**I. OVERVIEW**

**1. Introduction**

This Code of Conduct for the staff of the TI-Korea is based on the *Umbrella Statement of TI Vision, Values, and Guiding Principles* and in line with the *TI Conflict of Interest Policy*.

While the Umbrella Statement provides a firm ethical framework for our global movement, individual codes of ethics - such as this one for TI-Korea - reflect the particular needs and the diversity of conditions and aspirations within our movement.

It is within this understanding that TI-Korea, as one of the units of the TI movement, has - through a process involving the entire staff - developed the following Code of Conduct to guide its staff in their day-to-day work, interactions, and decision making.

The members of the TI-Korea are committed to uphold high standards of integrity and accountability, to act according to the core values and guiding principles of TI movement and to promote these standards and principles. TI-Korea members are aware that they have a special role to play in promoting the movement and its ideals to other stakeholders.

The Code is a living document. Its value to the TI movement lies in its ability to create an enhancing environment for a culture of integrity.

**2. Scope of the TI-Korea Code of Conduct**

The Practical Guidelines for TI-Korea have been developed for TI-Korea (including both Staff as well as Senior Advisors) regardless of their location. Those working with TI as volunteers or as paid consultants are expected to observe the spirit of this Code.

**3. General Principles of TI-Korea**

**Our guiding principles**

As the staff of the TI Korea, we are committed to respecting the following principles.

1. As coalition builders, we will work co-operatively with all individuals and groups, with for profit and not for profit corporations and organisations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
2. We undertake to be open, honest, and accountable in our relationships with everyone we work with and with each other. We endeavour to perform our duties honestly, faithfully and efficiently, respecting the rights of our colleagues.
3. We will be politically non-partisan and non-sectarian in our work.
4. We will condemn bribery and corruption vigorously and courageously wherever it has been reliably identified, although we ourselves do not seek to expose individual cases of corruption.
5. The positions we take will be based on sound, objective and professional analysis and high standards of research.
6. We will only accept funding that does not compromise our ability to address issues freely, thoroughly, and objectively.
7. We will provide accurate and timely reports of our activities to our stakeholders.
8. We will respect and encourage respect for fundamental human rights and freedoms.
9. We are committed to building, working with and working through national chapters worldwide.
10. In our operations and recruitment policies, we will strive to create equal opportunities for all, and achieve balanced and diverse representation with respect to gender and region, as the diversity of the movement we serve requires.

**4. Practical Guidelines**

**4.1. Staff Relations**

* We will treat each other and those with whom we work with respect and consideration, being sensitive to our diversity, including in terms of cultural background, gender; region; religion; disability; family status; sexual orientation, etc.
* We will communicate and consult with each other openly and collegially and in a manner that assists each of us to fulfill our duties and responsibilities faithfully and efficiently.
* We will respect the privacy and private lives of our colleagues when dealing with personal information.
* We undertake to ensure adequate consultation with any staff member before making any decision, which may impact upon that staff member.

**4.2. Personal Integrity**

**4.2.1. Conflicts of Interest**

In our work, conflict may arise between our personal interests and the interests of TI-Korea, National Chapters or other stakeholders. We will disclose such conflict and resolve it in a transparent manner, in the interest of Transparency International and the international movement. The following paragraph is based on the general policy set out in the TI Conflict of Interest Policy, and spells out in detail the obligations of TI-Korea employees in regard to this policy.

**4.2.2. Staff Recruitment / Non-preferential Treatment of Family and Friends**

Appointments to all positions will be made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc. We are committed to open, fair, and transparent appointment, recruitment, hiring, and procurement procedures and practice.

* Family members, and friends and organisations with which we or our families or friends are associated, will not be accorded preferential treatment.
* If hiring or contracting with members of the immediate families of TI-Korea staff or the Board of Directors, that is a partner, parent, child or sibling, we will follow carefully the guidelines set out in the recruitment policy to ensure non-preferential treatment.
* To manage potential conflicts of interest, we will disclose such connections with potential applicants or candidates of whom we are aware. We will recuse ourselves from any recruitment or contracting process where we have a conflict of interest. We will ask shortlisted candidates to declare such relations at TI-Korea or with the Board Members. We will not allow situations in which close family relatives or partners are in a direct reporting relationship to one another.

**4.2.3 Anti-corruption**

We require integrity and fair practices in all aspects of our activities and we expect the same standards of those with whom we have relationships.

We do not tolerate corruption and prohibit bribery in any form, whether direct or indirect. This includes facilitation payments, which are bribes and must not be made.

**4.2.4. Gifts and Entertainment**

There are a variety of customs concerning the giving and receiving of gifts in different cultures. As the acceptance of a gift may appear to create an obligation, we will avoid giving or accepting gifts, favours and gratuities in connection with official duties as required by the following policies:

* We will not accept directly or indirectly any discount, gift, entertainment[[1]](#footnote-1), or favours (referred to as gifts) that may influence or be perceived to influence the exercise of our function, or the performance of our duties or our judgement.
* All gifts between the value of € 20 and € 100 will be registered as provided in the next paragraph, and all gifts from a value of € 100 or more will be refused.
* Registration Process: All gifts will be reported to the supervising officer and recorded on a document managed by the Ethics Advisor and that is available to all TI-Korea staff.

**4.2.5. Travel and TI Property**

* Official travel undertaken by us will be directly related to the work of the Secretariat, and will be undertaken only when necessary. Only economical and bona fide travel expenses will be reimbursed. Only economy airfare will be paid, unless otherwise decided by the Managing Director in accordance with guidelines set by the Board.
* We will ensure that TI resources will be used effectively. Assets under our control will be used for no purpose other than for the advancement of TI’s objectives.
* When private travel is added onto TI related travel, we will notify our supervisor before the trip and will meet any extra costs that this may entail.

**4.2.6. Private Activities and Private Property**

* We will not engage in any activity or transactions or acquire any position or function, whether paid or unpaid, that is incompatible with or detracts from the proper performance of our duties, and that may bring TI as a whole into disrepute.
* We will so arrange our private affairs as not to engage in any activity that might impair the credibility of TI-Korea by giving the impression that TI-Korea is fostering individuals, public or private institutions whose behaviour is perceived as not being in accordance with TI’s values.
* We will not use TI-Korea business relationships to solicit or obtain favours or improper benefits in private life.
* We will not allow our political affiliations and/or activities to unduly influence or interfere with the political neutrality that is the hallmark of the TI movement.

**4.2.7. Remuneration**

Where we receive any remuneration for public speaking, writing for a publication or a media appearance, and TI organisational information is involved or the appearance is a result of the individual’s employment or association with TI-Korea, then the remuneration will be paid directly to TI-Korea. However, the Managing Director may decide to forward such honorarium, partly or entirely, to the respective staff member.

**4.2.8. Post-Employment**

We will not allow our actions and decisions in the course of our work to be improperly influenced by the prospect of future employment with others.

**4.2.9. Transparency and Confidentiality**

* We will be as open as possible about all decisions and actions we take, taking into account the need for confidentiality in some situations.
* We will treat information obtained in the service of TI-Korea with confidentiality, when its nature calls for it or when this is explicitly requested, and will not use any such information or materials to further a private interest. This obligation continues after the staff’s separation from TI-Korea.

**4.3. Financial Transparency**

* We will provide and publish audited financial statements in easily accessible form. Financial reports will be provided and published as appropriate.
* We will publish annually our sources of funding exceeding € 1,000 and account accurately and promptly to donors in accordance with the terms of their grants.

**4.4. Financial Independence**

We will act in line with the Board-approved TI-Korea (Donations Policy to be created) and will not accept funds that might impair the independence or reputation of the organisation to pursue its mission. To this end, TI-Korea will:

* accept resources only from donors who share our anti-corruption objectives.
* seek a balanced distribution between resources obtained from public sector, private sector, foundations and charities, and contributions from individuals;
* seek a multitude of donors in any aforementioned category;
* not accept resources granted under condition or structured such that TI-Korea refrains from independent action, pursues activities inconsistent with its mission, or refrains from pursuing activities consistent with its mission.

**4.5 Environmental Responsibility**

We are committed to reducing the environmental impact of TI, within all our operations and conduct.  We will strive to integrate and apply environmental values into our decision-making processes and in our relationships with external partners and the movement.

**II. IMPLEMENTATION**

**1. Getting familiar with the Code**

* TI-Korea management will actively encourage an internal dialogue on ethics, provide guidance for staff and ensure that internal systems, policies and procedures are consistent with this Code.
* Copies of the Code will be provided to each staff member and published on our web site.
* The Code will be annexed to all contracts of employment and signed along with it.
* There will be an annual review of compliance with the Code and evaluation of its impact on the culture of integrity at the Secretariat. The review will be conducted by the Ethics Advisor, together with the TI-Korea Ethics Council.
* Periodic meetings with all TI-Korea staff members will provide a forum of discussion and review of the impact of the code.

**2. Raising an Issue / Whistle-blower Protection**

* Any concerns about an interpretation, application or suspected violation of the Code that staff or other stakeholders are not comfortable raising directly with staff concerned should be brought to the attention of the Ethics Advisor (see below). If the issue cannot be resolved between the complainant and the Ethics Advisor, then the matter may be brought to the attention of the TI-Korea Ethics Council. If it is felt inappropriate to raise the issue with the Ethics Advisor first, the matter may be brought directly to the attention of the TI-Korea Ethics Council.
* Concerns may be raised in person or email through established secure and confidential mechanisms.
* No one shall be discriminated against or disciplined or reprimanded for reporting concerns or requesting guidance concerning the TI-Korea Code of Conduct whether or not the concerns are established as valid or substantiated.

**3. Ethics Advisor**

The Ethics Advisor is elected by TI-Korea staff through an election organised by the a special committee and subject to the endorsement of the Board of Directors after consultation with the Managing Director.

The Ethics Advisor is elected for a period of one year, during which 10% of his/her time shall be allocated to the role, and is eligible for re-election for a maximum of two further terms which may or may not be consecutive.

The primary responsibility of the Ethics Advisor is to inform about the TI-Korea Code of Conduct and to give confidential advice on ethical questions to staff members and other stakeholders who request it. In addition, the Ethics Advisor shall in relation to this Code also:

* receive training on ethics at the beginning of his/her term
* facilitate ethics training for staff with support from the Ethics Council (the Human Resources Department if existing)
* receive complaints in confidence where a staff member or other stakeholders have reason to believe that a breach of the Code may have taken place, and give advice to persons concerned,
* inform all persons concerned about any outcomes reached,
* report where appropriate to the Managing Director about concerns raised and outcomes reached, but without disclosing the identity of those making confidential reports,
* maintain the registration file for gifts and make this accessible within TI-Korea,
* ensure that the impact of the Code is evaluated on an annual basis,
* collect suggestions for amendments to the Code and discuss them with all stakeholders, and
* present an annual report to TI-Korea staff and the Board through the Board Ethics Committee.

The Ethics Advisor will not deal with cases involving personnel issues, which have no ethical implications.

**4. TI-Korea Ethics Council**

The Ethics Council is composed of two members elected by TI-Korea staff through an election organised by the (to be decided) Council, one being at Director level and the second being at non-Director level (needs amendment). Members of the Ethics Council are elected for a period of two years, and are eligible for re-election for a maximum of one further term. The Ethics Council shall in relation to this Code:

* receive ethics training at the beginning of their term,
* assist the Ethics Advisor in keeping the effectiveness of the Code under review,
* assist the Ethics Advisor in facilitating training and other ethics related activities,
* maintain a dialogue and convene at least twice a year with the Ethics Advisor to review the work of the Ethics Advisor and the Ethics Council, and
* address issues or claims raised by the Ethics Advisor, TI-Korea staff or other stakeholders. To this end:
  + The Ethics Advisor may request that an issue or claim be addressed by the TI-Korea Ethics Council. In meetings of the Ethics Council, the Ethics Advisor will not disclose the identity of any person who has made a confidential report.
  + If a staff member or other stakeholder feels it inappropriate to raise the issue with the Ethics Advisor first, or if the response from the Ethics Advisor is not considered to be satisfactory, s/he may request an issue to be addressed in a meeting of the TI-Korea Ethics Council.
  + If considering a specific case, the Ethics Council shall agree a third member on a case by case basis, who shall be drawn from TI-Korea staff or can be external to TI-Korea. Decisions are made by majority vote.
  + Upon such request the Ethics Council shall be convened promptly, review the issues raised and claims made and discuss these matters with the persons involved, except for persons having made an anonymous report. In such discussions, the Ethics Advisor will maintain the confidentiality of any previous discussions held on a confidential basis unless the persons involved waive confidentiality.
  + The Ethics Council shall reach a conclusion and make a written recommendation to all persons involved and, as appropriate, TI-Korea staff, the Managing Director, the Chair of the Board of Directors and the Board of Directors.
  + If a Council member is her/himself involved in a suspected violation of the Code, s/he shall not be involved in the review of the case. A replacement will be co-opted by the remaining members, maintaining the balance between Director and non-Director level staff.

The Ethics Council will not deal with cases involving personnel issues, which have no ethical implications.

**5. Board Ethics Committee**

Any staff member or other stakeholder who has a concern that an issue relating to the TI-Korea Code of Conduct has not been handled appropriately within the TI Korea Chapter – or where the concern goes beyond the jurisdiction of the TI- S Ethics Council - has the right of recourse to the TI-Korea Board Ethics Committee. In such cases, the recourse should follow all other measures spelt out in the terms of reference of the TI-Korea Board Ethics Committee and explicitly mention previous involvement of TI-Korea.

**6. Amendments**

The Code shall be reviewed regularly. Amendments to the Code shall be discussed with all stakeholders. Final changes must be agreed between TI-Korea Management and TI Korea Ethics Committee, and must be endorsed by the TI Board of Directors.

End

# POLICIES & PROCESSES

# Absence and Leave Policy

1. **Review & Change History**

Version 3, effective 02-19-2016

**2. Annual Leave (Vacation)**

**2.1 Annual Leave Entitlement**

All employees (including Temporary and Part Time staff) are eligible for 30 **working**

**days** of paid vacation per calendar year. The annual leave entitlement for Interns is

outlined in the TI-Korea Internship Policy and Procedures Document.

**The vacation entitlement is proportionally reduced in the following cases**:

* If the start and/or leaving date is during the calendar year the calculation is done in proportion accordingly to these dates **and subject to full months worked** (e.g. in case employment starts on the 15th of the month the vacation entitlement only starts in the following month). As such, every effort should be made to ensure that recruitment leads to contracts commencing on the first day of the month.
* For part time employees in case they work less than 5 days per week.

All employees are encouraged to take their full vacation entitlement during a calendar year.

**2.2 Procedures to request Annual Leave**

All vacation days must be requested by the employee and approved by the respective manager using the appropriate HR Management System (currently HR Works).

Line managers should endeavor to approve the leave dates as requested, unless there are demonstrable operational reasons to modify the timing of the leave which have been explained to the employee. If there is no response to a leave request within five working days of the request being submitted to HR Works, the employee may escalate the leave request to their line manager’s superior.

No vacation arrangements should be made before the request has been approved. TI-Korea is not liable for any losses that might arise from the cancellation of unauthorized vacation arrangements.

**2.3 Unused days of Annual Leave (to be amended)**

For employees with the full AL entitlement of 30 working days per calendar year a **maximum of 12** unused days can be carried over to the following year. For all others the **maximum number for carry over is 40%** of their actual AL entitlement.

Ensuring that an employee does not have more than 12 unused days of annual leave by the end of the year is a joint responsibility of the employee and their line manager. Line managers should monitor employees’ remaining leave days on an ongoing basis, encouraging them to use the leave. The line manager cannot refuse leave requests in December if doing so would mean that the employee has more than 12 unused days of annual leave at the end of the year.

**2.4 Special Arrangements**

If annual leave is taken on the 24 and/ or 31 December this will count as half day Annual Leave each. In case employees are working on either or both of those days they will only need to work half a day.

**3. Public Holidays in Seoul**

**Fixed Public Holidays**

1 January New Year’s Day

..

1 May May (Labour) Day

25 December Christmas Day

26 December 2nd Day of Christmas/Boxing Day

**4. Special Leave**

**4.1 Special Leave Entitlements**

In order to support staff Special Leave will be granted by TI-Korea for any employee and intern as follows:

|  |  |
| --- | --- |
| Moving house | 1 day ( maximum 2 days per year) |
| Employee’s wedding | 2 days |
| Employee’s silver (25th) wedding anniversary | 2 days |
| Birth of a child (for the father) | 3 days |
| Wedding of a parent, child, brother or sister | 1 day |
| Golden (50th) wedding anniversary of parents | 1 day |
| Death of a spouse, partner or child | 5 days |
| Death of a parent, brother or sister | 5 days |
| Death of a grandparent or parent-in-law | 2 days |

**4.2 Procedures to request Special Leave**

An employee wishing to take Special Leave should inform their Manager and HR as soon as possible. Special Leave must be requested and approved via the appropriate HR Management System (currently HR Works).

**Note: The employer reserves the right to change or terminate the provisions for special leave.**

**5. Leave for overtime work**

Overtime is generally not compensated as outlined in the standard employment contracts. However in following cases employees are entitled to time off in compensation subject to prior agreement and approval of the Line Manager:

* In case the overtime is explicitly requested by the Line Manager, the amount of overtime hours should be tracked and compensated accordingly.
* If overtime is required to achieve work objectives, the employee should track the overtime hours and discuss compensation time arrangements with their line manager at once. If overtime is persistent, the employee and line manager should reduce the employee’s objectives as soon as possible to make workload manageable.
* In case employees have to work on a weekend or on public holidays they may take 1 day off in lieu for each of those days.
* If employees return from a long-distance business trip, involving either an overnight flight or substantial (4+ hours) time differences, they may take off the day of their return, or if returning after working hours, the day following their return.
* If employees have to travel on the weekend in order to attend a meeting on Monday they may take 1 day off in lieu.

