

## **Senate Inquiry – Incidents at Manus OPC on 16-18 February 2014**

### *Request 2 (i)*

*Training manuals for staff engaged at the Manus Island Detention Centre.*

### Response 2 (i)

The following training manuals were provided to the Senate Inquiry on 16 May 2014:

1. Translating and Interpreting Services (TIS) deployment brief
2. Manus Island Living and Working Guide.

The following pre-deployment training is undertaken by the department for staff being deployed to the Manus Offshore Processing Centre:

- Detention Operations Training (six days) for Detention Operations and Service Delivery staff
- Deployment Skills (two days) for Detention Operations and Service Delivery staff. Case Management staff for onshore deployments also attend this course.
- Leadership (two days) for APS6, EL1 and EL2 levels from Detention Operations, Service Delivery and Case Management.

The pre-deployment training course is delivered in presentation format by relevant departmental staff. Presentations and programme information is provided with this response.

It is also a requirement prior to deployment for departmental staff to complete or renew the following e-learning courses available on the department's intranet:

- Code of Conduct
- Fraud Awareness
- Records Awareness
- Security Essentials
- Work Health and Safety Laws
- Aboriginal and Torres Strait Islander Cultural Awareness.

Induction training for departmental and service provider staff at the Manus Offshore Processing Centre is delivered on site for new staff. The induction, consisting of relevant information provided by respective service providers includes a tour of the staff accommodation (Bibby Progress) and the Offshore Processing Centre. The Bibby Progress induction manual is a "Commercial in Confidence" document and has not been provided.

The International Health and Medical Services (IHMS) training documents including induction program and site orientation manual are IHMS intellectual property and commercially sensitive. As IHMS does not agree to these being released publically, these manuals have not been provided.

The department does not hold any other service provider training manuals.



**Australian Government**  
**Department of Immigration  
and Border Protection**

# Manus

## A Living and Working Guide



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# Forward

Living and working on Manus can be a very rewarding part of your career. The work you will be undertaking is integral to the achievement of the Department of Immigration and Border Protection goals. As a guest of the Papua New Guinean Government and a representative of the department, we ask that you show respect to the local residents and their environment, and that you contribute positively and flexibly as a team member.

The purpose of this guide is to help you understand more about Manus and to make a smooth transition to your new role. It draws upon the knowledge and experience of people who have worked there, as well as information provided by the island for visitors.

Manus is geographically remote from the Australian mainland and is close to the Equator - its climate may be different for some people. The work you will undertake will be challenging and it may present particular pressures. The health and wellbeing of employees is of paramount importance and there are procedures in place to monitor and protect your safety and wellbeing on Manus. At the same time, you have a responsibility to look after your own health and safety and that of others.

Once again, thank you for assisting the department at this time.

# Part 1: About Manus Island

## Location and Geography

Manus Island is part of Manus Province in northern Papua New Guinea and is the largest island of the Admiralty Islands situated within the Bismarck Archipelago off the northeast coast of New Guinea. It is the fifth largest island in Papua New Guinea with an area of 2,100 km<sup>2</sup>. According to the 2000 census, Manus Island had a population of approximately 43,000, while Manus Province has a total population of approximately 50,300. Momote Airport, the terminal for Manus Province, is located on nearby Los Negros Island. A bridge connects Los Negros to Manus Island and the province capital of Lorengau.

Manus Island is covered in rugged jungles, which can be broadly described as lowland tropical rain forest. The highest point on Manus Island is Mt. Dremsel 718 metres (2,356 feet) above sea level at the centre of the south coast. Manus is volcanic in origin and probably broke through the ocean's surface in the late Miocene, 8–10 million years ago. The substrate of the island is either directly volcanic or from uplifted coral limestone.

Manus Island is home to the Emerald green snail, whose shells are harvested to be sold as jewellery. Partly as a result of this, they are now endangered – the snail and the shell are both protected.

**Table 1 – Manus Island at a Glance**

Manus Island at a glance	
<b>Size</b>	2 100 km <sup>2</sup>
<b>Population</b>	Approximately 43 000 (2000)
<b>Weather</b>	Tropical: daily temperatures around 30° Humidity: ranges from 65%-95%
<b>Currency</b>	Kina
<b>Time</b>	Same as Australian Eastern Standard Time (AEST) Add 1 hour during Australian Eastern Daylight Time (AEDT)
<b>Language</b>	Pidgin: Drehet (or Ndrehet) is the local language

## History

In World War II Manus was the site of an observation post manned by No. 4 Section, 'B' Platoon, 1st Independent Company, Australian Imperial Force, who also provided medical treatment to the inhabitants. Manus was first bombed by the Japanese on 25 January 1942, the radio mast being the main target. On 8 April 1942 an Imperial Japanese force consisting of the light cruiser Tatsuta, destroyer Mutsuki and a troop transport ship Mishima Maru entered Lorengau harbour, and several hundreds of Japanese soldiers of the 8th Special Base Force, swarmed ashore onto Australia's mandated responsibility. With little and limited resources the Australian 4th section withdrew to the jungle.

Later in 1942, Japan established a military base on Manus. This was attacked by United States forces in the Admiralty Islands campaign of February–March 1944. An Allied naval base was established at Seeadler Harbour on the island and it later supported the British Pacific Fleet.

In 1950–51 the Australian government conducted the last trials against Japanese war criminals on the island.

A detention centre was built on Manus Island in 2001 as part of Australia's Pacific Solution.

For more information on the World War II history of Manus Island, see Attachment A.

## Climate

The climate is tropical, with average daily temperatures around 30 degrees Celsius.

The driest time of the year is usually around August-September, while the wet season in Papua New Guinea is from November to May. During the wet season flooding and landslides have resulted in deaths. Roads can become impassable. Check with local sources on the condition of roads and the likely impact of rain before travel.

The tropical cyclone season in Papua New Guinea normally runs from November to May.

## Time Difference

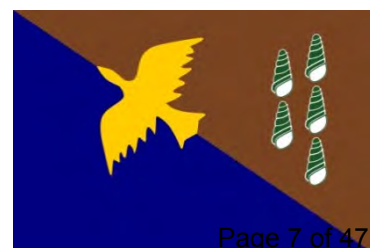
Papua New Guinea Time (PGT) is identical to Australian Eastern Standard Time (AEST). However, as there is no daylight savings in PNG, there is an hour time difference from Australian Eastern Daylight Time (AEDT).

## Language

Pidgin is the primary language spoken on Manus Island however Drehet (or Ndrehet), is the local language. It is part of the Oceanic language group, which includes languages spoken by populations in Polynesia, Melanesia and Micronesia. While English is the official language of Papua New Guinea, Pidgin is the most widely spoken and many people speak limited English (especially outside Port Moresby).

## Government and administration

Manus Island forms a part of Manus Province in Northern Papua New Guinea, along with the 17 other islands that make up the Admiralty Islands.





Papua New Guinea is a constitutional monarchy. The Head of State is HM Queen Elizabeth II, represented in Papua New Guinea by a Governor-General. The Governor-General is elected directly by Members of the National Parliament and performs mainly ceremonial functions.

Papua New Guinea has three levels of government - national, provincial and local. The National Parliament is a 109-member unicameral legislature elected for five-year terms by universal suffrage. The Prime Minister is appointed and dismissed by the Governor-General on the proposal of Parliament. The Cabinet – known as the National Executive Council or NSC – is appointed by the Governor-General on the recommendation of the Prime Minister.

Members of Parliament are elected from the provinces, the Autonomous Region of Bougainville and the National Capital District. Parliament is made up of 89 single-member electorates and 20 regional electorates. The regional electorates correspond with Papua New Guinea's provinces and the National Capital District – members from these electorates also serve as the provincial Governors. Each province is responsible for its own provincial assembly and administration.

The Supreme Court, National Court, and local and village courts form the independent justice system.

## Services – Power, Food and Water

Electricity power plugs and voltage are the same as Australia and there are power points in the rooms. The centre runs on a combination of mains electricity and generators which kick in if the mains electricity goes down.

Local water supplies can be interrupted or polluted. You should take precautions to ensure you have access to safe water.

Water at the Offshore Processing Centre (OPC) is produced through a reverse osmosis desalination process and is safe to drink. Staff should only drink bottled water when outside the centre.

## Shopping

In Lorengau there are several small convenience stores/supermarkets; the largest is 'Papindo' which also has a wholesale store. There is a hardware store, several small shops that stock mobile phones and SIM cards, a chemist and a post office. Shops are only open until 1:00pm on weekends. The chemist has a good supply of toiletries, otherwise there is a very limited range of products available – staff should bring all that they need with them. The market in Lorengau usually operates during the day, Monday – Saturday. The market sells mostly betel nut (banned at the OPC), fish, limited local fruit and vegetables, knick knacks and limited handicrafts. Items are generally more expensive than in Australia.

## Telephones

If international roaming is activated, Australian mobile phones on the Optus, Telstra and Vodafone networks work in Papua New Guinea (and Manus Island). International roaming charges may apply. A

SIM card for the local 2G network (Digicel) can be purchased on Manus Island however microSIM cards are not available. If required, it is easier and cheaper to purchase Digicel SIM or microSIM cards at the airport in Port Moresby. DIBP staff are provided with a Digicel mobile phone. There are VOIP phones in the office which have Australian phone numbers.