**5.1. Procedures to request compensation time (Additional Day Leave)**

* One Additional Day Leave corresponds to 8 hours of overtime. In cases of less than 8 hours of overtime this can be compensated by coming to the office later or leaving earlier. In this case the Line Manager should be informed accordingly.
* Additional Days Leave must be taken within four months after the occurrence.
* The Additional Days Leave must be requested and approved via the appropriate HR Management System (currently HR Works).
* Collecting Additional Days Leave for vacation purposes is not possible.

**6. Work from Home**

In general all work must be carried out at the premises of TI-Korea. However ‘Work From Home’ can be arranged when considered necessary and useful. Work From Home is a recognised option available to all staff, though operational reasons may mean it is not always feasible.

Nevertheless working from home is subject to **prior** agreement and approval with the Line Manager. It must be requested and approved via the appropriate HR Management System (currently HR Works) at least 1 day prior to the occasion. If the direct line manager is not available at the time the request can be taken to their line manager’s superior (e.g. via email).

**Note: Failure to seek approval beforehand will result in the day of absence being considered as unpaid.**

Special arrangements for extended or regular Work From Home can be discussed with line managers on an individual basis. Cases of short-notice personal emergency occasions will be treated reasonably.

**7. Sick leave**

**7.1. Procedures in case of Sick Leave**

* The employee must inform their manager and HR (or Executive Director) immediately (i.e. the same day, before 9:00) should they be unable to come to work.
* In the case of illness, the employee must present a doctor’s note including the foreseeable length of the employee’s inability to work before the end of the third calendar day of absence from work or, if the illness prevents such communication,upon their return from sick leave.
* *Please note that only calendar days count: e.g. if you get sick on Friday, a doctor’s note should be submitted to the employer on Monday next week.* The period of sick leave on the doctor’s note should begin with the first day of absence from work.
* In case the illness persists, the employee must inform their manager and HR immediately. A subsequent doctor’s note must be submitted within 3 calendar days of the expiry of the initial time frame.

**In case of failure to meet these requirements, the days of absence will be regarded as unpaid leave.**

**7.2 Long term illness - Sickness benefit**

According to the current legal framework (applicable law to be determined), if an employee’s illness lasts longer than 42 days (6 weeks) they are no longer covered by payments by the employer (applicable policy to be determined). In this case the employee’s health insurance will take over and pay 70 percent of the gross salary, though not more than 90 percent of the net pay.

Employees are entitled to sickness benefit payments from the health insurance for a maximum of 78 weeks in a given three-year period for the same illness.

**Note: The above only applies to the statutory health insurance. Employees who are privately insured should contact their insurance for details on their provisions.**

**8. Leave for Child Care**

**8.1. Procedures in case of leave for child care**

The TI-Korea employment contract in § 5 (3) explicitly refers to the general legal provisions:

**“No salary payment by the employer is granted for periods of nursing a sick child.”**

**TI-Korea Exception**

TI-Korea acknowledges that when a child gets sick, there may be a situation of uncertainty as to the seriousness and eventual duration of sickness. If an employee realises that the sickness is not serious and it is not necessary to go to a doctor**, they can stay at home for the child care without a doctor’s note for a maximum of one day.** In such cases the employee must notify their manager and HR immediately (i.e. the same day, before 9:00). If longer child care is required, the employee must go to a doctor on the second day of sickness at the latest and get a doctor’s note that should also cover the first day of sickness.

* The employee will fill out and sign the reverse side of the doctor’s note
* They will then submit it to their health insurance and provide a copy to HR within 3 working days.
* With the next payroll the salary will be adjusted (reduced) in accordance with the duration of the leave days.
* The health insurance will transfer the money for the respective days directly to the employee’s bank account.

**8.2 General legal provisions**

(This section requires descriptions which will be based on any Korean Law that offer support for a staff taking leave)

The following requirements apply:

* Doctor’s note about the child’s sickness and the necessity for child care.
* There is no other adult person in the household who can care for a sick child.
* The child is not older than 12.

In the above mentioned cases, salary paid by the health insurance corresponds to 70 percent of the latest gross salary but should not exceed 90 percent of the latest net salary (§ 47 Sozialgesetzbuch V).

**IMPORTANT!**

If the duration of leave for child care exceeds the annual allowance, neither the health insurance nor the employer continues to pay employee’s salary. In cases of necessity, employees may request Annual Leave or Unpaid Leave.

**9. Maternity and Parental leave**

* 1. **Maternity leave**

Note: This section is still under construction. However, Korean law on maternity leave for specifics can be found through this link: <http://www.ckcaccounting.com/Link>

Expectant mothers need to notify the Human Resources Department about their pregnancy as soon as possible and hand in proof of the pregnancy (e.g. copy of the Mutterpass or any other official document). This information will be kept confidential.

* 1. **Parental leave**

**9.2.1 Entitlement**

According to current Korean Law every staff member who becomes a parent is entitled to take parental leave.

**9.2.2 Duration**

The entitlement for parental leave can be claimed until the completion of the child’s third year of age. In agreement with the employer a portion of 12 months of the parental leave entitlement can be transferred to the period before the completion of the child’s eighth year of age.

**9.2.3 Application Process**

According to the law the application for parental leave needs to be submitted to the employer (Line Manager and HR) at the latest 7 weeks before the planned start date. It has to be claimed in writing giving the exact start and end date. In case the baby’s date of birth changes after the initial application the requested period can be amended accordingly in an unbureaucratic manner.

At the time of the application the employee has to commit to the exact time periods in which they want to take the parental leave within two years.

If parental leave is only claimed for one year it is taken as a fact that no parental leave will be taken in the following year.

**9.2.4 Part time work**

It is also possible to work part time during parental leave (up to 30 hours/week). This also has to be claimed in writing the latest 7 weeks prior to the start date.

The prerequisite is that the part time work lasts at least for two months and the hours are reduced to 15-30 hours per week.

**9.2.5 Annual Leave**

For every full month of parental leave the yearly annual leave entitlement will be reduced by 1/12. This does not apply for employees, who work part time during parental leave. Any annual leave allowance that could not be taken before the start of the parental leave will be granted after the parental leave in the current or next calendar year in line with the general provisions from paragraph 2.

**Note: Staff should contact HR directly for detailed advice with regard to maternity & parental leave**

**10. Unpaid Leave**

**10.1. Procedures to request Unpaid Leave (for a period of maximum one month)**

* Unpaid Leave may be granted in exceptional cases. If an employee wants to take unpaid leave they should apply for it in writing stating their case as it is subject to approval by the manager, copying HR**.**
* Unpaid Leave must be requested and approved via the appropriate HR Management System.

**Note: Generally before applying for unpaid leave the employee should use up their remaining annual leave allowance first.**

**10.2. Social Insurance Payments during Unpaid Leave**

According to the public health insurance policies, the following provisions apply:

When an employee takes unpaid leave, paid employment is interrupted. However, employee’s health insurance continues without interruption for a grace period of max. 4 weeks.

**Note: If an employee wishes to take unpaid leave for longer than one month they should consult with HR for further advice.**

**10.3. Sabbaticals**

Currently all requests for longer periods of unpaid leave (e.g. sabbaticals) are subject to discussion and approval of the line manager and group director. A clearer guideline for this process is to be developed.

**11. Review Process**

These policy and procedures will be reviewed every two years by the HR Department, in consultation with the relevant committees.

End

# Child Protection Policy

**1. Review & Change History:** Version 2, effective 02.19.2016

**2. Purpose of the Child Protection Policy**

Transparency International supports the rights of children and is committed to their safety and well-being.

All TI-Korea employees share a common responsibility and commitment to the prevention and reporting of child abuse **observed in connection with their work for TI-Korea.**

This policy is intended to provide guidance to all TI-Korea employees on the definitions of child abuse and on the steps to **take if encountered in the course of their work.**

All concerns and allegations of child abuse or possession or access to any material that is abusive towards children will be taken seriously by the management at TI-Korea and responded to immediately and appropriately - this could also involve referrals to the appropriate children’s services, authorities or law enforcement agencies.

**3. Scope of the Child Protection Policy**

This policy applies toall employees working under any form of contract with TI-Korea including interns. Those working with TI-Korea as volunteers, Senior Advisors or as paid consultants are also expected to observe its spirit.

**4. Definitions**

**4.1 Child**

For the purpose of this policy, the definition of a child is “every human being below the age of 18” as recognized by the United Nations Convention on the Rights of a Child.

**4.2 Child abuse**

Child abuse or maltreatment constitutes all forms of physical and/or emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation, resulting in actual or potential harm to the child’s health, survival, development or dignity in the context of a relationship of responsibility, trust or power.[[2]](#footnote-2) Please refer to Annex A (to be created) for detailed definitions on types of abuse.

**5. Principles/Code of Conduct**

All children regardless of age, disability, gender, racial or ethnic origin, religious belief and sexual identity have equal rights to protection and freedom from abuse and exploitation as set out in the UN Convention on the Rights of the Child.

TI-Korea does not tolerate or accept any form of child abuse.

TI-Korea does not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

TI-Korea does not tolerate possession or access to any material that is abusive towards children.

TI-Korea staff should notengage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable to the child, the child is below the age of consent or the act(s) are an offence under relevant laws.

TI-Korea staff should wherever possible, ensure that another adult is present when working in the proximity of children.

TI-Korea staff in connection with their work for TI should not invite unaccompanied children into their home, unless they are at immediate risk of injury or in physical danger.

TI-Korea staff in connection with their work for TI should not sleep close to unsupervised children unless absolutely necessary, in which case they must obtain their supervisor’s permission, and ensure that another adult is present if possible.

TI-Korea staff shoulduse any computers, mobile phones, or video and digital cameras appropriately and never exploit or harass children or access child pornography through any medium.

TI-Korea staff shouldrefrain from physical punishment or discipline of children and from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.

TI-Korea staff should comply with all relevant legislation, including labour laws in relation to child labour and they should immediately report concerns or allegations of child abuse in accordance with appropriate procedures.

**6. Process & Guidelines**

TI-Korea commitment to the protection of children is guided by the following:

**6.1 Awareness**

The TI-Korea Child Protection Policy will be part of the policy framework within the HR Manual which is explained to every new staff member as part of their induction and they must confirm receipt and compliance with the policy with their signature (*Please refer to Annex B for the acknowledgement form- To be created).*

**6.2 Prevention**

TI-Korea aims to ensure, through awareness and good practice that all to which this policy applies minimise the risks to children from abuse. This includes:

- a photo and video [subject release form](file:///G:\Communications%20Library\Subject%20release%20forms) which includes a section where consent by a parent or guardian is required for children under the age of 18

- a preference for Fair Trade-certified products and catering supplies. For more information refer to, for example: <http://www.fairtrade.net/child-labour.html>, the strongest international standard seeking to prohibit child labour

- a preference for goods or clothing manufactured under conditions which are in line with child protection safeguards, when purchasing promotional items,for example: <http://www.wfto.com/index.php?option=com_content&task=view&id=164&Itemid=1>

**6.3 Reporting/Responding**

Reporting suspected or actual child abuse or access or possession of material that is abusive towards children is mandatory for all to whom this policy applies.

Initially all concerns should be raised with the next level management. Where this is not possible or appropriate the Ethics Advisor or HR should be approached.

Any concern, disclosure or accusation is alleged rather than proven at this point. TI-Korea will ensure that action is taken to support and protect children where concerns arise regarding possible abuse in connection with the organisations work. TI-Korea reserves the right to report concerns to the appropriate external bodies if needed.

**7. Confidentiality**

Any reporting in relation to this policy will be handled with extreme and strict confidentiality.

**8. Review Process**

This policy will be reviewed every two years by the HR Department in consultation with relevant committees.

**9. Appendix**

**Appendix – A**

**Types of abuse**

*(as defined by the Report of the Consultation on Child Abuse Prevention, Geneva, 29-31 March 1999, WHO)*

**Physical:** Physical abuse of a child is that which results in actual or potential physical harm from an interaction or lack of an interaction, which is reasonably within the control of a parent or person in a position of responsibility, power or trust. There may be single or repeated incidents.

**Emotional:** Emotional abuse includes the failure to provide a developmentally appropriate, supportive environment, including the availability of a primary attachment figure, so that the child can develop a stable and full range of emotional and social competencies commensurate with her or his personal potentials and in the context of the society in which the child dwells. There may also be acts towards the child that cause or have a high probability of causing harm to the child’s health or physical, mental, spiritual, moral or social development. These acts must be reasonably within the control of the parent or person in a relationship of responsibility, trust or power. Acts include restriction of movement, patterns of belittling, and denigrating, scapegoating, threatening, scaring, discriminating, ridiculing or other non-physical forms of hostile or rejecting treatment.

**Neglect and negligent treatment:** Neglect is the failure to provide for the development of the child in all spheres: health, education, emotional development, nutrition, shelter, and safe living conditions, in the context of resources reasonably available to the family or caretakers and causes or has a high probability of causing harm to the child’s health or physical, mental, spiritual, moral or social development. This includes the failure to properly supervise and protect children from harm as much as is feasible.

**Sexual:** Child sexual abuse is the involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared and cannot give consent, or that violate the laws or social taboos of society. Child sexual abuse is evidenced by this activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person. This may include but is not limited to:

* The inducement or coercion of a child to engage in any unlawful sexual   
  activity.
* The exploitative use of child in prostitution or other unlawful sexual practices.
* The exploitative use of children in pornographic performances and materials.

**Exploitation**Commercial or other exploitation of a child refers to use of the child in work or other activities for the benefit of others. This includes, but is not limited to, child labour and child prostitution. These activities are to the detriment of the child’s physical or mental health, education, or spiritual, moral or social-emotional development.

**Appendix – B**

**TI-Korea Human Resources Manual – Acknowledgement Form**

Name of employee or intern: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department/Unit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I have received, read and I fully understand all **policies, guidelines and procedures** included in the **TI-Korea Human Resources Manual**.

In particular:

I have read the **TI-Korea Code of Conduct** and I fully understand its content. I confirm that I am in complete compliance with all provisions of the TI-Korea Code of Conduct and that I will continue to observe the spirit of the Code in all my activities on behalf of TI-Korea.

I have read the **TI-Korea Telecommunications Policy**, the **TI-Korea Drug-Free Workplace Policy** and the **TI-Korea Child Protection Policy** and fully understand their content. I will comply with the guidelines set out in these policies and understand **that failure to do so might result in disciplinary or legal action.**

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please sign and return to HR Team. This document will be filed in the employee’s or intern’s personal file.

End

# 

# Drug-Free Workplace Policy

*Policy adopted on 19 February 2016*

The international Secretariat of Transparency International is a drug-free workplace and all efforts are made to enforce this principled policy.

*“Drugs” refer in this context to any illegal drugs. Illegal drugs are defined as any drug which a) is not legally obtainable; b) may be legally obtainable but has not been legally obtained; c) is being used in a manner or for a purpose other than as prescribed. For the purposes of this policy, illegal drugs are defined as: any narcotics, hallucinogens, depressants, stimulants, or other substances capable of creating or maintaining adverse effects on an individual’s physical, emotional, or mental condition. Exceptions include medicine prescribed for current medical treatment by a licensed health professional where the individual does not intentionally exceed prescribed dosages, or an over-the-counter medicine used for treatment of health problems where the package instructions are not intentionally violated.*

*“On TI-Korea duty” refers in this context to the time scope while a TI-Korea staff member is actively working for TI-Korea, be it at TI-Korea office or outside - or in public while on mission. (All staff members on mission represent TI-Korea, therefore particular care has to be taken for TI’s reputation, also outside official business.)*

1. **The Policy**

This policy is intended to safeguard the reputation of Transparency International Korea and the safety, health and well-being of the employees, interns and volunteers of TI-Korea. All measures described in the following should be seen in this spirit. Steps which may be taken by the management of TI-Korea will be in accordance with South Korean law.

1. All employees, interns and volunteers of TI-Korea (in the following called TI-Korea staff members) are advised that the unlawful manufacture, distribution, dispensing, possession or use of any illegal drug is prohibited while on TI-Korea duty. Any violation of this rule will be sanctioned.
2. In keeping with this commitment, all TI-Korea staff members are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner. They have to be free from the effects of illegal drugs, abuse of legal drugs while on duty.
3. The following actions will be taken for violation of such rules:
   * At a first occasion, a discussion will be held with the staff member by his/her Manager and/or the HR Manager in order to establish the facts and the reasons, and to find ways to assist the staff member, incl. advice about where to get further help and hotline numbers.

If deemed appropriate by the management, a written warning will be issued. This statement will inform the TI staff member about possible dismissal if this breaking of the rules should happen again.

* + Any further occurrence of clearly established drug abuse may be sanctioned by dismissal.

1. Reasonable suspicion:

The Manager or HR Manager is obliged to investigate situations where a TI-Korea staff member is suspected of drug abuse while on TI-Korea duty.

Observations which constitute a factual basis for determining reasonable suspicion are:

* + Observation of drug use while on TI-Korea duty;
  + A workplace accident which is caused by the apparent action or inaction of the TI-Korea staff member and endangers the safety of other persons or equipment;
  + Observation of possession of illegal drugs while on TI-Korea duty;
  + Converging observations of physical symptoms or other manifestations which may indicate illegal drug use while on TI-Korea duty;
  + Conviction for drug-related offenses while on TI-Korea duty.

**II. Drug-free awareness programme and enforcement:**

Each TI-Korea staff member will be informed about the drug-free workplace policy. The policy will become part of the guidelines included in the Human Resources Manual and will be regularly reviewed.

The following steps will be taken:

a) A drug-free workplace statement will be signed by each TI-Korea staff member upon taking up an assignment at TI-Korea. This statement which is a condition of employment requests the employee to:

* Abide by the terms of the statement / policy,
* Notify the employer of any criminal drug-abuse conviction occurring while on TI-Korea duty no later than 5 days after such conviction.

b) TI-Korea will inform donors of concern within 10 days after receiving notice from a TI-Korea staff member of such criminal drug-abuse conviction or otherwise receiving actual notice of such conviction;

c) Within 30 days of receiving notice with respect to any TI-Korea staff member who is so convicted, TI-Korea will

* + Take appropriate action against such a TI-Korea staff member, up to and including termination, or
  + Require such TI-Korea staff member to participate satisfactorily in a drug abuse assistance or rehabilitation programme approved for such purposes by an appropriate agency

TI-Korea will make a good faith effort to continue to maintain a drug-free workplace through implementation of this policy.

**Addendum**

**Policy on Alcohol and Smoking at TI-Korea premises:**

1. TI-Korea staff members are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner. Drinking alcohol at TI-Korea premises during working hours is forbidden. Exceptions are TI-Korea events or departmental TI-Korea events for which authorization is given by the Managing Director or the Manager of the department. At such authorized events, TI staff members are expected to use alcohol in a responsible manner.
2. TI-Korea follows within its office premises a non-smoking policy.

End

# Gender and Diversity Policy

**Review & Change History: Version 1, effective 19 February 2016**

1. **Purpose of the gender and diversity policy**

**TI-Korea aspires to secure equal opportunities**, fair and equal treatment for every single person who works at TI-Korea, regardless of age, gender, race, ethnic origin, physical ability, religion, belief, sexual orientation or other aspects of one’s identity.

The purpose of this policy is to ensure that everybody can fully **benefit from TI’s work and participate in TI public activities**, without any identity-based discrimination or marginalisation.

**The main aim of this policy** **is to ensure the mainstreaming of the gender and diversity principles** into other policies/processes and procedures across the organisation and to complement key aspects of the TI-Korea Code of Conduct, in particular guiding principles 1, 2, 8 and 10, the guidelines on staff relations (4.2) and staff recruitment (4.3.2).

1. **Scope**

This policy applies to all employees working under any form of contract with TI-Korea including interns. Those working with TI-Korea as volunteers, Senior Advisors or as paid consultants are also expected to observe the spirit of the policy.

1. **Key Definitions**

**Diversity** refers to the acceptance and inclusion of different types of people in a group or organisation. Individual differences can be related to race, ethnicity, age, sex, sexual orientation, socio-economic status, physical abilities, religious beliefs and other aspects of someone’s identity.

**Gender** defines what it means to be a man or woman, boy or girl in a given society – it carries specific social expectations. Put differently, ‘gender’ refers to the socially constructed perceptions of the differences between men and women, and related attributes and behaviours. It is often used in contrast to ‘sex’ which refers to physiological (rather than social) distinctions.

1. **Principles**

TI-Korea does not tolerate any form of discrimination and is committed to:

* Promoting a **culture** characterised by mutual **respect and appreciation** of every single individual who works in TI-Korea
* Ensuring that **management structures and processes** consistently serve TI-Korea’s commitment to promoting diversity
* Endeavouring to **use TI’s diversity** in a way to enhance the quality of TI-Korea’s work and its impact
* Ensuring that everybody (regardless of age, gender, race, ethnic origin, physical ability, religion, belief, sexual orientation or other aspects of one’s identity) can **contribute to and benefit from TI-Korea programmes without discrimination.**

All TI-Korea staff members, interns and those working with TI-Korea as volunteers, Senior Advisors or as paid consultants are expected to respect and value diversity in TI-Korea and are encouraged to take appropriate action against unfair behaviour not only in case they have been a victim but also in case they have witnessed discrimination or harassment.

TI-Korea is bound by law to take action against staff members who discriminate against or harass others and has a duty to protect members of staff who have been victims of unfair behaviour by others.

1. **Implementation**

Gender and diversity including related grievances and/or ethic concerns etc. are addressed through the following TI-Korea processes, policies and activities:

### **5.1 Processes & Procedures**

**5.1.1 TI-Korea Grievance Policy:** The policy provides a framework for resolving labour and workplace related complaints/grievances formally or informally. These grievances include but are not limited to:

* Terms & conditions of employment
* Health & Safety
* Work relations
* Bullying and harassment
* New working practices
* Working environment
* Organisational change
* Discrimination
* Equal opportunities

**A grievance should be raised following the process as outlined in the grievance policy.**

**5.1.2 TI-Korea Code of Conduct:**

Ethics-related concerns (i.e. concerns about interpretation, application or suspected violation of the Code of Conduct at TI-Korea), including but not limited to:

* Chapter relations
* Staff relations
* Conflicts of Interest
* Staff recruitment/Non-preferential treatment of family and friends
* Private activities and private property
* Transparency and Confidentiality

**Should be raised with the Ethics Advisor and/or the Ethics Council[[3]](#footnote-3)**

**5.1.3 TI-Korea Recruitment Process:** The process and procedures are in line with the code of conduct and applicable legal provisions to ensure equal opportunities.

**5.1.4 TI-Korea Induction:** The TI-Korea Induction days include sessions on Ethics and Health & Safety.

**5.1.5 TI-Korea Absence & Leave Policy:** The policy lays out the relevant legal and TI-Korea internal provisions for maternity and parental leave, additional days of leave, special leave, unpaid leave, extended annual leave for disabled persons and leave to care for sick children. In addition the HR Team provides individual support on demand.

**5.1.6 TI-Korea Business Health & Travel Safety Guidelines:** TI-Korea has taken out a subscription to the Control Risks / International SOS Travel package intended to improve the safety and protection of TI-Korea staff that travel or live abroad. As part of the Security Membership staff has access to security briefing reports on specific countries/territories/cities providing information such as consulate contact numbers and **specifics about travel tips for women.**

### **5.2 Awareness & Communication**

**5.2.1 Gender and Diversity sensitivity training for all staff**

**5.2.2 Training on Gender and Diversity sensitivity in publications for communications staff**

**5.2.3 Showing diversity and its benefits in TI-Korea communications**

**5.2.4 Showcasing TI’s diversity in the Secretariat office (visual displays)**

**5.2.5 Information sessions to staff on issues of relevance to this policy (Disability benefits, parental benefits etc.)**

### **5.3 Work Environment**

**5.3.1 Health & Safety**: TI-Korea has established a Health & Safety Management System including access to external experts who can advise on ergonomics, health and safety in the workplace and, medical conditions related to the working environment (Physician, contact details here)

**5.3.2 Barrier-free environment:** TI-Korea provides an environment which is in line with the current needs of staff and corresponding legal requirements. Additional needs, should they arise, will be addressed accordingly (or together with the Occupational Health & Safety Specialist).

**5.3.3 Quiet room:** (not available yet)

### **5.4 Recommendations for mainstreaming gender and diversity in programmes and activities**

**5.4.1 Gender and diversity checklist** to be used when developing, monitoring and evaluating programmes (see Annex 1)

* + 1. **Seeking advice from and alliances with women’s organisations and minority groups**
    2. **Diversity-sensitive planning and catering at TI events**

**6. Monitoring**

**6.1 Annual Employee Engagement Survey** which includes questions on the working environment, discrimination and other relevant areas.

**6.2 Confidential Ethics Advisor Case Log -** this is in place as part of the tasks of the ethics advisor.

**6.3 Annual quantitative data collection**

Key dimensions:

* Grade
* Salary band
* Gender
* Age
* Nationality
* Seniority within TI-Korea (number of years)
* Full-time/ part-time staff
* Participation in training or other staff development

**7. Review Process**

This policy will be reviewed every two years by the HR Department in consultation with the Works Council taking into account different needs, changes within the organisation/structure and changes in legislation.

**8. Annexes**

**Annex 1: Gender and Diversity Checklist**

#### Transparency International Secretariat Gender and Diversity Checklist

*Note: In the questions below, the term “initiative” designates projects, programmes and other structured activities of Transparency International.*

1. What does the issue addressed by the initiative mean for women and minorities, e.g. the issue of access to information?
2. Have both male and female representatives of all social groups likely to be affected by the initiative been consulted? If not, what will TI-Korea do to ensure the voices of all stakeholder groups are heard?
3. Do women and men of different backgrounds receive equal pay for work of equal value? If not, what does TI-Korea do to close the pay gap?
4. Do women and people with a minority status play leadership roles in the initiative? If not, what does TI-Korea do to ensure they participate in leading the initiative?
5. Are there any reasons to expect that women will benefit less from the initiative than men, or that people with minority status do not fully benefit? If so, what does TI-Korea do to obtain fuller benefits for all?
6. Do the organisations that implement the initiative have safe systems to gather feed-back and complaints from a wide range of male and female participants and beneficiaries? If not, what does TI-Korea do to ensure anyone can have her or his concerns heard?
7. Are women as well as minorities, visible in all communications related to the initiative? Are they shown in leadership roles? If not, what will TI-Korea do to showcase their contributions to the initiative?
8. How does TI-Korea monitor measures taken to reduce imbalances identified in the previous questions?

## **Annex 2: Legal Framework in South Korea**

The Transparency International Korea is bound by the relevant South Korean law.

### (Reference to relevant Korean laws here…)

* Aims to eliminate discrimination based on age, gender, race or ethnic origin, physical ability, religion or belief, sexual orientation
* Legally binding for employers
* Promotes equality in recruitment, career opportunities, working conditions, pay, continued education and training, social protection and access to goods and services
* Prohibits direct and indirect forms of discrimination, bullying and sexual harassment

## **Annex 3: External Counselling & Support**

If you wish to seek support or confidential counselling outside TI-Korea a wide range of services is available in Seoul. Many of them are free of charge and offer support in English or other languages. (The list below gives a good overview but cannot be exhaustive – to be created)

End

# Grievance Policy

**1. Review & Change History:** Version 3, adopted 19 February 2016

**2. Purpose of the grievance policy**

This policy statement has been developed to ensure employees and managers are aware of the TI-Korea policy regarding grievances and to provide a framework for resolving them formally when informal attempts prove insufficient.

At times employees might experience problems or concerns with their work, working environment or working relationships that they wish to raise and try to resolve. Employees are encouraged to attempt to resolve interpersonal differences through an informal conversation with the other party whenever feasible. Any grievance should be resolved at the lowest possible level.

The policy can help resolve interpersonal as well as structural issues with a personal impact in the organisation.

**2.1 Definition of a grievance**

Grievances are real or perceived problems or complaints that employees raise with their employers. Grievances relate not only to behaviour felt to be inappropriate but also may relate to challenges regarding procedures in the workplace that have a personal impact on the employee.

The following is a non-exhaustive list of issues that may cause grievances. Further details on what each entails can be found in *Annex 2* of this policy.

Terms and conditions of employment

Health and safety

Work relations

Bullying and harassment

New working practices

Working environment

Organisational change

Discrimination

Equal opportunities

If an employee is not sure whether their concern qualifies under this policy, you may seek advice from HR, Ethics Advisor, Ethics Council or Line Manager.

1. **Scope and principles of the grievance policy**

This policy applies toall employees working under any form of contract with TI-Korea including interns.

This policy exists alongside other mechanisms to raise ethical concerns (the Ethics Advisor and Ethics Council, as described in the TI-Korea Code of Conduct) as well as concerns around fraudulent, dangerous or criminal misconduct or wrongdoing, or incidences of corruption, or other serious reputational risks for TI-Korea (see the TI-Korea Whistleblower Policy). This policy does not replace the provisions set out in the Works Constitution Act or any existing Works Agreement, and also does not preclude staff members from seeking external legal advice. Furthermore, other grievance procedures may apply instead of this policy for certain staff members who are fulfilling certain **functions** (including the Managing Director as well as Works Council and Ethics posts; see Sections 10-12 for more details).

At TI-Korea we all try to work in a collegial environment and many day-to-day concerns and disputes can be resolved through a conversation between the parties concerned. The parties should seek to agree on a common version of the discussion and the agreed remedy, and it is recommended to write it down for future reference.

We recognise that in some cases this informal approach may not be possible. Should this approach not yield a resolution, this policy outlines the steps involved in the formal approach.

All grievance cases will be treated with the utmost confidentiality. Only those parties directly involved in any investigation or in the hearing will be informed about the case (including HR staff).

The existence of a grievance should have no impact on the decisions regarding the contract status, career development, or continued employment neither for the aggrieved employee (hereafter, the ‘complainant’) nor for the person alleged to have caused the grievance (hereafter, the ‘respondent’) in cases where the grievance is found to have no grounds against the respondent.

The focus of this policy is to seek redress of grievances through remedies. However if a grievance is substantiated in the decision or appeal decision, punitive sanctions (according to Korean Law and TI-Korea Policies) may apply in addition to the remedial actions.

If a grievance is not resolved within the prescribed timelines and no agreement is reached on extending the deadlines, any party in the matter can escalate the matter to the next level management of the staff members involved.

1. **The grievance process**

In case a resolution cannot be reached or does not prove possible through informal conversations, the grievance process involves two stages: the **official grievance** and, when necessary, the **appeal**.

A detailed description of the different steps of the process can be found in *Annex 3*.

**4.1 Steps and timeframes of a** **formal grievance**

**4.1.1 Submission of written grievance**

The complainant should use the grievance form to set out their concern in writing and submit it to their line manager. If the matter itself concerns behaviour of the complainant’s immediate manager, then the grievance should be written to their manager’s superior (the next-level manager). Additionally, if the complaint is about a staff member outside the authority of the complainant’s line manager, the receiving manager will share the grievance form with the line manager of the respondent. The two managers will then cooperate to organise hearings and carry out the grievance process. When describing the grievance the complainant should stick to the facts and avoid language that might be perceived as insulting or abusive. The content of the grievance form will be shared with the respondent. In sensitive cases where the complainant and respondent have daily interactions, the hearings and informing of the respondent should take place sequentially (first the complainant’s hearing, and then the respondent is informed of the grievance filing and a separate hearing for the respondent is arranged).

**4.1.2 Grievance hearing**

The manager(s) who receive(s) the grievance will arrange a meeting with the complainant and will then notify the respondent and share the grievance form submitted within a working week. The grievance hearing with the complainant should be set up within two working weeks of receipt of the grievance, inviting the complainant and the respondent to individual, separate hearings. The complainant and respondent have the right to be accompanied by a colleague or member of the Works Council. At their separate hearings, the complainant and the respondent will each have an opportunity to state their positions and concerns. If both the complainant and respondent agree, a single hearing with both individuals can be arranged.

The aim of the hearings is to discuss the grievance and possible remedies to resolve the concern. See section 4.4 for guidance on required record-keeping at this stage.

**4.1.3 Decision**

After the hearings the manager (or if the respondent is beyond the authority of the complainant’s manager/superior, then the complainant’s manager and the respondent’s manager) will agree on a decision and write a written response within five working days (time limits may be changed by agreement if additional time is needed for further investigation and all parties are notified). The written response should, at a minimum, define the official position vis-à-vis the grievance and list the intended steps to remedy the concern and resolve the grievance. If the grievance is found to be without grounds, this should be stated in the written response. When the hearing sustains the occurrence of certain categories of grievance (bullying, harassment and peer-on-peer discrimination), the written response should also record the behavioural changes expected from the respondent and outline possible sanctions. If the grievance is substantiated and is of a nature that is so severe that South Korean Law applies (e.g. Anti-Discrimination Law), the HR department may need to act independently to escalate the matter outside the scope of this policy.

**4.1.4 Follow-up**

No more than two months after the sharing of the written response, the Manager who received the complaint should convene a brief meeting to discuss the status of the implementation of the decision and identify any outstanding concerns. See section 4.4 for guidance on required record-keeping. If all parties involved are satisfied that the grievance has been resolved, they can agree in writing to skip this step of the process.

**4.2 Appeal process**

In most instances the employer (Transparency International) would expect the response from the manager(s) to bring the matter to a close. However, in some circumstances the complainant may remain aggrieved and can appeal against the response provided by the manager(s) concerned. Likewise, the respondent may appeal against the nature of the remedy and/or the severity of the sanction imposed in the decision.

The appeal should be addressed to the next level manager(s) or if either party feel it requires consideration by a more neutral party then it can be escalated to the GDCS or DMD (each of whom is recused from cases involving employees in their own group). Where the complainant and respondent are in different departments and two managers have considered the initial complaint, the appellant may choose from two options: *either* two more senior managers plus a non-associated Director will consider the appeal, *or* the appeal will be considered by the GDCS or DMD along with an agreed, non-associated Director. The appeal must be made in writing using the grievance appeal form within ten working days of the original written response to the complainant’s grievance. If the appellant cannot file their appeal within the prescribed deadline, they should notify the intended appeal recipients (next-level managers, GDCS or DMD) of their intention to appeal and agree a new deadline for the submission.

If the appeal is directly submitted to the GDCS or DMD, that person will appoint a Department Director (DD) who is least related to the parties concerned and is mutually accepted by the parties concerned as a second member of the appeals panel. If the parties concerned fail to agree on a proposed DD, the GDCS/DMD will make the final decision.

The next-level manager(s) or GDCS/DMD should set up an appeal meeting within five working days of receipt of the appeal. The next-level managers or GDCS/DMD, along with the non-associated DD, are jointly responsible for considering the appeal. In addition, the appellant has the right to be accompanied by a colleague or member of the Works Council.

After the meetings a written response will be given within five working days (time limits may be changed by agreement if additional time is needed for further investigation and all parties notified). The written response should, at a minimum, define the official position vis-à-vis the grievance and list the intended steps to remedy the concern or clarify practice. If the appeal is found to be without grounds, this should be stated in the written response.

No more than two months after the written appeal decision is delivered, the GDCS/DMD will arrange a follow-up meeting with the complainant (and where applicable, respondent), the DD involved in the appeal, an HR representative, and (if the complainant or respondent wishes) a colleague or a member of the Works Council. This follow-up meeting will discuss implementation of the decision and any outstanding concerns. The main points of discussion of the follow-up meeting should be documented and once agreed with all parties these notes become part of the confidential records of the grievance.

See section 4.4 for guidance on required record-keeping at this stage.

The decision at this stage is intended to be final.

Where however a decision is not reached or both parties agree that there would be merit in referring the matter to a third party for advice, conciliation or mediation, arrangements will then be made to find a mutually acceptable third party which could also be external.