## Internet

DIBP has a satellite set up at the OPC which provides internet access. Staff can access the internet for both private and personal use however personal use is limited to low data usage websites.

## Transport

G4S is responsible for the centre fleet. DIBP staff can book vehicles for both work and personal use. For safety reasons, staff must not leave the naval base alone and are not permitted to be out after sunset (19:00).

G4S provide a bus service to Lorengau for staff three times per week and a bus to local beaches on the weekends.

Staff with Australian driver's licences can drive in Papua New Guinea on their Australian licences for a period of up to three months from their last entry. Staff must be particularly careful when driving. Vehicles share the roads with pedestrians and animals. It is not uncommon for children or animals to run out onto the road, or for local people to be sitting on the roads. The speed limit is 60km/h and 50km/h through villages however this is usually too fast for the road conditions.

## Security

Staff should exercise a high degree of caution in Papua New Guinea because of the high levels of serious crime. Crime rates are high, particularly in the capital Port Moresby and in Lae, Mt Hagen and other parts of the Highland provinces.

You should not leave the Port Moresby Jackson Airport for any reason without first contacting DIBP on Manus Island (other than to go to your hotel if staying overnight). It is not safe to walk around Port Moresby, or to catch a taxi. If you are staying overnight in Port Moresby, you should only get the official hotel transfer shuttle to the hotel and you should not leave the hotel grounds other than to get your transfer back to the airport for your flight to Manus Island.

While Manus Island is generally a much safer place than Port Moresby, staff must always be with at least one other person when going outside the base and staff are not permitted off the naval base at night.

## Banking

Currency information: 1 AUD equals approximately 2.2 PNG Kina.

Kina (PGK; symbol K) = 100 toea. Notes are in denominations of K100, 50, 20, 10, 5 and 2. Coins are in denominations of K1, and 50, 20, 10, 5, 2 and 1 toea.

There is a bank of the South Pacific Branch in Lorengau. ATMs located at the bank are open 24 hours a day but frequently run out of money or have systems outages and withdrawal fees are expensive. Bank hours are 0900 – 1500hrs Monday – Friday. Australian dollars can be converted into PNG kina at the bank during business hours.

## Leisure and entertainment

While Manus is a beautiful island, there are limited recreational activities. The island contains remains from the Second World War and it can be interesting to explore those sites. Manus is also famous for its scuba diving however there are no diving facilities on the island. There is a wharf on the base and within walking distance from the centre where staff can fish.

There are several other beaches within a 45 minute drive from the centre which are suitable for swimming and snorkelling. Pollution, crocodiles and sharks can be an issue in some areas and you should only swim at recommended sites. As activities are limited, you may wish to bring games and movies/DVDs.

## Cultural sensitivity

There are conservative standards of dress and behaviour in Papua New Guinea. You must ensure you respect local standards of dress and you should not wear revealing or inappropriate clothing.

The PNG Immigration & Citizenship Service Authority (ICSA) Centre Administrator has advised that there are not to be any instances of DIBP employees engaged in public displays of affection or sexual activities within the vicinity of the OPC or the Base. The Centre Administrator has also directed the local guards to contact him immediately when such acts are suspected.

Therefore, staff should not put themselves in any situation which might be misconstrued in this way, such as men and women being in the same room as each other with the door closed.

Separately, any public displays of affection or sexual activity outside the geographic limits of the base should be done with discretion and away from the view of local guards.

The above does not apply to married staff who are living together.

People who are suspected of having behaved inappropriately will be asked to leave the Centre immediately by the PNG ICSA Centre Administrator. Service Providers would be expected to facilitate any such request.

In PNG homosexual acts are illegal and punishable by imprisonment; as such overt displays of affection by persons of the same sex should be avoided.

Permission must be sought prior to taking photos of individuals or cultural sites (i.e. Spirit houses).

For cultural awareness information regarding Afghan, Iraqi, Sri Lanka and Iranian transferee groups see Attachment D.

## Health and well-being

Employees who are placed on Manus Island on a long-term, temporary transfer basis must be cleared by a medical check and resilience assessment prior to departure. Please contact the Health and Safety Section in National Office on (02) 6264 4224.

Health care facilities in Papua New Guinea, including in the capital Port Moresby, are poor by Australian standards. Facilities in large towns are usually adequate for routine problems and some emergencies, however health facilities in rural areas are very basic, including along the Kokoda Track.