**4.3 Procedural matters with a personal impact**

If a grievance is procedural in nature (meaning it does not concern a second party as a respondent), a simplified process is in effect. If attempts to resolve the issue through discussion with the line manager or the relevant department are not successful, the steps in such cases are:

1. The complainant should file the grievance form with the GDCS.
2. The GDCS will meet the complainant to discuss the concern within 5 working days or later if a mutual date is agreed.
3. The GDCS should reach a decision as to how to resolve the concern within five working days. A longer period of time can be set where reasonably required and the complainant is informed.
4. If the complainant is not satisfied with the decision of the GDCS or there is no progress on the implementation of the decision within agreed timelines, the complainant can appeal to the DMD.
5. The DMD will follow up on the reasons for the delay and the decision of the DMD will be final.

The same principles of record-keeping, support from colleagues or the Works Council, and adherence to timelines apply.

**4.4 Records**

The manager(s) convening the hearings and meetings should briefly record the key points of discussion, decisions and action points, and once confirmed by all parties present, these notes together with any written submissions (including the grievance form) become part of the record of the grievance kept by HR. Such records are collected at stages 4.1.2, 4.1.3, 4.1.4 and (when applicable) 4.2 and 4.3. HR will file the records in a special grievance file which is separate from the employee’s personnel file. This file is confidential and will be kept locked.

1. **Rights, roles and responsibilities**

**5.1 Complainant**

* The complainant has a right to present their grievance and suggest possible solutions in the written grievance form.
* When describing the grievance the complainant should state all necessary information (what exactly has happened, by whom and when), stick to the facts and avoid language that might be perceived as insulting or abusive.
* The complainant should detail the events that took place no later than 4 months from when they occurred. Longer periods may be considered if mitigating circumstances are accepted by the more senior manager, HR or the Works Council (see 6.3).
* The complainant’s grievance is treated confidentially, with only the necessary parties informed about it.
* The complainant has a right to bring a colleague or a member of the Works Council to their grievance hearing.
* The filing of a grievance should have no impact on decisions regarding the complainant’s contract status, career development, or continued employment. All forms of retaliation against an employee who files a grievance are prohibited and can result in disciplinary action. Employees who knowingly file a false complaint will not enjoy this protection.
* The complainant has the right to appeal the decision reached in the formal grievance process.

**5.2 The respondent**

* The respondent has the right to view the grievance form which has been submitted about them. This may be temporarily withheld by the more senior manager if they agree that a concern of retaliation is merited or that the case is particularly sensitive and requires careful sequencing of the stages.
* The grievance must be treated confidentially. Only those parties directly involved in the investigation or in the hearing will be informed about the case.
* The respondent has a right to present their position on the contents of the grievance at their grievance hearing.
* The respondent has a right to bring a colleague or a member of the Works Council to their grievance hearing.
* The respondent will be informed about the conclusion and potential actions.
* The respondent has the right to appeal the nature of the remedy and/or the severity of the sanction imposed in any decision during the formal grievance process.
* When a grievance is found to have no grounds, the existence of the grievance should have no impact on the decisions regarding the respondent’s contract status, career development, or continued employment.

**5.3 Line manager or next-level manager, GDCS/DMD and DDs**

* has the responsibility to set up the grievance meeting and conduct the necessary investigations (in cooperation with HR)
* ensures that the aforementioned timelines are being kept
* ensures all parties involved are kept up to date
* If the recipient of an appeal, the next-level manager(s) is responsible for selecting a non-associated director to join the appeal panel, and for carrying out the appeal stage.
* If the recipient of an appeal (escalated over the next-level managers), the GDCS/DMD is responsible for appointing the most remote department Director from the involved parties as an appeal panel member; the GDCS/DMD and the DD then jointly handle the appeal stage.

**5.4 Human resources**

* They provide advice to any party and/or act as an independent facilitator
* They offer recommendations for resolution to be considered by managers
* If the issue is serious enough to warrant action under South Korean law they will act independently to escalate the matter outside the scope of this policy. (For instance Criminal offences or Anti- Discrimination Law)
* They act as custodian of all documentation.

1. **Confidential grievance**

If a complainant is concerned about retaliation they can submit their grievance directly to a more senior manager within their reporting lines or to the GDCS or the DMD, any of which will treat it confidentially. In this case a hearing will be held with the complainant to ascertain the nature of the concerns, to ensure that no retaliatory measures are taken against them and to agree on the progress of their grievance. It must be remembered that it is important to give the respondent the opportunity to defend themselves against allegations for the sake of fairness. Should the grievance be progressed then the respondent will have the right to see the grievance submitted against them.

**Remedies, sanctions, and deadlines**

**6.1 Remedies**

Whenever possible, manager(s) receiving a grievance should consider and endeavour to implement the suggested resolutions set out by the complainant in the official grievance form. In their written decision on the grievance, managers should include all remedial measures which they recommend, as well as recording clear indications of the intended behavioural change for any or all of the following parties: the complainant, the respondent, and/or the manager(s) involved. Third-party mediation or conciliation, which can be particularly effective in resolving grievances, can also be considered as a remedy. HR can help facilitate contact with a trained and uninvolved mediator.

**6.2 Sanctions**

TI-Korea has zero tolerance for bullying, harassment and discrimination. In grievances where these categories of complaint are sustained, punitive disciplinary sanctions may apply in addition to the remedial actions. This can include sanctions both under South Korean Law and TI-Korea Policies. Please note that under Korean law, it may not be permitted to disclose the extent of the sanctions imposed to other parties, including the complainant.

**6.3 Deadlines**

The importance of promptly resolving grievances in a swift manner cannot be underemphasized. This policy sets forth maximum lengths of time during which actions must be undertaken to progress through the steps of the grievance process. These timelines can only be extendedwhen all involved parties agree to the extension. An escalation is possible in cases where the timelines are not met.

Any grievance should be brought up in a timely fashion within a restricted timeframe of 4 months after the last occurrence. Mitigating circumstances for a later submission may be accepted by the more senior manager, HR or the Works Council, based on written justification.

1. **Feedback on the grievance process**

At the end of the grievance process the complainant and respondent will be requested to provide feedback on their experience with the process. This would be conducted through a semi-structured interview with HR using a standard set of questions - the interview will have a focus on pinpointing areas of weakness within the policy which may require further improvements. To ensure adequate follow-up, this feedback (with names anonymised) will be shared with the Works Council.

1. **Confidentiality**

Any matter dealt with through this procedure will be kept entirely confidential by those attending the grievance or appeal meetings and any other individual involved in the process. However, the manager(s) responsible for conducting the grievance hearing may need to consult with certain parties in the course of exploring the grievance. In all cases, every effort will be made to involve the minimum number of parties needed to reach a resolution.

To ensure fairness to all parties in a grievance process, and to prevent the spread of rumors, the complainant and the respondent should also commit to confidentiality and limit discussion of the grievance to only those parties who need to know. For instance, when warranted, speaking with a colleague who witnessed the alleged grievous conduct is permissible.

1. **Conflict of interest**

Should an HR employee be involved as either the aggrieved party or should there be a grievance case brought against an HR employee, the Management Group will appoint a representative to take up the role of HR as listed above (i.e. to give advice and assist).

1. **Grievances involving the Managing Director**

Grievances against the Managing Director should be raised with the Chair or the Vice-Chair of the Board (or Co-chairs).

1. **Grievances involving the Works Council**
2. **Grievances involving the Ethics Advisor/Council**

The Ethics Advisor and members of the Ethics Council are regular staff members who perform an additional role at TI-Korea, outside their normal work function and job activities. The TI-Korea Code of Conduct provides guidance on how to raise a concern about the conduct of the Ethics Advisor/Council in discharging their duties. In brief, a complaint against the Ethics Advisor can be raised with either member of the Ethics Council; a complaint against one of the members of the Ethics Council can be raised with either the Ethics Advisor or the other member of the Ethics Council; and a complaint against all three Ethics actors can be directly lodged to the chair of the Board Ethics Committee.

The conduct of the Ethics Advisor and/or the Ethics Council members while they are not performing their Ethics Advisor/Council role is subject to the TI-Korea Grievance Policy.

1. **Review process**

This policy will be reviewed every 2 years by the HR Department, in consultation with the Works Council. Any changes to the policy will be reviewed by HR and must be approved by the MG and the Works Council. If a need is identified the policy can be reviewed earlier.

1. **Appendix**

# Internship Policy and Procedures

Note: This policy is currently under construction due to changes in the approach to internships based on legislative changes in Korea.

**1. Review & Change History:** Version 3, adopted 29February 2016

**2. Purpose of the Internship Guidelines**

The purpose of this document is to provide a structured and consistent approach to all internships and to provide guidance to the supervisors and interns with regard to the different steps, roles, responsibilities and timelines which apply.

All other TI Korea policies (e.g. Relocation Policy, Grievance Policy) do also apply to the interns accordingly.

**3. Planning phase**

* Evaluate if there’s a need for an intern.

**4. Recruitment phase**

**4.1 Advertisement of Internship**

The supervisor will send a draft internship advertisement to HR using the appropriate template.

The advert also needs to highlight the fact that for the internship a valid work permit for South Korea is required.

Once the announcement is reviewed, HR will post the advertisement on the TI-Korea website and distribute it through other appropriate international job websites and distribution lists.

**4.2 Short-listing, Interviews and Final Selection**

The supervisor is responsible for the short-listing and final selection of the intern. Final selection is to be done by telephone interviews, no face-to-face interviews are to be held.

* ***Phone interviews***: It is advised that 2 or 3 people participate in the telephone interviews, one of which is the supervisor and the other(s) additional team members. The criterion for the evaluation of the applicant and possible questions should be discussed and agreed upon by all participating staff before the interview **(Appendix A - Guidelines for phone-interview).**
* If no decision can be made after the first round of interviews, a second round can be conducted.
* ***Selection*:** The supervisor will send the information and CV of the chosen intern and the other short-listed candidates to HR.

**4.3 Offer**

* HR is responsible to make the formal offer to the final candidate per email. This offer is subject to the agreement of the Works Council and the final signature by the Managing Director or as per Delegation of Approvals / Signature Authorities matrix.
* The supervisor will ensure that for interns who are not already in Seoul the period between the formal offer and the start date of the internship is at least 4 weeks to allow enough time for relocating to Seoul. Any exception needs the approval of the Group Director Corporate Services.
* HR will also send relevant information about accommodation search to the Intern.
* HR will check the legal status (work permit / visa) of the intern before the offer is sent.
* HR will inform the other shortlisted candidates which have been unsuccessful.

**The offer should only be done by HR to avoid any miscommunication.**

* The Intern Spokesperson (ISP) will send a welcome note to the new Intern

**5. Works Council Hearing & Contracting procedure**

HR initiates contracting procedures starting with the formal submission to the Works Council seeking their approval of the hiring of the intern. According to the Works Constitution Act, the Works Council should approve the hiring, decline it, or abstain from decision within one week.

Upon approval of hiring or if no decision is made within one week, HR will issue the contract and submit it for signature to the Managing Director.

HR will send a signed contract by email to the intern and ask for a signed copy (scanned) to be returned by email. The Intern will sign the hard copy version at the latest on their first day in the office if they not done so already.

Furthermore HR will invite them to the HR Induction on their first day in the office asking them to bring the following documents: passport, confirmation of health insurance; if applicable, work permit for South Korea; if it is an obligatory internship during studies, a letter of university and a local registration and tax ID in case the interns are already based in South Korea.

**6. Preparation phase**

**6.1 Preparing the working environment**

HR will send an email to the supervisor requesting the following information:

1. Workplace requirements (what is needed e.g. desk, PC, Phone)
2. On which distribution lists the intern should be included?

HR will distribute this information to IT, Office Management and the Finance Team and ask them to undertake the necessary actions (user accounts/accesses, key, computer, office utilities and phone).

The supervisor of the Intern and the ISP can arrange an informal meeting before the arrival of the new Intern in order to share information and best practice.

**7. The first days of the Internship**

**7.1 Mandatory Inductions/Actions**

7.1.1 Office Management

* OM provides the intern with the office key.

7.1.2 Human Resources:

* Invites the intern to the HR Induction – usually on his/her first day in the office - and informs him/her about the HR related procedures.
* Invites the intern to the TI-Korea Induction Day**,** which is mandatory for all new interns and staff. The supervisor will ensure that the intern is able to attend.
* If necessary, the HR Team assists the intern with the local registration and with obtaining all relevant documents.
  + 1. Supervisor:
* The supervisor or an appointed member of the department introduces the intern to the staff
* The Department induction will include the following, but are not exhaustive:
* Share background information and documents about TI in general, the TI Strategy 2015, and the programmes of the department, and introduce the intern to relevant colleagues.
* Within the first week, the supervisor should agree on a work plan including key tasks and responsibilities for the intern **(Example work plan – to be created)**.
* Describe use of office facilities and technical equipment (telecommunication facilities: internet, e-mail, telephone, fax; electronic and paper filing system, printing, scanning, copying, etc.).

**8. During the Internship**

**8.1 4-week feedback meeting**

After the first four weeks of the internship, the supervisor will arrange a personal talk with the intern to get feedback on his/her work and vice versa. If the intern interacts with other members of the team or the department, the supervisor will seek written feedback from other colleagues working with the intern. After the discussion, the feedback from this meeting will be sent to HR copying the intern **(Feedback Form Template – to be created)**.

**8.2 Mid-term feedback meeting**

After 3 months, the supervisor will arrange a mid-term review feedback meeting in order to adjust the interns’ work plan if required, to exchange feedback and to improve teamwork. After the discussion, the feedback from this meeting will be sent to HR copying the intern (**Feedback Form Template- to be created).**

*NB: If the department is having interns on a continuous basis, this is the time of finalising the new internship advertisement and sending it to HR.*

**9. End of the Internship**

**9.1 End of Internship Feedback discussion with supervisor**

At the end of the intern’s term, the supervisor should do a review meeting with the intern. Provide and ask for feedback and do a review of her/his performance and experiences gained (**Appendix D – Example Questions)**.

**9.2 Exit interview with HR**

In addition to the feedback discussion between supervisor and intern, HR will be conducting a confidential exit interview/questionnaire with the intern in order to monitor interns’ satisfaction and feedback on the internship to further improve the internship programme and processes on a continuous basis.

HR collects all exit interview forms and shares an anonymised summary of the feedback with the Management Group and Works Council once a year in order to address any issues or problems.

**9.3 Final clearance form**

A final clearance form (provided by HR) will be filled out by the intern and given to HR (hard copy) on the last day of employment.

**10. General procedures**

**10.1 Working times**

The interns’ working hours are aligned with the respective departments. Supervisors must ensure good planning and distribution of work in order to ensure that the intern does not work overtime.

**10.2 Travelling**

In case a supervisor is travelling frequently or is away for a longer period of time, they should nominate a deputy supervisor for the intern, who will be responsible for him/her while they are gone. HR should also be informed about the name of the deputy.

Interns usually do not travel abroad. In case an intern needs to travel abroad for professional reasons, HR should be informed beforehand in order to arrange cover for the intern in case of sickness or accident while on business travel.

**10.3 Content of Internship**

* 20 % (approximately 1 day per week) of the internship shall be devoted to a project **(Appendix E -Example TOR for a project)** chosen jointly by the intern and their supervisor. This should be done within a month of the internship once they have a good overview of the possibilities.  
  The remaining 80% of the internship shall be in line with the needs of the respective department however the intern must not be overburdened with administrative work in comparison to the tasks outlined in the initial job description. There should be a reasonable balance between content related and administrative tasks (such as no more than 30% of administrative work; unless this was specified differently in the internship advertisement). Interns should not perform staff-specific tasks such as updating HR Works Travel Costs Reimbursements for members of staff. This is in breach of staff members’ privacy, and exposes the intern to potential liability risks in case where mistakes could negatively affect the staff member.
* Interns are not to be responsible for booking flights for their line managers or colleagues (except for events as approved by the line manager or Department Director). This has financial and insurance implications, which in case of a mistake, should not burden an intern. Tasks that carry this kind of responsibility should be made by a member of staff.
* Supervisors should encourage and support interns to use all learning (including e-learning) opportunities offered, inductions, trainings, etc. They should also give the intern the chance to accompany them to events outside TI-Korea.

**10.4 Leave Entitlement**

When doing a six-month internship the intern is entitled to 15 working days of annual leave. In cases where the internship is shorter than 6 months, leave will be calculated proportionally.

Annual leave has to be requested and approved via the appropriate HR Management System (currently HR Works).

**10.5 Sickness**

In case of sickness, the intern should inform the supervisor and HR immediately and follow the instructions outlined in the HR Manual (i.e. Absence and Leave Policy &Procedures).

**10.6 Letter of reference**

Upon request, HR can prepare a letter of reference based upon receiving a list of fulfilled tasks from the intern and/or based on the feedback from the supervisor who will also need to co-sign the reference.

If they wish, supervisors can also write a personalised reference letter but this needs to be reviewed and co-signed by HR before it can be sent to the intern.

**11. Review Process**

These guidelines will be reviewed every two years by the HR Department, in consultation with the Works Council. When a need is identified by MG, HR and/or WoCo, the policy can be reviewed earlier.

End

# LEARNING & DEVELOPMENT POLICY

**1.Review & Change History:** Version 2, adopted 02.19.2016

**2. Purpose of the Learning & Development Policy**

The purpose of this policy is to provide a structured approach to learning and development facilitated by training, coaching, eLearning, and other appropriate learning styles to enable employees to meet the operational needs and standards of their role, the organisation and the organisational Strategy.

Recognising the role of learning and development in motivating and retaining employees this policy also embraces the acquisition of additional skills and knowledge as part of the employee’s personal development aspirations.

Learning should serve one of the following purposes:

1. **Induction**: mandatory learning for all new employees.
2. **Functional**: all learning and development specifically relevant to the employee’s duties as outlined in the standard job description and in line with organisational needs and the Strategy 2016.
3. **Professional Development**: all learning and development that is not specifically related to the employee’s current role but their future potential and ambitions.

**3. Scope of the Learning & Development Policy**

This policy applies toall employees working under any form of contract with TI-Korea including interns.

In line with TI-Korea’s Code of Conduct, all employees will have the same access to learning and development opportunities irrespective of race, colour, ethnic origin, nationality, marital status, sexual orientation, religion or age.