Medical evacuation to Australia, costing between several thousand to \$80,000 depending on the circumstances, is often the only option for serious illnesses or accidents (including diving accidents).

Malaria is a risk throughout Papua New Guinea. In 2008, a number of cases of malaria were reported in Port Moresby. However, the risk to short-term visitors to Port Moresby remains relatively low. The risk on Manus Island is high. Dengue fever and other mosquito-borne diseases also occur, including in Port Moresby. All staff coming to Manus Island should take prophylaxis against malaria and take measures to avoid mosquito bites, including using insect repellent at all times, wearing long, loose-fitting, light coloured clothing and ensuring your accommodation is mosquito proof.

The mosquito-borne disease Japanese encephalitis is found throughout many regions of North, South and South-East Asia and Papua New Guinea. A Japanese encephalitis vaccine is registered for use and is currently available in Australia. For further details please consult your travel health doctor.

The rate of HIV/AIDS infection in Papua New Guinea is high. You should exercise appropriate precautions if engaging in activities that expose you to risk of infection. Other sexually transmitted diseases are prevalent in all urban centres.

Food-borne, water-borne and other infectious diseases (including tuberculosis, typhoid and hepatitis) are common. We encourage you to consider having vaccinations before travelling. We advise you to boil all drinking water or drink bottled water, avoid ice cubes and raw and undercooked food. Swimmers should also be aware that water-borne parasites pose a risk in many of PNG's rivers. Seek medical advice if you have a fever or are suffering from diarrhoea.

The OPC medical provider, International Health and Medical Services (IHMS), provide medical support for both transferees and centre staff.

Employees should bring their own supplies of prescription medicines for the duration of their placement as they are unlikely to be able to purchase these on the island.

## Tropical diseases

You may have to pass a medical check and have a resilience assessment prior to deployment and you are encouraged to have current Hepatitis and Typhoid vaccinations as well as any other vaccinations and tests as prescribed by the Travel Doctor. The cost of vaccinations and the medical check are covered by the Department.

Please refer to [www.traveldoctor.com.au/TravelHealthPlanner/Papua-New-Guinea-Trip-Health-Advisory-Report?df=493&dt=496&d=2013-04-17&l=90&p=1](http://www.traveldoctor.com.au/TravelHealthPlanner/Papua-New-Guinea-Trip-Health-Advisory-Report?df=493&dt=496&d=2013-04-17&l=90&p=1) for more specific information.

Malaria and Dengue Fever is prevalent throughout Papua New Guinea, so it is advisable to take anti-malarial medication to avoid mosquito borne diseases.

### Dengue fever

Dengue fever is the most common cause of fever in travellers returning from the Caribbean, Central America, and South Central Asia. This disease is spread through the bites of infected mosquitoes and cannot be spread person to person.

Severe dengue can be fatal, but with good treatment, less than 1% of patients die from it. Symptoms of dengue include:

- fever
- headache
- pain behind the eyes
- joint and muscle pain
- rash
- nausea/vomiting
- mild bleeding, such as nose or gum bleeding, or easy bruising

People who have had dengue before may get severe dengue if they are infected again. Anyone with dengue who experiences the following warning signs should go to a doctor or emergency room immediately:

- severe abdominal pain or persistent vomiting
- red spots or patches on the skin
- bleeding from nose or gums
- vomiting blood
- black, tarry stools
- drowsiness or irritability
- pale, cold, or clammy skin
- difficulty breathing

Travellers can reduce their risk of dengue infection by protecting themselves from mosquito bites:

Stay in accommodation that is well screened or air conditioned.

Use insect repellent on uncovered skin. Look for a repellent that contains either DEET, picaridin (KBR 3023), Oil of Lemon Eucalyptus/PMD, or IR3535. Always follow the instructions on the label when you

use the repellent. If sunscreen is needed, apply before applying insect repellent. For more information on the use of insect repellents, see the information on the Mosquito and Tick Protection webpage.

Wear loose, long-sleeved shirts and long pants when outdoors. For more protection, clothing may be sprayed with a repellent containing permethrin (do not use permethrin on skin.)

If you return from a trip abroad and get sick with a fever, seek medical care right away. Tell the doctor about your recent travel.

### **Clinician Information**

Early and proper diagnosis of dengue is important, as many other diseases may mimic dengue. Health care providers should consider dengue, malaria, chikungunya, and leptospirosis, depending on the itinerary and exposure, in the differential diagnosis of patients who have fever and a history of travel to tropical areas during the two weeks before symptom onset.

See the Clinical & Laboratory Guidance on the CDC dengue website for information about reporting dengue cases and guidance regarding dengue diagnostic testing. A serum sample should be obtained as early after the onset of fever as possible for dengue diagnostic testing. Molecular testing for DENV and immunodiagnostic testing for IgM anti-DENV should be ordered and can be obtained from commercial reference laboratories and a number of state or territorial health department laboratories. Consultation regarding management of suspect dengue cases or diagnostic testing can be obtained from:

### **CDC Dengue Branch**

Division of Vector-Borne Diseases  
National Center for Emerging and Zoonotic Infectious Diseases  
1324 Calle Cañada  
San Juan, Puerto Rico 00920-3860  
Telephone: 787-706-2399; fax, 787-706-2496

## **Mosquitoes and other pests**

Mosquitoes are carriers of Dengue virus and Malaria. Use repellent, nets, mosquito zappers and/or coils to control them. Vitamin B Forte tablets maybe helpful for chronic sufferers as mosquitoes are thought to dislike the smell of the skin after Vitamin B Forte is taken. Repellents in aerosol form must be placed in your check-in luggage however repellent is also available in stick or cream form. The most effective repellents contain DEET or Picaridin.

The centre has a vector control regime that helps to keep the mosquito population in the centre low. This includes 'fogging'.

## Part 2: Travel and Accommodation

### Travelling to the Regional Processing Centre, Manus Island

There are no direct flights between Australia and Manus Island. All employees flying to Manus Island must travel via Port Moresby (Jacksons International Airport). You will need to transfer to an Air Niugini domestic flight which will take you to Momote Airport on Los Negros Island - it is then about a 20 minute drive to the centre. Staff will usually be picked up from Manus Island (Momote) Airport by G4S staff.

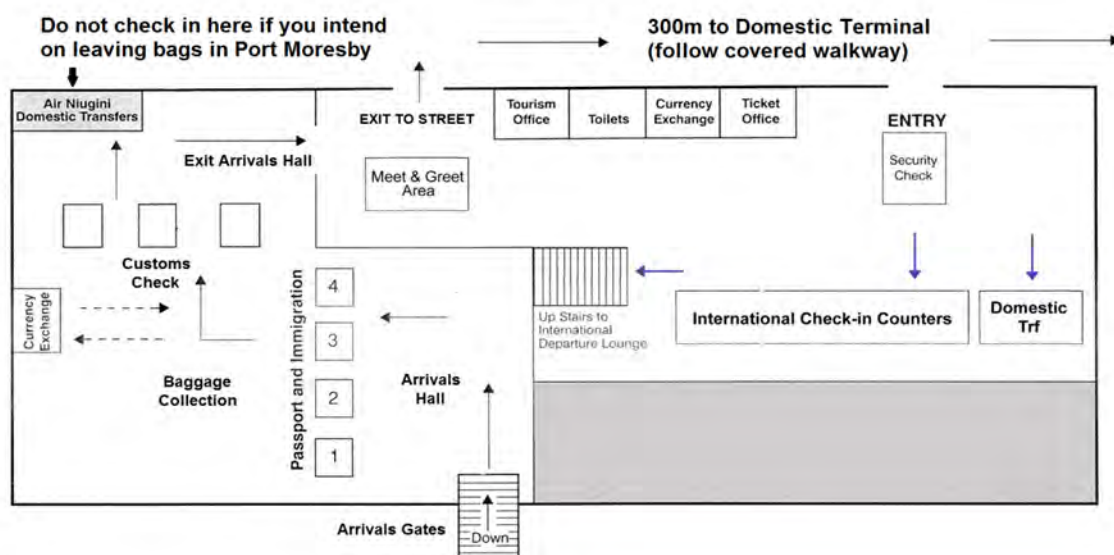
Air Niugini currently flies to Manus Island five times a week from Port Moresby via Lae, Rabaul and Madang. In November 2012, Air Niugini began a direct weekly Boeing 737-100 service between Port Moresby and Manus Island which operates every Thursday.

### Jacksons International Airport, Port Moresby

Below are some directions for negotiating Jacksons International Airport in Port Moresby:

- If you have a **connecting flight**, go to the section on Directions for connecting at Jacksons International Airport.
- If you are **overnighting in Port Moresby**, go to the section on Directions for overnighiting in Port Moresby.

### Port Moresby International Airport



### Directions for connecting at Port Moresby International Airport

1. When you arrive, you will go through the Arrivals Gates into the Arrivals Hall where you will then be checked in at the Passport and Immigration desk.
2. Collect your baggage, use the currency exchange (if required) and pass through customs. It is recommended that staff exchange some Australian dollars into PNG kina at the international

terminal before going to the domestic terminal so that snacks and drinks can be purchased from the canteen in the domestic departure lounge. There is also a Bank South Pacific (BSP) ATM next to the currency exchange adjacent to the baggage collection carousel.