**4. Identifying learning needs**

**4.1 Line Manager/ Employee**

In order for any learning to be effective, the most appropriate type must be selected to meet the learning objectives and learning style of each staff member. This should be done with the support and the agreement of the Line Manager during the Objective Setting, the Mid Year and/or End Year Reviews.

While identifying functional or professional learning and development needs the employee and the Line Manager should:

* Agree that there is a learning need
* Agree that this need is linked to the departmental/project/organisational and/or the employee’s

    performance objectives

* Record the learning need using the Individual Objective Setting and Performance Review Form.

**4.2. Human Resources Department (HR)**

Guided by the goals of the current/applicable Strategy, the implementation plan and connectedorganisational needs (Risk Management, Cultural Change, Change Management, Knowledge Exchange etc.)HR supported by the Line Managers will conduct annual learning needs analyses.

**The learning needs analyses will be based on the following**:

* Professional Development Objectives (Annual objective setting and performance review process)
* Feedback from MG/Department Heads /Line Managers/Group Executive Officers/ Heads of

Programmes as applicable

* Feedback from training evaluations
* Feedback from the employee engagement surveys or other feedback tools
* Feedback from surveys at group level

The HR Department works closely with each Group Executive Officer to realise the trainings which have been identified as priorities for the year based on the learning needs analysis.

**5. Roles and Responsibilities**

TI-Korea employees and their Line Managers are equally responsible for identifying development needs and identifying appropriate ways to learn.

The Line Manager is responsible to support their staff in the whole process and provide guidance and coaching where necessary.

HR supports the identification of adequate learning opportunities and is the central point for monitoring and evaluating them prior to selection and after completion.

HR identifies, organises and coordinates trainings as appropriate and in line with the current/applicable TI-Korea Strategy and the available budget.

**6. Budget for Learning & Development activities**

**6.1 Learning and Development Budget for TI-Korea wide trainings**

Subject to the budget available each year a certain amount of money is allocated as a central HR training budget to support training activities which target as large a number of TI-Korea staff as possible (e.g. Line Management Training, Gender Training, Inter-cultural Awareness Training).

**6.2 Learning and Development Budget at Group level**

Subject to the budget available each group will have a certain amount of money to be used for training of their staff. The initial calculation of the budget is done in line with staff numbers per group however the Group Directors decide and clearly communicate the allocation of funds within their groups. The selection of group and/or individual learning activities is done in coordination with/supported by HR and will be based on the initial learning needs analysis.

**7. Learning Methods & Resources**

There are different types of learning and development activities that an individual can undertake to suit specific learning objectives or the individual’s learning styles:

**7.1 On-the-job training**For many employees, a great part of training will be “on the job”. This type of learning should be a continuous process and form a part of every employee’s development. Line managers have a responsibility to provide such training for their staff and assess it within performance management systems (mid- and end-year reviews, supervisory meeting.

**7.2 Internal & External TI-Korea training**  
This type of learning refers to the courses delivered at TI-Korea by TI-Korea staff or external trainers to address learning needs common to a number of employees or as identified during the learning needs analyses. The courses range from financial trainings to project management and media trainings or IT Trainings. The application and selection process is handled by HR in coordination with Line Managers/Group Directors.

Note: Some of the trainings provided by external trainers/organisation might not apply to interns however they would be able to attend in case there are enough open places available.

**7.3 E-learning**

**7.4 Individual training**Individuals can suggest an appropriate course and apply for TI-Korea support through their Line Managers, Group Director and HR and in line with section 8 of this policy.

**7.5 Self-studying/reading**This type of learning is coordinated mainly by the employee. The Line Manager or the Advocacy & Research Group, which hosts a small library, might provide guidance on literature.

**7.6 Further education**This includes under- and post-graduate programmes, certificates, diplomas and all other accredited qualifications.

Educational grants, scholarships or other learning activities offered specifically to individuals from TI Korea — if any — will be circulated by HR to the director who will share these opportunities with their teams. Should there be more than one candidate; a selection will be made on criteria which will be defined to match the requirements and the individual learning opportunity.

**7.7 Educational Leave**

Employees may only apply for educational leave if they have been with TI-Korea for a minimum of 6 months. The entitlement to Educational Leave extends to five days in the calendar year or ten days in two consecutive calendar years. Training courses have to be run by providers which have been approved by duly authorized institution. To apply for Educational Leave, employees need to make the request to TI-Korea as early as possible, no later than 6 weeks before the course begins. The employee has to submit proof of registration with the authorised provider of the course, and the provider must be acknowledged by the authorized institution as provider of such educational leave.

TI can reject the application by an employee to educational leave on grounds of compelling operational issues or where there might be a conflict regarding holiday claims by other employees. TI will notify the employee in writing as early as possible, within fourteen days of receiving the application by the employee, giving the reasons for the refusal. The employee can apply for a new educational leave within the same year.

Costs are divided as follows: the employer continues payment of salary during the Educational Leave, course fees are paid by the participants, and the State provides subsidies for training providers and courses.

The relevant HR system must be used to request and approve Educational Leave.

*Please contact the HR Department for further details regarding* Educational Leave.

**Note: All learning activities must be agreed up front with the Line Manager.**

**8. Application for individual external learning activities**

Staff should first discuss all development requests with their Line Manager.

When requesting individual external trainings, financial support or study leave the employee needs to complete the application form (see full policy document on Chapterzone), considering the following items:

* objectives for learning, which should be SMART (specific, measurable, agreed, realistic and time-bound)
* method and content of learning
* timeframe and investment

The application has to be approved by the Line Manager and the Group Director and submitted to HR for further tracking and support

**9. Monitoring and Evaluation**

On completion of any learning and development activity it is the responsibility of the employee to complete a post-training course evaluation form (which will be made available). This is to evaluate the individual’s satisfaction with the learning activity, its relevance to the work, future improvements etc.

The forms are submitted to HR who analyse and evaluate the data and give summarized feedback to the training facilitator. The feedback will also provide the basis for future learning initiatives or for improvements to existing trainings.

In order to evaluate the impact on staff development, the employee and their line manager will use the annual performance review to discuss the impact specific training has had on the work and the productivity of the employee.

**11. Review Process**

This policy will be reviewed every two years by the HR Department in consultation with the Works Council, unless an earlier need is identified by MG, HR and/or the Works Council.

**12. Appendix**

**Appendix 1:**

**Mandatory trainings/inductions.** All new employees and interns are required to attend a number of inductions and trainings as organised by their Line Managers and/or HR:

* **HR Induction** (Standard policies and procedures as set out in the HR Manual ) – on the first day in the office
* **TI Induction Days** – 2 days every second month for new employees and interns ( frequency depends on number of new starters)
* **IT Induction** – during the first week
* **Health and Safety Instructions** – By law (Korea Labour Protection Law) the employer is responsible for instructing the staff on Health and Safety requirements. This has to be done when an employee starts (during the TI-Korean Induction Days) and once a year for all staff
* **Job Induction** – The Line Manager supported by HR prepares the induction plan for each new employee which will introduce them to their responsibilities and duties in line with their standard job description and should cover at least their first 2 weeks with TI-Korea in detail
* **Data Protection Training -** By law
* **Gender Sensitivity Training**
* **Ethics Training**
* **Financial Manual –** all staff and interns are required to attend this training once a year

End

# PROBATION PERIOD POLICY

**1. Review & Change History:** Version 1, adopted 02.19.2016

**2. Purpose**

The purpose of this policy is to inform new staff members and their line managers of what is required during the probation period.

The probation period should allow both the new staff member and their line manager to assess objectively whether or not the new staff member will be able to achieve the expectations set for the role, is suitable for the organisation and vice versa. It should enable new staff members to gain a full understanding of the requirements of their post and of the organisation. The manager will set clear targets and standards that the staff member will be assessed against throughout and at the end of the probation period.

TI-Korea recruitment procedures emphasise the need for due diligence during recruitment, thus the probation period is intended to be a positive experience which gives an individual the opportunity to learn and settle into the organisation. However, it is important to recognise the potential for someone to fail their probation period.

**3. Scope**

This policy applies to all new staff members during their probation period whether they have a limited or an unlimited contract.

In cases of serious disagreement the provisions of the Grievance Policy including support of the next level manager, the Human Resources Team or the Works Council apply.

**4. Length**

The length of the probation period will be stated in the contract of employment. In line with Korean legal provisions it will be a maximum of three months or in line with the length of the contract of employment as appropriate.

**5. Principles**

5.1 The probation period process must be objective, clear, transparent and free from discrimination.

5.2 The probation period process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable and realistic timescale.

5.3 As part of their departmental induction, new staff members 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. These standards will be in line with the responsibilities, duties and requirements listed in the respective standard job description. Line managers will use the probation period to monitor the success of the new staff member in reaching those standards.

5.4 Formal probation review meetings must take place halfway through the probation period and three weeks before the end of the probation period. It is also recommended that performance against the standards is regularly discussed during regular catch-up meetings between the new staff member and their line manager, so as to avoid any surprises during the formal probation review meetings. When areas of concern are raised, the discussion should be minuted and agreed by both the line manager and new employee (an email record between the two would suffice).

In the lead-up to each of the formal probation review meetings, line managers are encouraged to seek the input of team members (or where relevant, key stakeholders from other teams) to ascertain the views of colleagues as to how the new employee is fitting in, and any issues which might be raised in the context of helping the new staff member adjust to the role.

5.5 Clear, comprehensive, accurate and signed records (see annex 1 and 2) of probation review meetings must be submitted to Human Resources after the meetings take place.

5.6 In circumstances where problems arise during a period of probation, the line manager should raise these with the staff member as soon as possible, and the staff member must be given an opportunity to respond to any concerns. Line managers should discuss the action required to address the problem and, where necessary, give clear, unambiguous feedback if standards are not met and the successful outcome of the probation period is at risk. The manager should use the probation review forms to keep a record of the discussions, agreed actions and ensure that this is signed by both parties (i.e. the line manager and the new staff member).

**6. Roles and Responsibilities**

**6.1 Line Manager**

* Ensure that their new staff member understands the probation period, the requirements it places upon them, and the consequences of failing the probation period.
* Ensure that new staff members have a clear understanding of the standard of performance and behavior required of them.
* Ensure that the new staff member attends any mandatory training identified, including TI induction days.
* Responsibility for ensuring that all review meetings takeplace in a timely manner. If meetings are delayed for any reason, they should take place as soon as possible after the planned scheduled date.
* Ensure that their new staff member has a reasonable understanding of how well they are progressing throughout their probation period, particularly if there is deterioration in performance between reviews.
* Regularly check in with the new staff member on general progress against the requirements set for the probation period, and address concerns early on.
* Keep their direct line manager up to date with regards to the new employee. If particular concerns arise, discuss remedies with their direct line manager, and keep that line manager up to date on subsequent developments.
* Inform Human Resources at least 4 weeks before the end of the probation period if the probation period will be unsuccessful.
* Responsible for informing the staff member, and confirming this in writing (via the form in the Annex 2), whether they have successfully completed their probation period or not. The final outcome of the end of probation review should build on discussions that have taken place throughout the probation period.
* Responsible for completing the probation review forms (ANNEX 1 and 2) as required, and submitting them to Human Resources after the review meetings took place.

**6.2 New staff member**

* Demonstrate their suitability for the position for which they are appointed
* Responsibility to attend the scheduled probation review meetings and to co-sign the forms completed.
* Responsibility to prepare for review meetings, including gathering evidence of their performance and achievement of objectives.
* Attend any mandatory training identified, including TI induction days.
* Take responsibility for their own development, including completing any training arranged for them, making use of learning resources and informing their line manager if they require further support.
* Ensure that they inform their line manager of any circumstances that may impact upon their performance.

**6.3 Human Resources**

* Responsibility to send reminders and the appropriate template to the line manager in time for the midterm and end of probation review.
* Advise the line manager and new employee on all matters related to the probation period, including this policy.
* Advise on cases of unsatisfactory performance/progress and, where appropriate, supporting line managers during formal meetings to address serious cases.
* Responsibility to collect the end of probation review form from the line manager and to issue and process the confirmation or termination letters upon completion of the probation period.
* Responsibility to update all files in line with the results of the end of probation period review and to process any related changes and paperwork.

**7. Review Process**

This policy will be reviewed every two years by the HR Department in consultation with the Works Council, unless an earlier need is identified.

# Recruitment Policy and Procedures

**1. Review & Change History:** Version 2, adopted 2.19.2016

**2. Purpose of the Recruitment Policy**

The purpose of this policy is to provide a structured and consistent approach to all recruitments and to provide guidance to the Hiring Managers and employees involved in the recruitment process with regard to the different steps, roles, responsibilities and timelines which apply.

Recruitment should be in line with the following principles:

**Principles of Recruitment**

**Motivation and Values:**

Staff recruited by TI-Korea should share and support the vision, mission and values of the movement and the general principles of TI-Korea as laid down in its Code of Conduct. Each staff member should recognise the particular responsibility of his/her job for the whole movement and is expected to be committed to the fight against corruption and the success of TI-Korea’s work.

**Excellence:**

To recruit staff of high calibre with the capacity to meet the challenges of the TI-Movement.

**Non-discrimination:**

To recruit suitably qualified staff irrespective of gender; age; disability; marital or parental status; racial, ethnic, national or social origin; religion or belief; sexual orientation; or geographical location.

**Diversity:**

To proactively aim to achieve a broad, balanced and diverse representation of staff that reflects the breadth of the TI-Movement.

**Accountability:**

To ensure that recruitment procedures are fair, objective, impartial, and transparent and are applied consistently.

**Efficiency and long-term planning:**

To balance efficiency in the recruitment process with long-term planning needs of TI.

**Non-preferential Treatment of Family and Friends as detailed in the Code of Conduct**

Appointments to all positions will be made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc. We are committed to open, fair, and transparent appointment, recruitment, hiring, and procurement procedures and practice. Family members, and friends and organizations with which we or our families or friends are associated, will not be accorded preferential treatment. If hiring or contracting with members of the immediate families of TI-Korea staff or the Board of Directors, that is a partner, parent, child or sibling, we will follow carefully the guidelines set out in the recruitment policy to ensure non-preferential treatment. To manage potential conflicts of interest, we will disclose such connections with potential applicants or candidates of whom we are aware. We will recuse ourselves from any recruitment or contracting process where we have a conflict of interest. We will ask shortlisted candidates to declare such relations at TI-Korea or with the Board of Directors. We will not allow situations in which close family relatives or partners are in a direct reporting relationship to one another.

**Confidentiality:**

**We will guarantee the confidentiality of all personal data of applicants and to respect their privacy. All staff members involved in the recruitment process have an obligation to preserve each applicant’s right to privacy and the confidentiality of any information that may be revealed by the documentation, the interviews or discussions leading to the selection of the candidate.**

**3. Recruitment Planning Procedures**

**3.1 Identify the need for recruitment**

The recruitment of staff is an integral part of the work of all Group Directors who lead the whole recruitment process of staff for their respective groups. The Group Director is usually the Hiring Manager or may delegate this role as appropriate.

The requirement for any new position is usually established as a result of the planning process of work programmes and budgets, alignment to the Strategy or because an existing staff member is leaving and needs to be replaced. This will also be reflected in the annual recruitment plan.

**3.2. Finalise Job Advertisement**

The Hiring Manager will prepare the advertisement together with HR using the Standard Job Description of the relevant job. If necessary small amendments related to required skills, experience, and qualifications, which constitute the selection criteria, can be done.

The job advertisement should indicate whether the job is a project or a core/permanent position. Depending on the type of job, the interviews and tests will differ to support assessment of the different requirements.

Before advertising a new position the Hiring manager needs to ensure that a workplace for the new staff member will be available upon arrival.

**3.3 Inform Works Council**Following approval to start a recruitment process, the HR Team will submit the job advertisement to the Works Council for information and feedback.

In case agreement is needed to advertise a job externally without prior internal advertising the Works Council will be consulted together with HR, the Group Director and Line Manager.

**3.4 Email account for job applications**

The Hiring Manager will identify the contact persons who will receive the applications. All applications must be sent to at least two persons to ensure that all applications are received and properly filed. The Hiring Manager and HR should always be part of the list of recipients.

HR is responsible to contact IT who will set up the email account for job applications.

**3.5 Hiring planning meeting**

The Hiring Manager sets up a hiring planning meeting with HR to discuss above points, the hiring panel, potential tests to be used, and the predicted timelines for the complete selection and interview process to support appropriate communication. HR and the Hiring Manager will also decide on the deadlines for accepting applications (usually 14 days internally and 1 month externally). They will also identify together the advertisement strategy.

**4. Recruitment/Advertising procedures**

There are two ways to fill vacant and new positions at the TI-Korea:

• **Competitive recruitment** or

• **Direct appointment**.

**4.1 Competitive Recruitment**

The standard practice to fill vacant and new positions at TI-Korea is to initiate a competitive recruitment

process which will be done through posting vacancies internally within TI-Korea, both electronically and on the HR Notice Boards and/or advertising them externally through the TI Website, various recruitment channels and recruitment agencies.

**4.1.1 Internal Announcements**

An internal announcement will be circulated to:

* All staff members and interns who are at the time employed by TI-Korea
* All former staff members or interns, who subscribed to the mailing list for that purpose

All vacant and new positions shall first be posted internally within T-Korea, including the community of ex-staff and interns. The internal posting will last for a period of two weeks.

Internal applications must be dealt with confidentially, meaning that only HR, the Hiring Manager and the designated recipients of the application will be informed.

**4.1.2 External Announcements**

If no suitable internal candidates can be identified, the vacancy will then be advertised externally. Internal candidates will be informed by HR if their application is still valid.

Please note: If it is already clear from the outset that the skills and knowledge a position requires cannot be found among the internal staff and an internal advertisement would not be efficient, the position will be advertised externally straightaway.

**4.2 Direct Appointment**

Direct appointment means filling a position without a competitive recruitment process by selecting the candidate by virtue of their ability to meet the requirements of the position. There has to be a vacant position which is described in an existing standard job description.

A decision to hire by direct appointment shall be discussed and agreed upon by the Managing Director/Deputy Managing Director, HR and the Works Council prior to contacting the potential candidate.