3. If you have a connecting Air Niugini domestic flight, **do not exit the Arrivals Hall** – check in at the Air Niugini Domestic Transfers counter located just past and to the left of the Customs Check. Lodge your luggage and collect boarding pass here and then exit the Arrivals Hall. If this counter is not open/not available you can also transfer at a counter adjacent to the international check in counters – ensure you have your itinerary, eTicket and passport handy as you are likely to be asked for these (this counter can provide you with your boarding pass).
4. To get to the Domestic Terminal, exit the International Terminal onto the street and turn right. Follow the covered walkway to the Domestic Terminal (approximately 300m). Walk directly from the international terminal to the domestic terminal – do not wander around outside. Note that there will be guards with a barricade and plastic chain who may ask to see a ticket/boarding pass.

## Directions for overnighting in Port Moresby

1. You will go through the Arrivals Gates into the Arrivals Hall where you will then be checked in at the Passport and Immigration desk.
2. Collect your baggage, use the currency exchange (if required) and pass through customs. It is recommended that staff exchange some Australian dollars into PNG kina before departing the international terminal.
3. If you are overnighting in Port Moresby, **exit the Arrivals Hall**.
4. You should only catch the official hotel shuttle to your accommodation and should not, under any circumstances, get a taxi.

## Things to remember while in Port Moresby

Extract from the *Short Term Visitor Security Awareness Notes* provided by the Australian High Commission, Port Moresby:

Pay close attention to your personal security at all times. Walking after dark is particularly dangerous in Port Moresby and other urban centres.

It is strongly recommended that visiting government officials do not walk outside the secure area of the hotel compound at night. Any walking during the day should be done as a group, with at least one other person who is familiar with the area.

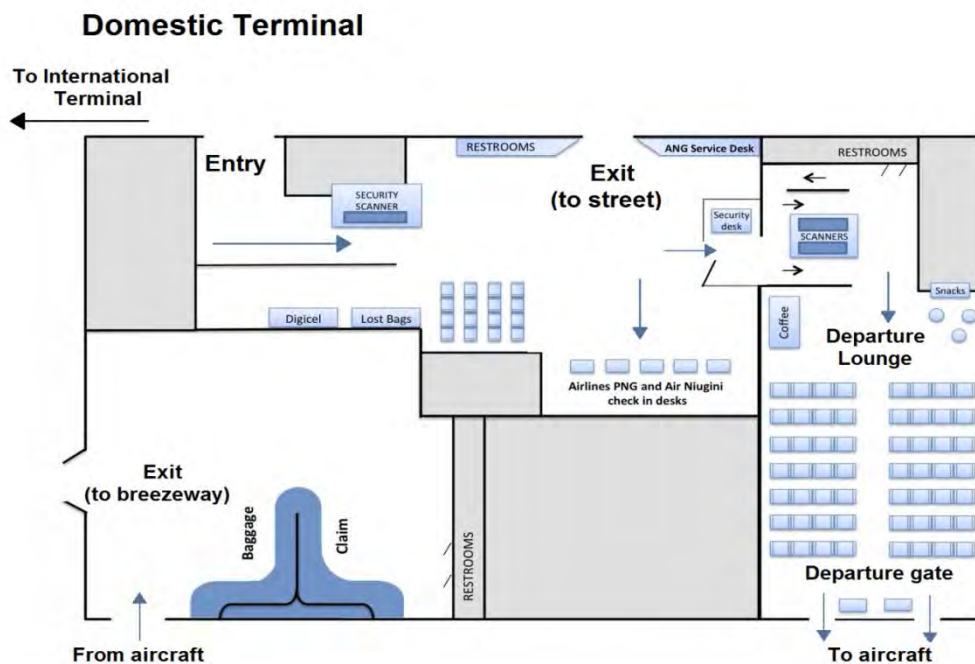
For more information, see the *Short Term Visitor Security Awareness Notes*.

## Domestic Terminal

1. After entering the building, go through the security checkpoint.
2. Check in at the Air Niugini check in desk to your right.



3. Proceed through the security station – baggage will need to be placed onto the scanners; and enter the Departure Lounge. The business lounge entrance is opposite the scanners close to the restrooms adjacent to the scanners.
4. Once at the domestic terminal, listen carefully to the announcements over the loud speaker for details of your domestic flight as there may be no signage to indicate when your flight is boarding. Boarding gates may process passengers from multiple flights; upon walking onto the tarmac be sure you are directed to the correct aircraft. Delays and cancellations are common so be prepared for long waits at the airport.
5. On the tarmac you will generally walk along a covered walkway with "gates" to left and right- this area is often very noisy with other planes preparing for take off.