**Direct appointments should remain exceptional and should only be made in the following circumstances and conditions:**

* When the Managing Director/Deputy Managing Director requests that HR directly appoint a current staff member or external individual. Such direct appointments can be made at any position level.
* When a Group Director requests that HR fills a temporary position (up to maximum 6 months) by directly appointing a suitable current intern (at the end of their internship).

Direct appointments of interns, staff members, or external individuals can only be made if the selected candidate has clearly demonstrated their abilities while working at TI-Korea or while in a position with similar requirements. This can be provided via the performance reviews and/or the assessment of the Manager and via the CV. The skill set of the candidate should match the requirement of this position as indicated in the job description. It will be still of the discretion of the Group Director to decide on the best suitable candidate. The standard hiring procedures with regards to the Works Constitution Act apply.

**5. Interview Procedures**

**5.1. Short listing**

The Hiring Manager is responsible for the short listing and has to have the shortlist ready two weeks after the closing date for the position. At the latest the shortlist must be finalised four weeks after the closing date.

The final shortlist and the decision how to proceed with the interviews are communicated to HR by the Hiring Manager.

All internal candidates who have not made the shortlist will be informed directly by HR or by the Hiring manager if mutually agreed.

**5.2 Interviews & Performance Tests**

**5.2.1 Telephone Interviews**

The Hiring Panel conducting the interview generally consists of the Hiring Manager, additional managers/staff members and a HR Representative as appropriate or requested.

* If the decision has been taken to start the interview process with telephone interviews these will be made with all short listed candidates.
* Exception: Internal candidates based at TI-Korea will be interviewed face-to-face.
* The Hiring Manager is responsible to schedule and coordinate the telephone interviews. Candidates will be informed at least 48 hours in advance or within a reasonable timeframe negotiated with HR.
* The Hiring Manager sends interview guidelines including proposals for questions, focus areas and objectives **at least two days before the interviews** to all Hiring Panel members (hereafter called panellists).
* At the end of the interview candidates have the opportunity to ask questions. Candidates are advised about the expected time-frame for a decision, and how it will be communicated.

After the telephone interviews the Hiring Manager based on the feedback of the panellists decides who will be invited to a personal interview. The number of invited candidates may vary from 2 to 4. In exceptional cases only one candidate or more than 4 can be invited.

If no or not enough suitable candidates were identified, other not short-listed candidates should be considered or the position should be re-advertised.

**5.2.2 Face-to-Face interviews**

The Hiring Manager with the support of HR will invite final candidates for face-to-face interviews.

HR will provide feedback to all interviewed candidates who were not invited to face-to-face interviews.

The hiring manager will need to decide on the following points and communicate about them:

* Composition of the Hiring Panel: it will include the Hiring Manager, HR (as appropriate) and one to three TI-Korea staff of the same grade or above than the position, and who have expertise in the position’s field.
* Who will schedule and coordinate the interviews: the Hiring Manager, HR or an assigned team member.
* Inform HR or the assigned team member of the number of meetings and the names of the panellists to be invited (Note: Only those, who can meet with all candidates, will be invited to attend the interviews).
* Inform potential panellists from other departments before inviting them. The panellists must inform their own Line Manager about their participation in the interviews.
* Prepare areas or questions to be discussed during the panel interview.
* Distribute the questions and the Interview Evaluation Forms **(to be created - Appendix A)** to be used to feedback on the panel interview as well as inform Panellists if a field in this form is Not Applicable.
* Inform HR or the assigned team member if an informal meeting with team members will take place.

The Face-to-Face Interview process consists of different meetings:

1. The formal interview with the Hiring Panel

Thisis a **formal job interview,** in which the Hiring Manager, HR (as appropriate) and selected managers and/or staff members will focus on candidates’ experience, qualifications and skills relevant to the position. Department Directors should attend all interviews for jobs within their department.

A member of the Works Council should be included where relevant or requested.

The hiring panel should not exceed 5 members and the interview will last approximately 60 minutes (it is recommended to plan some additional time to allow for delays and handover to the next meeting).

The Hiring Manager chairs the panel interview.

At the end of the panel interview, candidates are given time to ask their questions. Candidates are advised about the expected time-frame for a decision, and how it will be communicated.

**2. Informal Meeting with team members and/or staff from other departments**

The purpose of this more informal meeting is to enable candidates and their potential teams to discuss questions on TI, the department and the position. The staff members can focus on candidates’ social and communication skills and compatibility with the team.

Staff members from other departments can be invited to these meetings. These staff members are invited on request of the Hiring Manager because they are directly or indirectly involved in the work relevant to the position.

**3. The Hiring Manager can consider an additional one-to-one meeting with the candidates**

**5.2.3 Performance tests**

Depending on the job’s requirements and the type of job (e.g. project based), the Hiring Manager assisted by HR decides on the test to be used and at which stage of the interview process it should take place (i.e. before or after the initial interview). There are a number of standard tests available however tests may be created or altered specifically for an interview.

The Hiring Manager is responsible for organising the performance tests and the test evaluation

* Validation of the tests which include a narrative or assignment will be done by the Hiring Manager.
* Financial tests will be validated by the project accountant in line with the current project assignment and the results will be sent to the Hiring Manager and HR.

**5.2.4 HR Information for candidates**

HR will provide information on the Korean taxes, social security system and the salary range to all international candidates selected for face-to-face interviews**.**

**6. Decision making procedures**

**6.1 Feedback meeting**

After the panel interviews and the informal meetings, all panellists of the Hiring Panel and staff members of the Informal Team meeting will send their written feedback on the candidates using the designated Evaluation Form **(to be made**) to the Hiring Manager and HR. This should be done up to maximum 24 hours after the last interview.

Ideally, a feedback meeting should also take place in which all panellists of the Hiring Panel share their views on the candidates in order to facilitate the decision. This feedback meeting is scheduled by the Hiring Manager within 5 working days of the final interview/meeting with the candidate.

**6.2 Reference Check**

The Hiring Manager will contact the references provided by the relevant candidates. References can be obtained in writing and by phone. The Reference Request Form **(to be made)** should be used also in case the reference check is done by phone. The Hiring Manager submits the completed form(s) to the HR Department for filing.

**6.3 Decision**

The latest two weeks after the last interview, the final recommendation is taken by the Hiring Manager. This will be based on the feedback of the Hiring Panel, the staff members and the references checks.

Should the final decision making process take longer than 1 week from the day of the last interview, HR will send a courtesy email to all shortlisted candidates advising them of the delay.

**6.4 Inform unsuccessful candidates**

HR informs the unsuccessful shortlisted candidates as instructed by the Hiring Manager. This will be done via email and will **only** be done by HR.

**7. Contracting Procedures**

**7.1 Job offer**

The follow-up negotiations with the final candidate about terms of employment, starting date (the starting date should normally be the 1st or 15th of the month and exceptions will need to be explained to HR) and other contract details are undertaken by the Hiring Manager after consulting with HR and in line with existing job grades, the corresponding salary bands and TI´s approved Terms & Conditions. The salary has to be approved by the Line Manager of the Hiring Manager before the offer is finalised.

HR is responsible to make the formal job offer to the final candidate per email. This offer is subject to the agreement of the Works Council and the final signature by the Managing Director.

The job offer contains the following information:

* Position
* Staff level
* Duration of contract
* Reason for limitation (if applicable)
* Weekly working hours
* Monthly gross salary
* Notice period
* Annual leave
* Relocation allowance incl. T & Cs for relocation allowance

**7.2 Works Council Hearing & Contracting procedure**

HR initiates contracting procedures starting with the formal submission to the Works Council seeking their approval of hiring. According to the Works Constitution Act, the Works Council should approve the hiring, decline it, or abstain from decision within one week.

Upon approval of hiring or in case of no decision within one week HR issues the contract and submits it for signature to the Managing Director or as per Delegation of Approvals / Signature Authorities matrix. After that the contract is handed out to employees for their signature.

***NOTE:*** The HR Team is also responsible for coordinating all legal and visa procedures necessary before the commencement of the job.**This should only be done by HR to avoid any miscommunication.**

**7.3 Induction Plan**

The Hiring Manager assisted by HR prepares the induction plan for the new staff member which will cover at least their first 2 weeks with TI-Korea in detail with additional information of the upcoming tasks and responsibilities after the initial weeks.

A designated template will be used and the plan should be ready no later than 2 weeks before the starting date.

Upon completion of the induction period HR will receive a signed copy of the induction plan (signatures of the employee and his manager) for the employees file and to confirm that the induction has been completed as planned.

More details on the overall induction process and the different procedures can be found in the TI-Korea Induction Policy (currently under construction).

**8. Review Process**

This policy will be reviewed annually by the HR Department, in consultation with the Works Council.

**9. Legal Provisions**

Korea Labour Law applies to the whole recruitment process and all stipulations of the contract. Korean law also applies to any matters, which are not regulated in the contract. The place for any legal dispute is the Labour Court in Seoul.

End

# Relocation Allowance Policy

**1. Review & Change History:** Version 1, adopted 2-19-2016

**2. Purpose of the Relocation Policy**

The purpose of this policy is to clarify the circumstances under which employees are provided with financial assistance to meet costs incurred when having to relocate as part of their employment with TI-Korea and the ground rules around eligible expenses and costs, claims and repayments. This policy is limited to financial assistance and does not cover general relocation assistance.

**3. Scope of the Relocation Policy**

This policy applies to staff members, who have to relocate from outside Seoul as a result of being employed by TI -Korea.

This policy does not apply to interns however it applies to staff members, who were appointed as employees immediately (as defined in the HR Memo 21 Calculation of seniority linked to anniversaries) following their internship at TI-Korea and who had relocated to Seoul for the purpose of internship.

**4. Process & Guidelines**

The entitlement to a relocation allowance under these regulations will be an integral part of the offer letter and the employment contract subject to signature of both parties.

Travel expenses for moving to Seoul and work permit expenses as per 4.2 are in addition to the relocation allowance as detailed in 4.1

**4.1 Relocation allowance**

When a new employee receives an employment offer, the new employee can choose between two types of relocation allowance:

1. Lump-sum (without presentation of receipts) or
2. Reimbursement of shipment of personal belongings/household goods to move to Seoul (upon presentation of receipts)

The type of relocation allowance chosen will be part of the employment contract. It is not possible to mix both options.

Below amounts apply to all contracts limited to two years or more. The lump-sum or the reimbursement of shipment of personal belongings for contracts shorter than 2 years is calculated pro rata according to the contract length (e.g. for a 1 year contract the lump-sum would be: € 1000.--).

In case contracts initially shorter than 2 years will be extended, the additional amount pro rata will be paid to the staff member up to a maximum of two years in line with all applicable extensions.

*"Dependant": means the spouse or partner of the appointee and any child under the age of sixteen years, or twenty one years if a full-time student. The employee needs to inform HR by accepting the employment offer if dependants will move with him/her and how many.*

**4.1.1 Lump-sum (amounts to be amended)**

The new employee choosing the lump-sum will receive € 2000.-- in order to set up a new household. An additional amount of 1000.-- € per dependant will be granted. These are net amounts. No presentation of receipts is needed.

The lump-sum will be paid at the same time as the first salary.

**4.2. Other eligible expenses**

**4.2.1. Travel Expenses**

TI-Korea will reimburse actual travel expenses for the employee and dependants of one way economy airfares using the most reasonably direct route to Seoul, Korea or for a one way train ticket in 2nd class to Seoul, and a taxi from the airport/train station to their first address in South Korea.

TI-Korea will reimburse the price of the economy airfare or train ticket in 2nd class for the intern to come to Seoul (one-way, including one luggage of 20kg) and a taxi from the airport/train station to their first address in Seoul up to an amount of 300 EURO.

*If a return airfare is significantly lower than a one way airfare, TI-Korea may consider reimbursement of the actual amount of return air fare.*

**4.2.2. Work permit**

The work and residence permit for the dependants of the employee will be paid/reimbursed by TI-Korea until the spouse or partner finds an employment of their own and the child reaches of sixteen years old, or twenty one years if a full-time student.

**5. Advance Payments (To be amended)**

An advance on the relocation allowance can be requested by submitting the appropriate Finance “Memo Cash/Bank Transfer”. The memo has to be signed by the Employee, the Department Director and HR. Once this is done it will be transmitted to Finance.

The following two conditions supplement the Relocation Allowance Policy:

* A maximum amount of (To be determined by TI Korea if decided to be offered) at a time can be requested as cash advance.
* Original receipts and/or invoices (when needed) need to be handed in to HR within two weeks after the cash advance has been given/ transferred to the staff.

If receipts are not handed in within these two weeks after the cash advance has been given/transferred to the staff, the advanced amount for which receipts have not been given to HR will be taken back directly from the staff’s next salary.

**6. How to claim expenses**

The reimbursement of shipment of personal belongings (§ 4.1.2) and other expenses (§ 4.2) are claimed by completing one of the relevant financial memos (cash or bank transfer) and providing the original receipt of payment or invoice.

The financial memos can be found here:

[G:\Finance Information\Financial Manual\Supporting Material\Templates\Memos](file:///G:\Finance%20Information\Financial%20Manual\Supporting%20Material\Templates\Memos) After sign off by their Line Manager the staff member will hand the claim together with the invoices to the HR Department.

The HR Department reviews the claim and the invoice against the available amount and for eligibility.

Once they have approved the claim HR will hand the claim to the Finance Department for processing and payment.

HR will be tracking the allocated amount versus the expenditures.

**Relocation allowance paid under this policy will be charged to the budget of the staff members department.**

**7. Time period for Claims**

Employees eligible for relocation assistance must claim expenses no later than 12 month after start of their employment.

**No claims will be accepted after 12 months.**

**8. Repayments**

If a staff member voluntarily leaves the employment with TI-Korea **within the first 6 months, 100% of the relocation allowance has to be repaid**.

If a staff member voluntarily leaves the employment with TI-Korea **within the first 6 to12 months, 50% of the relocation allowance has to be repaid.**

In those cases the employee should contact HR immediately to make arrangements for the repayment of the relocation allowance.

If no other repayment arrangements have been proposed by the employee and have been agreed upon by HR and their Department Director the outstanding amount owed will be deducted from the employee's salary in line with the relevant legislative provisions.

Any waiver of this obligation must be approved by the respective Group Director and the Managing Director or his deputy and for the Managing Director by the Chair of the Board.

**9. Review Process**

This policy will be reviewed every two years by the HR Department in consultation with the Works Council unless an earlier need is identified by MG, HR and/or the Works Council.

**10. Exceptions**

In case there is a need for an exception to this policy this exception needs to be reviewed by HR, approved by the Group Director and the Works Council will be informed.

## End

**LEGAL CONSEQUENCES**

Any violation of these guidelines may implicate harsh consequences for the employment. If there is evidence that users are not adhering to the guidelines set out in this policy, the employee will receive a warning notice. Severe cases of violation of this policy may lead to dismissal.

**QUESTIONS**

If you have any questions or comments about this Telecommunications Policy, please contact the Human Resources Department. If you do not have any questions TI-Korea presumes that you understand and are aware of the rules and guidelines in this policy and will adhere to them.

**DECLARATION**   
All authorised users of TI-Korea telecommunications facilities will be asked to sign an acknowledgement of this policy with the following statement:

*I have read, understand and acknowledge receipt of the TI-Korea Telecommunications Policy. I will comply with the guidelines set out in this policy and understand that failure to do so might result in disciplinary or legal action.*

This acknowledgement will be filed in the personnel records.

End

# TI-Korea Individual Objectives and Annual Performance Review Process

**Note: TI Korea should make necessary changes**

**Review & Change History: Version 2, adopted 02.19.2016**

The purpose of this document is to provide guidance to line managers and TI-Korea staff members[[4]](#footnote-4) on the TI-Korea Individual Objective Setting and Performance Review process.

**Process Overview**

1. The performance review process is designed to promote the effective achievement of TI-Korea objectives by:

* Agreeing clear performance objectives for each staff member for each year (aligned to the duties and responsibilities of their standard job and to the overall TI-Korea priorities), and appropriate personal development to achieve those objectives
* Providing feedback to staff on their progress against those objectives, recognizing good performance, and agreeing actions to strengthen performance where appropriate

2. Effective performance review is a shared responsibility between the staff member and their line manager. All TI-Korea line managers are held accountable for setting objectives and reviewing performance for all TI-Korea staff members reporting directly to them. All TI-Korea staff members are expected to take responsibility for working with their line manager to ensure that they have clear and achievable objectives, to work towards them during the year, and to regularly review performance against them.

3. Line managers and staff members are encouraged to review progress informally against agreed objectives and priorities on a regular basis. This guidance relates only to the formal elements of the annual performance review process. This has three stages:

* Agreeing individual annual objectives at the start of the year
* A mid-year review of progress against objectives
* An end of year review of results achieved against objectives

4. The performance review year is aligned to the TI-Korea planning year, and normally runs from January to December.

5. Objectives and performance reviews are recorded on the [Individual Objective Setting and Performance Review Form (to be created).](https://ticz.transparency.org/tis/hr/Objective%20Setting%20%20Performance%20Review/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence) Performance ratings should follow the guidance framework at the end of each form.

**Annual Objective Setting**

1. Between the beginning and end of February, the line manager should have a meeting with his team. During this kick off meeting the line manager should inform the staff members about the TI-Korea priorities for the upcoming year, the department priorities and also about their own objectives.

2. Based on this information each staff member will propose individual objectives in a separate 1-1 meeting with the line manager.

The Individual Objectives should be determined/guided by the following:

* The overall responsibility and job duties of the employee’s standard job.
* The employee’s contributions to the external and internal priorities of TI-Korea for the year

ahead.

* Developmental activities which will enable the job holder to achieve performance in line

with their duties and to contribute to TI-Korea priorities.

* Effective integration- cooperation with other staff members/departments and/or across the

movement.