## Cancelled flights

If the flight from Port Moresby to Manus Island is cancelled, contact DIBP staff at the OPC. Air Niugini will arrange travel on an alternate flight that day or provide overnight accommodation in Port Moresby. Staff will need to follow Air Niugini direction – this usually involves leaving the departure lounge and obtaining a voucher for a hotel from the service desk, opposite the check-in area.

If you stayed in Port Moresby the night before, you will need to show them your hotel receipt. Ask them to book you a room in the same hotel. You should only stay in the Grand Papua, Gateway or Airways. Staff should politely, but firmly, insist that Air Niugini provide accommodation in one of these hotels (of these three, they will usually only book passengers into the Grand Papua). If the airline refuses, staff should contact the team leader at Manus Island OPC for advice. Staff should only catch the official hotel shuttle to their accommodation and should not, under any circumstances, get a taxi.

Passengers from Port Moresby to Manus Island may find that business class bookings are not honoured and that they are down-graded to economy – you should ask for official notification of the down-grade.

## Arrival in Lorengau

On disembarking the aircraft you will be directed to a covered area with benches adjacent to the airport building. You will wait here until your baggage is brought on a series of tractor pulled trolleys. Once baggage has been delivered the gate will be unlocked and you can move out of that area. You will be met by a G4S driver and brought to the RPC.

## OPC Contacts

Make sure that you have a phone that works in PNG (a mobile with either international roaming or a local Digicel SIM purchased at the airport) and that you have contact details for staff at the Manus Island OPC and the Australian High Commission.

### Manus Island - Phone numbers

DIBP duty phone, Manus Island: (+675) 7023 0882

DIBP Team Leader, Manus Island: (+675) 7030 6900 or 0403005402

Australian High Commission, emergency consular assistance: (+675) 325 9333.

## Visas

Visas are required by Australians travelling to Manus Island.

## Passport

To enter Papua New Guinea, a passport valid for at least 12 months after entry is required by all Australians travelling to Manus Island.

## Luggage limits

Air Niugini allows one small handbag, overcoat, camera or reading material to be carried as hand luggage. All other articles including overnight bags, briefcases, heavy cameras and reading material which cannot be reasonably read during the flight must be weighed with the other luggage.

Checked luggage of up to 23kg between Australia and Port Moresby and up to 16kg on domestic flights within PNG is allowed (23kg is allowed on domestic routes if connecting from an international flight with the same airline). Excess luggage fees apply for any weight over the allowance but are relatively inexpensive.

In regards to luggage limits, IMA Workforce Management policy states:

- Employees travelling on IMA deployments must comply with luggage limits set by airlines, and should check their itinerary to confirm luggage entitlements before departure
- Where luggage limits are lower than 23 kilograms (kg), DIBP will pay the difference up to 23 kg main luggage limits.
- For employees who are deployed for 12 weeks or less, a 23 kg main luggage and 6kg hand luggage limit applies. Any excess luggage of a personal nature will be at the employee's expense.
- DIBP will pay excess luggage costs for an additional 10 kg main luggage (above 23kg limit) for deployments in excess of 13 weeks duration.

## Accommodation

Staff are advised that accommodation may change at short notice and under the current arrangements, staff members are required to share rooms.

### **Temporary accommodation arrangements for DIBP OPC staff on Manus Island**

Staff are currently accommodated on the Bibby Progress, which is self-contained floating accommodation. All staff and service providers are catered for on the Bibby. Attachment B contains further information on the Bibby, including conduct expectations and details on the facilities available on board.

Please note that the Bibby is a dry facility- staff are not to bring alcohol onto the vessel and any staff who are found to be intoxicated will not be permitted on board.

Currently, the Bibby has been leased by DIBP until April 2014.

### **Further information**

See Attachment B.

## Other Accommodation

The Lorengau Harbourview Hotel provides basic accommodation and is the best hotel in Lorengau. It also has a restaurant. Room security is minimal and if you are ever required to stay at the hotel, you should secure your valuables. Do not leave valuables in your room when unattended.

## Offshore Processing Centre – Office accommodation

There are no individual cooking facilities in the accommodation but meals are available in the OPC staff mess. Staff are required to purchase tickets for all meals at the centre – these tickets are to be used on a meal by meal basis. Ticket prices are PGK 10.00 per ticket, or PGK 420.00 per book (14 days' worth of meals). The same meal ticket system is used on the Bibby.