Objectives should be expressed as a statement of expected outputs or outcomes to be achieved during the year, and in a form where it will be clear by year end whether it has been achieved. As far as is practicable, they should be “SMART” – ie:

* Specific
* Measurable
* Achievable
* Realistic
* Time-bound

3. Once objectives are agreed on, they should be, together with the job duties from the standard job description, recorded in the [Individual Objective Setting and Performance Review Form.](https://ticz.transparency.org/tis/hr/Objective%20Setting%20%20Performance%20Review/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence)

4. Once completed, the forms should be signed and dated by the staff member and line manager, and a signed copy sent to HR.

5**. Staff Not in Post for Full Year**: For staff members who join TI-Korea, or take up a new role (or return from long term absence or secondment) after the start of the year, objectives for the remainder of the year should be agreed within two months of taking up (or returning to) the post. Staff members who are expected to spend less than six months of the planning year in post may agree objectives more informally for the part of the year they are in post - a formal record of objectives set is not required in these cases.

**Mid-Year Performance Review**

1. In the middle of the planning year, each staff member should meet with their line manager for a mid-year performance review. To facilitate the review the staff member should bring their own assessment of performance against the objectives and related ratings to the meeting.

The purpose of the mid-year performance review is:

* to review objectives set at the start of the year, agreeing amendments if necessary for the second half of the year, in the light of changing external context and TI-Korea priorities
* to review progress against objectives set, recognize areas of good progress, and identify priorities for action in the second half of the year.

2. After the meeting, the key points should be recorded on the [*Individual Objective Setting and Performance Review Form*](https://ticz.transparency.org/tis/hr/Objective%20Setting%20%20Performance%20Review/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence)by the line manager. The manager should also provide an interim performance rating for each objective, taking account of the discussions at the review meeting and the proposal of the staff member.

Managers are also encouraged to give each staff member a clear indication of their overall progress during the first half of the year, but no formal overall rating of performance is required for the mid-year review.

3. Once the record of the mid-year review has been agreed on, the [*Individual Objective Setting and Performance Review Form*](https://ticz.transparency.org/tis/hr/Objective%20Setting%20%20Performance%20Review/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence) *should* be signed by the staff member and line manager, and a copy sent to HR.

4. **Staff Not in Post for Full Year**: Mid-year performance reviews are optional for staff member who have joined or taken up a new role since 1st February, or have been in post for less than three of the first six months of the year, or who are expected to leave in the next 3 months. While no formal mid-year review is required, an informal review is strongly encouraged within 3-6 months of a staff member joining or taking up a new role.

5. **Change of Line Manager**: Where the line manager of a staff member changes during the first half of the year, the mid-year performance review should normally be held with the line manager who has managed them for the majority of the first half of the year (if possible), unless otherwise mutually agreed.

**End of Year Performance Review**

1. At the end of the year, each staff member should meet with their line manager for an end of year performance review. To facilitate the review the staff member should bring their own assessment of performance against the objectives and related ratings to the meeting.

The purpose of the end of year performance review is:

* to review progress against agreed objectives, recognize key achievements during the year and review lessons learned in areas where objectives have not been achieved.
* to provide a performance rating for each relevant objective and job requirement, and an overall performance rating for the year.

2. After the meeting, the key points should be recorded on the [*Individual Objective Setting and Performance Review Form*](https://ticz.transparency.org/tis/hr/Objective%20Setting%20%20Performance%20Review/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence)by the line manager, highlighting results achieved against each agreedobjective, noting lessons learned and future development needs, and recording agreedperformance ratings for each relevant objective and job requirement, as well as an overall rating.

3. The completed form should be shared with the staff member to confirm it is a fair summary of the meeting, and for signature. The staff member should be given the opportunity to suggest amendments if they wish, but the final decision rests with the line manager[[5]](#footnote-5).

4. Once the record of the end of year review has been agreed on, the formshould be signed by the staff member and line manager, and a copy sent to HR.

5. **Staff Not in Post for Full Year**: Year-end performance reviews are optional for staff members who have been in post for less than six months of the year, or who are expected to leave TI-Korea staff by end March.

6. **Change of Line Manager**: Where the line manager of a staff member changes during the year, the end of year performance review should normally be held with the current line manager, unless s/he has managed them for less than three months, in which case the review would normally by conducted by the previous line manager (if available).

**Performance-related Payments**

1. The performance-related payments are conducted annually, following the completion of the end year performance reviews. This normally takes place in February/March, and performance related payments are implemented with the next possible payroll run as a one off payment.

2. The following staff members are not eligible for salary reviews:

* New staff who have joined after 1st July of the year ending
* Staff who have been on long term leave or absence for more than six months of the year ending
* Staff expected to leave before the end of March

3. Payments awarded are based on the overall performance rating for the staff member. The payments will be awarded as a percentage of the annual gross salary of the year the payment relates to for staff members in each overall performance rating band. These percentage per performance rating band will be set by the Managing Director based on market conditions, overall TI-Korea performance over the last year, and TI-Korea budget.

End

# TI-Korea Whistleblower Policy

**OD**

Approved by the Board of Directors/Annual Membership Meeting, 19 February 2016

**1. Purpose of the Whistleblower Policy**

This policy intends to support, underscore and complement practices of risk and compliance management in the existing ethics framework of TI- Korea Secretariat. It underscores and complements the TI-Korea grievance policy, the Code of Conduct.

TI is engaged in an environment with a particular concern for transparency and integrity. We are dedicated to raising awareness of the damaging consequences of corruption, and to advancing the values of integrity, accountability and transparency. With such a mission, we must be especially vigilant about risks of corruption and other malpractices and crimes inside our organisation.

The TI Korea Board and management are therefore committed to hear any concern an associate of TI-Korea may have relating to a serious risk to our values – in particular transparency and integrity – such as a suspicion of fraud or corruption in relation to our staff or organisation.

On the basis of this commitment, this policy is set up to outline the procedures for reporting, processing information, and how potentially conflicting rights and duties will be safeguarded.

**2. Scope of the Whistleblower Policy**

This policy applies to misconduct and wrongdoing such as acts of a fraudulent, dangerous or criminal nature, incidences of corruption or any other serious reputational risk for TI-Korea, and suspicion thereof.

All individuals working under any form of contract or agreement with TI-Korea, including full- and part-time employees, interns, contractors, volunteers, Senior Advisors and consultants (hereafter: associates), can use this policy to raise concerns about any of the issues mentioned above.

This policy complements TI-Korea’s related policies and procedures such as the Code of Conduct and the Grievance Policy.

In case of doubt, please use the procedures explained below rather than staying silent.

**3. What to Report**

TI-Korea needs to know about risks which immediately challenge its vision and values. If you have information on such a risk or believe that wrongdoing may have occurred, has occurred, or could occur, please make sure it is known and follow the procedures below on how to report it.

While it is understood that you may want to seek further information or consult with colleagues before making a report, please avoid unnecessarily sharing the identity of individuals affected by your report to colleagues, undertaking your own investigations, or collecting evidence before contacting a responsible person. The goal of this policy is to help TI-Korea address problems before or as soon as they arise. For that reason, it is important that a responsible person is advised of a concern quickly so that s/he can undertake a fair, impartial and prompt examination of matters brought to his or her attention.

**4. How and to Whom to Report: Roles and Responsibilities**

If you have a concern in the above sense, you are encouraged to raise it with your line manager. If you are unable to speak with your line manager for whatever reason, or if this is not practical, you may report to any member of the TI-Korea Management Group. In case the report relates directly to the Managing Director or Deputy Managing Director, you can report directly to the chair of the Ethics Committee of the Board of Directors of TI Korea. These recipients have the duty to ensure appropriate follow-up as outlined under 9.

You can also raise your concern with an independent, external ombudsperson (contact details to be added once available). Any communication between you and the ombudsperson will be protected by attorney privileges. S/he is contractually obliged to relate your identity and/or your information only with your explicit consent.

**5. Ombudsperson (Name and contact details to be amended)**

The ombudsperson is a remunerated position, held by a specialized lawyer. A core function of the ombudsperson is to confidentially help you decide whether your information needs to be reported, to whom, whether openly, confidentially or anonymously. While s/he cannot act as your attorney, s/he will be in a position to help you to better understand the legal situation. The telephone number, e-mail and other contact data of the ombudsperson is

(To be decided)

Provided your report meets the scope of this policy, s/he will relate your information to the responsible persons at TI-Korea, namely the TI-Korea Managing Director or Deputy Managing Director, duly protecting your identity. In case the report relates directly to the Managing Director or Deputy Managing Director, the ombudsperson can relate the information to the chair of the Board Ethics Committee.

The ombudsperson will also follow up on the response to your concern by TI-Korea. S/he will forward and discuss this response with you, as appropriate. S/he will be appointed by the TI-Korea Managing Director and reports to the chair of the Ethics Committee of the Board of Directors of TI Korea.

If your report does not meet the scope of this policy, the ombudsperson will refer you to another TI-Korea policy or process, if deemed appropriate.

**6. External reporting (To be amended)**

Under Korea Labour Law you may also have an option to make a good faith report to a regulator, police or state prosecutors – usually only after available internal reporting channels have failed. Please make sure you have found good counselling before taking such a step.

**7. Confidentiality, Anonymity**

Your report and the information contained in it, as well as your identity (if you choose to share it) will be treated confidentially. Any recipient mentioned under 5. has the duty to treat sensitive information such as personal data in line with the Korean Privacy and Data Protection Laws and to protect your identity. You should be aware of your obligation to treat the personal data of other individuals and/or the business secret of TI-Korea and third parties with due care and according to the law, including Korean Data Protection Laws. (<http://www.edrm.net/resources/data-privacy-protection/data-protection-laws/south-korea>)

You have the possibility to report anonymously, i.e. without disclosing your personal data to anybody. Please be aware that investigations tend to be more difficult in this case because TI-Korea may need your feedback – and you may need it, too. It may also be impossible to resolve a concern without revealing your identity, for example if you are the only person who is privy to the information. Similarly, it could turn out that the information is in fact no business secret and needs to be public or must be disclosed to those whose personal data is concerned.

This notwithstanding, your identity will not be revealed without prior written permission unless required to do so by law.

**8. Assessment, Review or Investigation**

Your concern will find a response. While you may choose to contact the most appropriate person internally in person, please consider providing a written outline of your concern, because this will facilitate a more formal assessment.

You will receive an initial response to your report within five working days after receipt of the information. While TI-Korea will endeavour to show that your concern has been fully considered and led to the due consequences, an early response may be limited to giving you an idea of next steps and a probable timeline. Within 30 working days you will receive a more detailed response to your concern and an outline of the way forward.

Whenever possible, you will receive feedback on the outcome of any investigation. Please note, however, that it may not be possible to inform you about the precise actions taken where this would infringe legal duties including the personality and data protection rights of another person.

**9. Whistleblower Protection**

If you report a concern, you are not required to prove that your report is true. No action will be taken against you in case the information in your report cannot be proven, or, while proven, may have an innocent explanation - provided that you acted in good faith. If, after making a report, you find additional relevant information, you are strongly encouraged to also report this to TI-Korea, regardless whether this information supports or modifies your original report.

TI-Korea will make all efforts to protect you from any form of retaliation, disadvantage or discrimination at the workplace linked to or resulting from your report.

Any individual within the organisation who retaliates against someone who has reported a concern under this policy, or who has cooperated in the investigation of a concern, is subject to discipline. Such retaliation will be a violation of the TI-Korea Code of Conduct, which stipulates that TI-Korea staff treat each other with respect and consideration. It may also be a violation of the employment contract with due sanctions.

If you approach external channels before due attempts to use the channels provided under 5, please be aware that such protection may not apply. In this case, the provisions under Korean law apply.

**10. Review**

This policy has been approved by the TI Korea Board. It will be reviewed annually for usability and efficiency, in consultation with a representative from the TI-Korea Ethics bodies, and a TI-Korea whistleblower expert and subject to Board approval whenever modified. *Ends.*

# GUIDELINES & GENERAL INFORMATION

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# Business Travel Health & Safety Guidelines

**1. Review & Change History:** Version 5, adopted February 19, 2016

**2. Purpose of the TI-Korea Business Travel Health and Safety Guidelines**

The TI-Korea is committed to achieving and maintaining the highest practicable standards of Occupational Health and Safety for its staff and interns while on business travel for TI Korea. TI-Korea will inform its staff and interns to the possible extent of potential risks and dangers. However, TI-Korea expects all travelers on TIK business to act responsibly, comply with the Korean and foreign health and safety policies, and follow recommendations of professional organisations regarding travel health and safety.

All international travel is subject to prior approval by TI-Korea management. In case of any potential risk, the traveler together with the responsible manager will review the political situation in a country in question, possible health and other risks. In case of high risk to traveler’s health and safety, the manager may decide that a traveler should not travel despite the person’s readiness to travel.

Travelers can abstain from travel if they feel the personal risk is too high.

**3. Travel Inconvenience Package (still under construction)**

**Important: It is mandatory that all staff that travel for work purposes have this insurance for each trip they take.**

**3.1 How to obtain the insurance cover**

**3.2 Who is insured?**

**3.3 What is covered?**

**3.3.1 Travel Health Insurance Abroad (length of journey ≤ 90 days)**

Unlimited coverage

No exclusion of countries

Reimbursement of financial expenses incurred by the insured person during a business trip abroad with regard to medical treatment, pharmacy services and patient transport within the country of stay

**3.3.2 Delay of means of transportation (> 4 hours)**

Limited up to € 350 – refund of costs (meals, refreshments, hotel, transport from Hotel to nearby lodgings) spent as a result of the delay

**3.3.3 Luggage delay (> 4 hours)**

Limited up to € 300 – compensation for costs of any essential goods urgently required as well as necessary clothing and toiletries

**3.3.3 Luggage loss (> 48 hours)**

Limited up to € 1500– compensation for costs of any essential goods urgently required as well as necessary clothing and toiletries

**3.3.4 Travel cancellation or curtailment**

Limited up to € 5000 – reimbursement of required cancellation costs (excess at least € 100)

***Insured events****:*

*a) Death, severe accident, unexpected severe illness, complications of pregnancy, or adverse reaction to immunization of the insured person or one of the persons considered as part of the Risk Group*

* + - * + *direct members of family of the insured or the common-law spouse if living together*
        + *non-traveling caretakers of underage or handicapped family members*

*b) Severe damage to property of the insured person or a Risk Group person from fire, natural elements or criminal activity of third parties*

*c) Unexpected draft of the insured to military service (or civil service) as long as the date cannot be changed and cancellation costs are not covered by another party*

*d) Repetition of an exam which was not passed by the insured person at a school/university, which in order to prevent the insured from unnecessarily delaying their studies must be re-taken.*

*Note: Each claim has a deductible of minimum EUR 100. If the cancellation is due to illness, the insured’s deductible is 20% of the insured claim, minimum EUR 100.*

**3.4 How to file a claim/Contact Details**

**The following information needs to accompany the claim:**

* Insurance provider:
* Insurance holder:
* AirPlus Company Account No:
* Contract / Policy No:
* All documents (invoices, receipts, police reports, airline confirmations etc. which will be needed to deal with the claim)

**4. Travel Accident Insurance (currently via AirPlus Company Credit card Account)**

**Important: It is mandatory that all staff that travel for work purposes have this insurance for each trip they take.**

**4.1 How to obtain the insurance cover**

**4.2 Who is insured?**

An insured person is a staff member or an authorized passenger, whose business trip has been booked with …(agency in Korea).

**4.3 What is covered? (Amounts to be amended)**

* 600,000 EUR in the event of full disability (additional benefits for 90% or greater disability)
* 400,000 EUR in the event of disability, as a capital payment
* 400,000 EUR in the event of death
* 100,000 EUR for medically reasonable return transportation ordered by a physician
* 25,000 EUR for rescue costs
* 25,000 EUR allowance for health resort costs
* 25,000 EUR for cosmetic operations
* 200 EUR daily benefit in the event of illegal detention caused by a third person (for up to one year)
* 200 EUR daily benefit in the event of coma (for up to two years)
* 50 EUR inpatient daily benefit with convalescence allowance

Insurance coverage is provided for all above mentioned incidents, so long as they are the result of an accident in the period of insurance. **One exception is the daily benefits provided in the case of a kidnapping, where benefits are provided only if the kidnapping occurred out of a means of transportation which has been booked via Airplus and is therefore subject to this insurance (to be amended).**

Insurance coverage is provided from the moment of entering the airport, station or port grounds for the whole duration of the travel (up to 30 days). Insurance coverage ends upon the arrival of the return flight / fare, when the insured leaves the airport, station or port grounds. In case the insured uses a means of transportation for the journey to the airport, station or port before the departure of plane, rail or ship, the insurance coverage will apply at the beginning of this means of transportation.

**Passive risk of war**

There is insurance coverage for accidents that befall the insured party as a result of events of war without the insured party’s being among the active participants in the war or civil war in question (passive risk of war).

Actions of war in the country in which the insured party’s permanent residence is located, or in any country in which the insured party stays for a period of not less than 12 months at once, as well as in the countries of Afghanistan, Chechnya, Iraq, North Korea, and Somalia, are excluded from coverage - *please contact the SAFE Unit if you are planning travel to any of these countries.*

**4.4 How to file a claim/Contact Details**

**Claims need to be directed to:**

**The following information needs to accompany the claim: (To be completed)**

* Insurance provider:
* Insurance holder: Transparency International Korea
* AirPlus Company Account No:
* Contract / Policy No:
* All documents (invoices, receipts, police reports, airline confirmations etc. which will be needed to deal with the claim)

**5. Occupational Insurance Association (Details to be amended)**

This insurance is provided for occupational accidents, commuting accidents and occupational diseases both in Korea and while on business travel abroad.

It applies to all individuals with employee or intern status at TI-Korea, whose workplace is in Seoul, Korea. (To be filled in soon)

**Contact details:**

**Insurance provider:**

**Insurance holder:**

**Company Account no:**

**Phone (Emergency Hotline):**

The Emergency hotline is for advice and medical assistance concerning occupational accidents while on business travel.

**5.1 What is covered?**

As within South Korea itself, it covers in principle only activities which are related to company business, i.e. working hours and commuting.

The consequences of, for example, acts of violence or kidnapping are also covered during a business trip to a crisis or war zone. Particular health hazards in certain regions (such as malaria in tropical countries, or the risk of bird flu virus in certain parts of Asia) are also insured. Please ask for advice from the Emergency Hotline when unsure if a particular situation will be covered.

**6. Travel Safety and Security (To be amended)**

**7. General Travel Guidelines & Tips**

**7.1 Before travelling**

All persons travelling on behalf of TI-Korea are responsible for enquiring about health and safety requirements in the destination country and make sure that all necessary preventive measures are taken care of.

In case of travelling to danger zones, travelers should check the information provided via SAFE, Travel Warnings and Public Announcements issued by the Korean Foreign Ministry and/or by the governments of the traveler’s home country. Where necessary, carry out a security risk assessment together with their manager, including calling the TI Chapter in the country, partner organisations or other international NGOs for a risk assessment on particular areas, roads or periods of travel.

Travelers should always provide their departments with their passport numbers, contact details in the country (-s) of travel and with a complete travel itinerary, including flight and airline details.

Non-Korean travelers should be aware that while in a foreign country they should always contact their home country’s embassy or consulate if they are in trouble and need help. Therefore, travelers are advised to carry with them addresses of the relevant embassies or other authorities representing traveler’s home country.

In the countries with TI National Chapters or other TI partners, it is recommended to carry with you their contact details in case you are in trouble and need help.

It may be helpful to carry with you contact details of major international organisations that have their representations in the country of travel.

**Before travel to tropical regions** Before travelling to tropical regions, it is strongly recommended that travelers contact a travel medicine clinic or physician six to eight weeks before departure to determine the need for immunizations, preventive medication and precautions to avoid disease. Travelers are reminded to ensure that their routine (childhood) immunisations (e.g., tetanus, diphtheria, polio, and measles) are up to date.

Travelers should contact their health insurance upfront to clarify if the health insurance will cover the costs for advice and/or vaccinations**.**

**Institutions:**

**Address/Contact:**

**Website:**

**7.2 During international travel**

**Emergency contact while travelling**

Every TI Korea traveller or those living abroad should possess a Control Risks / International SOS membership card. Link for membership: <https://buymembership.internationalsos.com/becoming/>. Printed on the card are the numbers for Alarm Centres, which can be called to report traveller emergencies, such as accidents, serious illness or security incidents.

**Check-Ins for travelers in high risk countries**

Depending upon the level of security risk, it may be advisable to establish a regular check-in with colleagues at TI Korea Secretariat. This can be a telephone or Skype call, or just an SMS, sent once every few days or in serious situations once a day. A clear procedure should be agreed before travel that, failing a check in, phone calls would be made to the last place of accommodation, to organizations listed on a traveler’s itinerary or to the traveler’s national embassy in the country to inquire about their well-being.

**7.3 After international travel**

Should there be any health problems, particularly with a risk of infection diseases, travelers should visit a doctor before coming to the office and inform their line manager and HR.

**7.4 Other useful websites for information on travel warnings, travel medicine and health risks. (To be amended…)**

Korea Ministry of Health and Welfare: <http://english.mohw.go.kr/front_eng/index.jsp>

Center for Diseases Control, Atlanta, USA [www.cdc.gov/travel](http://www.cdc.gov/travel)

Center for Travel Medicine, Düsseldorf, Germany (some pages in English) [www.crm.de](http://www.crm.de)

The International Society of Travel Medicine [www.istm.org](http://www.istm.org)

Robert-Koch-Institute, Berlin (also in English) [www.rki.de](http://www.rki.de)

The World Health Organisation (WHO) [www.who.int](http://www.who.int) End

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# Leaving and Exit Interview Guidelines

These Guidelines apply to all employees with unlimited or fixed term contracts who wish to resign from their employment or, for fixed term contracts, leave upon expiry of their contract.

These Guidelines also apply to all interns and volunteers in the scope applicable, depending on their terms of internship or voluntary work.

The term “departing employee” will be used for the purpose of these Guidelines, which includes all those covered by these guidelines including interns and volunteers.

Note: Completion of a Fixed Term Contract

Unless offered in writing a further contract of employment, a member of staff on a fixed-term contract automatically ceases employment on the date of expiry of the appointment. TI-Korea will endeavor to notify a fixed term employee, 15 weeks before expiry of the contract, whether it does or does not intend to renew employment.

**1. Resignation and written notice**

Staff wishing to resign from their contract is required to do so by submitting a letter of resignation addressed to the Line Manager copying the HR Manager with the appropriate period of notice explicitly stated in line with their employment contract. If a variation to the notice period is requested, the departing employee should submit a written request with an explanation for this request for variation to both Line Manager and HR Manager. The Line Manager and HR Manager will indicate whether or not the request is supported.

The departing employee should check with HR the remaining days of vacation and specify in the notice when the remaining vacation is intended to be taken. All remaining days of vacation must be taken during the notice period and before the last day of employment unless otherwise agreed with the Line Manager and due to business requirements in which case the remaining days of vacation may be paid out with the final salary.

HR will acknowledge the resignation as soon as possible after receipt and notify the payroll provider. The final salary will be processed in the pay cycle which coincides with the end of the notice.

**2. Responsibilities of the Human Resources Department (HR)**

HR has the overall responsibility to coordinate the leaving procedures and provides advice to the departing employee and employing unit.

HR prepares the notice for removal from payroll to the payroll provider. Once the departing employee has been removed from the payroll, the employee’s membership with the health insurance and social security (state pension fund) are terminated accordingly.

**Exit Interviews**

Departing employees are invited to meet with a Human Resources representative for a face to face exit interview before they are leaving. This is an opportunity for TI-Korea to obtain information about what the organisation is doing well and what it needs to do to improve according to the perception of the departing employee. The exit interview is a valuable source of information for assessing and improving all aspects of the working environment, culture, processes, systems and management. For the departing employees the exit interview is an opportunity to raise frankly and in **complete confidence** any issues, comments or suggestions about TI-Korea and their work here.

The exit interview template will be send by HR before the meeting enabling departing employees to prepare in advance those issues that they find useful to pass on to the organisation.

The decision whether or not to participate in an exit interview is ultimately up to the departing employee. It is also possible to give written feedback only.

 The HR Department will ensure the departing employees that their feedback:

* will be handled confidentially;
* will not be used in any negative way; and
* will be used solely for purposes of learning and organisational improvement.

**Other**

Any other more individual questions that the departing employee might have (e.g. pension insurance) should be discussed with the HR department directly.

**3. Responsibilities of the Departing Employee**

All employees with permanent (unlimited) contracts must register as unemployed **within 3 days after their employment has been terminated** by either party (if between the date of receipt of notice and the last day of employment there are less than 3 months). Otherwise, **no later than 3 months before the last day of employment.**

All employees with limited term contracts must register as unemployed **not later than 3 months before the last day of employment.** If this contract applies to duration of fewer than three months, the employee must report to the Employment office immediately upon beginning work.

**Hand-over**

The departing employee prepares and agrees with the manager on arrangements for a smooth hand-over of responsibilities. The employee prepares a written note for the manager about the status of current assignments and the status of all paper and electronic files and returns all work-related materials to the manager.

**Final salary and Finance**

The departing employee needs to settle any outstanding loans or financial obligations to TI with the Finance Department (e.g., travel or salary advances, travel cost reimbursements, loans), before their employment ends.

**The final salary will be paid only upon submission of the Final Clearance Form which will be send to the employee by HR as part of the exit procedures.**

**Office keys**

The departing employee must return the building and office keys to the Office Management Team on their last day.

**IT and Communication**

The departing employee is required to:

**-** unsubscribe from all external and TI internal newsletters and services sent to their TI email address;

**-** make arrangements with IT for an auto-reply (in coordination with the Line Manager, who must approve the text of the message);

- remove any personal files from the local hard disk;

- remove any personal software from the local hard disk (which should only have been installed with permission to do so). This should be done only under the supervision of the IT Team).

**Work place**

The departing employee should leave his/her work place cleaned up and ready for any other staff member.

**4. Responsibilities of the Line Manager**

Contact the Human Resources to discuss staffing strategies and needs, if applicable.

Notify the appropriate people and organizations that the person is leaving, (e.g., e-mail to external contacts in other organisations, etc). The departing employee may also wish to notify people.

Ensure that the departing employee provides written details about their work assignments and makes hand-over arrangements.

Discuss the status of work assignments and any pertinent information with the departing employee and make sure she/he returns any confidential and all work-related information/material. Review status of work/files to understand where things are, and what, if anything, needs to be completed before the person leaves.

The manager checks in or confirms receipt of organisation’s equipment and other property assigned to the departing employee like books, manuals, office equipment and supplies (e.g. computers, laptop computers, calculators, etc.)

End

# **TI-KOREA STAFF MEETINGS**

**Version February 2015, adopted 19 February 2016**

**Purpose:**

The main purpose of TI-Korea Staff Meetings is to create synergies, align and inspire staff members towards the strategic goals of the organisation by disseminating information horizontally and vertically.

The staff meeting provides opportunities to:

• Create smoother and more informed operations and actions.

• Promote learning and improvement of work practices.

• Encourage cross-departmental understanding, cooperation and communication.

**Format:**

As of February 2015 a new format for the weekly meetings has been adopted, in order to take time for:

• organisational updates (usual staff meeting)

• anti-corruption issues around the world and in our Movement/’bringing the politics back in’

• learning/open sessions/fishbowl

• working together/organisational culture/innovation

**Timing: (To be amended)**

The weekly staff meeting takes place every Wednesday from 12:00 to 13:00

Changes might occur for the learning sessions or fishbowls, where more time is required; these will be announced ahead of time.

In order for our meetings to be efficient and to avoid taking up more of our colleagues’ time than necessary, the staff meeting will start promptly at 12:00. Everybody is expected to arrive on time.

# Data Protection Statement

TI Korea is committed to protecting the rights and privacy of its employees and other individuals it has dealings with for all mission and contract related purposes. In order to comply with the applicable law, the Korean [Personal Information Protection Act](http://koreanlii.or.kr/w/images/0/0e/KoreanDPAct2011.pdf) personal information about individuals shall not be collected, stored, processed or transferred unless with the consent of the data subject or if a law specifically allows the collection, processing and use of personal data. All personal data held by TI Korea shall be used only fairly, stored safely and securely, kept updated and be factually correct. It shall not be disclosed to any third party unlawfully or without consent.

TI needs to process certain information about its employees and other individuals. In so doing, TI-Korea shall comply with the [Personal Information Protection Act](http://koreanlii.or.kr/w/images/0/0e/KoreanDPAct2011.pdf). The Act contains the following basic principles, which state that personal data:

* Shall not be obtained and processed unless specifically allowed by law or if the individual (the “data subject”) has consented
* Shall be obtained for a specified and lawful purpose and shall not be processed in any manner incompatible with that purpose
* Shall be adequate, relevant and not excessive for those purposes
* Shall be accurate and kept up to date
* Shall not be kept for longer than is necessary for that purpose
* Shall be processed in accordance with the data subject's rights and only in accordance with the specified purpose
* Shall be kept safe from unauthorised access, accidental loss or destruction
* Shall not be transferred to a third party country outside Korea, unless that country has an adequate level of protection for personal data.

**What are personal data?**

Personal data means *any information concerning the personal or material circumstances of an identified or identifiable natural person (“data subject”),* or any information on a living individual who could be identified by the informationcombined with other data, which TI holds or may have in the future. This includes names and addresses, phone numbers and email details, features such as hair and eye colour – which will often be in the form of photographs – meeting attendance records and minutes, ethnic origin, qualifications and experience, details about staff sick and annual leave, dates of birth or marital status. Furthermore, any recorded *opinions about* or *intentions regarding a person* are also personal data; this includes for example staff review reports.

**The Data Protection Officer**

(Information/data needed here)

Any questions or concerns about data protection issues should be taken up in the first instance with the Data Protection Officer.

End

# Environmental Policy Statement

We are committed to carrying out our operation in a manner that ensures a safe and healthy workplace for our employees, interns and volunteers and minimises our potential impact on the environment. We will operate in compliance with all relevant environmental legislation and we will strive to use pollution prevention and environmental best practices in all our activities.

We will:

* integrate the consideration of environmental concerns and impacts into all of our decision making and activities,
* promote environmental awareness among our employees, interns and volunteers and encourage them to work in an environmentally responsible manner,
* train, educate and inform our employees, interns and volunteers about environmental issues that may affect their work,
* reduce waste through re-use and recycling and by purchasing recycled, recyclable or re-furbished products and materials where these alternatives are available, economical and suitable,
* promote efficient use of materials and resources throughout our facility including water, electricity, raw materials and other resources, particularly those that are non-renewable,
* seek to purchase fair-traded and environmentally sound goods,
* avoid unnecessary use of hazardous materials and products, seek substitutions when feasible, and take all reasonable steps to protect human health and the environment when such materials must be used, stored and disposed of,
* purchase and use environmentally responsible products accordingly,
* communicate our environmental commitment to our stakeholders (governing bodies, national chapters, donor agencies, advisers and volunteers) and encourage them to support it,
* strive to continually improve our environmental performance and minimise the social impact and damage of activities by annual reviewing our environmental policy in light of our current and planned future activities,
* include this Policy Statement in the Human Resources Manual and make it available to all employees, interns and volunteers.

# Salary System of TI-Korea

**1. Structure**

The TI-Korea salary system aims at securing both staff motivation and flexibility in recruiting necessary new staff.

The characteristic elements of the system are:

* The standard job description determines which salary group (grade) the job belongs to
* Flexibility exists within salary ranges to reflect different levels of qualification and working experience when hiring a new staff *member (a new system to provide guidance of placement within the grades is currently being developed).*
* No relevance is given to criteria not related to the job, such as age, family status, etc.

This general structure is not binding in legal terms, but serves as a guideline ensuring a clear structure and transparency within a growing organisation. The employment terms of the Managing Director are subject to separate negotiations and approval by the Board of Directors.

**TI-Korea Grades and Salary Bands as of 01.01.2014 (TI Korea needs to agree and amend the figures below to match with the available budget)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Grade | € per annum | | € per month | |
| Min | Max | Min | Max |
| I | 26.796 | 38.976 | 2.233 | 3.248 |
| II | 32.892 | 49.944 | 2.741 | 4.162 |
| III | 40.6200 | 63.336 | 3.350 | 5.278 |
| IV | 51.156 | 81.612 | 4.263 | 6.801 |
| V | 66.996 | 109.620 | 5.583 | 9.135 |
| VI | 91.356 | 146.160 | 7.613 | 12.180 |
| MD | 132.468 | 198.636 | 11.039 | 16.553 |

**2. Application of the salary system**

* Guiding principle:

TI as a NGO needs full flexibility to adjust any salary and even salary levels to its specific funding situation in order to ensure its sustainable development.

* Employment:

A range of different salary levels exist within a particular position. A consensus on where to place a newly hired staff member is determined by the hiring manager supported by HR. The contract as a legal document for the final consent is signed by the Managing Director or his deputy.

* Loyalty payment scheme

As per Works agreement dated 15.08.2013 eligible staff members receive a so called loyalty payment in the month of their work anniversary. The amount is a voluntary payment and is based on the years of service:

**Years of Employment** **Percentage of Monthly Gross Base Salary**

1-3 20 %

4-6 30 %

7-9 40 %

10 50 %

11 55 %

12 60 %

13 65 %

14 70 %

15 75 %

16 80 %

17 85 %

18 90 %

19 95 %

20 100 %

**3. Other benefits**

**Food Voucher Scheme**

All Seoul-based staff members have the possibility to participate in a food voucher scheme.

**Occupational retirement provision (direct insurance) via deferred compensation**

TI-Korea offers employees an option to increase their retirement income with the help of the employer’s contract with the private insurance company.

In case of interest, please request more detailed information from the HR Team.

**Legal Disclaimer**

All information provided in this section only for general information purposes and must not be regarded as tax or legal advice. Consultation with your tax or financial advisor is recommended.

We make no warranty, express or implied, nor assume any legal liability or responsibility for the accuracy, correctness or completeness of information provided in this section.

Transparency International Korea

End

# Personnel files

Human Resources keeps your official personnel file. These files are the property of the TI-Korea. Information related to hiring, transfers, promotions, salary adjustments, disciplinary actions, grievances, and termination of employment, as well as other formal correspondence regarding employment at TI-Korea, are kept in personnel files.

Current employees may review their personnel files upon request with advance notice. If you wish to review your personnel file, please contact the HR Manager to schedule a convenient time. It is important to note that you may not alter the files in any way, including adding or removing documents. If information requires updating or correction, an HR representative will make the alteration.

Personnel files may also be reviewed by administrators in the TI-Korea with a bona fide need to have access to the information contained in the files. For example, your supervisor or other administrators in your chain of authority, as well as potential new supervisors for positions for which you are applying, may review your central personnel file.

Salary information and documentation of medical conditions are maintained separately and available only to payroll staff and Human Resources as appropriate, and are not generally available to all supervisors.

Personal and financial information is not released to third parties such as credit banks or other agencies except with your written release or by court order.

End

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1. Invitations to dinner, cultural events, tourist visits, etc. [↑](#footnote-ref-1)
2. As per definition of the *Report of the Consultation on Child Abuse Prevention, Geneva, 29-31 March 1999, World Health Organization).* Please refer to Annex A for detailed definitions on types of abuse. [↑](#footnote-ref-2)
3. *Please be aware that the distinctions between the Code of Conduct, the TI-Korea Grievance Policy and the relevant contacts are not always clear-cut. In case of doubt, please approach the institution that you consider the most appropriate for advice.* [↑](#footnote-ref-3)
4. This guidance covers all TI-Korea staff members, regardless of their location of work, working hours, or length of contract (see relevant sections of guidance for staff not in post for the full year under review). It does not apply to interns. [↑](#footnote-ref-4)
5. In the event that the staff member disagrees strongly with the manager’s assessment in the performance review record, and this is not able to be resolved through discussion, the staff member should add a written comment of their own, which will be retained as part of the performance review record. [↑](#footnote-ref-5)