Meals are available at the following times:

- Breakfast: 6:00 – 8:00am
- Lunch: 12:00 – 2:00pm
- Dinner: 6:00 – 8:00pm

All meals are halal and dietary restrictions are accommodated. Tea and coffee is also available in the staff mess.

Note that all staff are required to wash their hands before each meal.

Bottled water is available in the fridge in the staff mess. It is easy to become dehydrated in the tropical climate here – it is essential that you drink plenty of water throughout the day.

There is a full-sized refrigerator in the DIBP office as well as a pod coffee maker and kettle.

The DIBP office is not air-conditioned however it is equipped with ceiling and pedestal fans.

## Uniform and clothing requirements

The department's new (2013) operational uniform should be worn while working at the Regional Processing Centre; you should also take your DIBP name badge.

The following is a guide to the uniform items that you should take with you – please order any items they do not currently have:

5 x Polo Shirts (long and/or short sleeve\*)

5 x Bottoms (pants or shorts\*)

1 x Belt

1 x Wet Weather Jacket

1 x Vest Hi Vis Yellow 'Immigration'

1 x Pair Boots

1 x Broad Brim Hat or 1 x Cap

\* As it is extremely hot and humid at the OPC, short sleeved polo shirts and shorts are acceptable to wear while undertaking your short term mission. See the Living and Working Guide for more information about the weather on the island.

Please arrange for your uniform order through the web site:

[http://dimanet.immi.gov.au/corporate\\_services/corporate\\_uniforms](http://dimanet.immi.gov.au/corporate_services/corporate_uniforms)

The cost centre for ordering uniforms is 11479 and the DIBP Lead is the cost centre manager.

Remember to bring all uniform items back with you when you complete your short term mission as, under the new contract, uniforms are now assigned to each officer – similar to an asset. This means that officers are responsible for the items assigned to them and, when leaving the department, will now be required to return all uniform items when filling out the Exit Checklist.

It may be an idea to take some plain-coloured polo shirts and dark shorts, cargo pants or trousers to supplement the uniform.

## Items to take

Remember aerosols cannot be packed in carry-on luggage.

The following may assist with what to pack:

- Australian driver licence, official passport and visa letter;
- departmental security pass and name badge;
- corporate credit card/purchasing card (it is preferable for EL2 staff to have a purchasing card);
- sturdy ankle high work boots for the OPC;
- cotton clothing - including light-weight, light coloured long-sleeve shirts and pants;
- toiletries, vitamins or dietary supplements, tea tree oil for insect bites;
- non-prescription medication, such as cold/flu tablets, pain medication;
- prescription medication;
- bottle for drinking water;
- well-fitted pair of runners for running or walking in and thongs or sandals.
- several pairs of good thick black synthetic socks (dries quicker in the tropics than wool). You will need them to wear with the work boots;
- Sunglasses, hat, sarong;
- sun block, insect repellent or deodorant;
- elastic travel clothes line;
- swimgear - board shorts and t-shirt (women must wear board shorts and a t-shirt when swimming)
- reef shoes (if planning on swimming), snorkel and mask;
- camera;
- torch;
- leisure and entertainment items, such as reading materials, puzzles, CDs, DVDs

Quarantine restrictions prevent travellers from bringing fruit and vegetables into the country

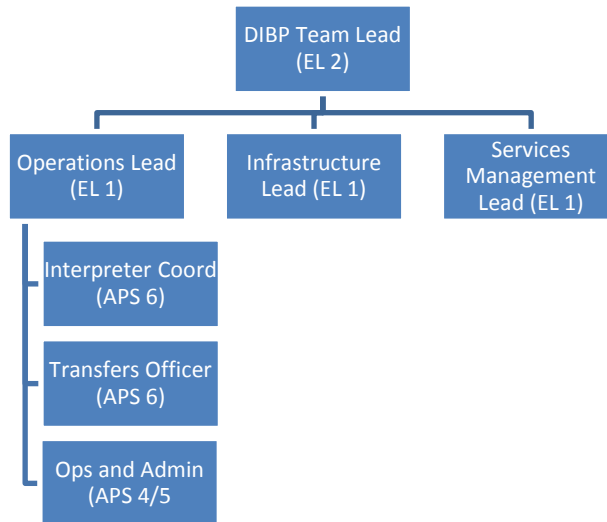
## Site Rules

As the OPC is located within the confines of a PNG Naval base there are some rules and guidelines that need to be observed. These include information and restrictions regarding; accommodation, fraternisation, vehicle curfews, the on base cinema and walking/running. Please see Attachment C. for details; however please note that this is not an extensive list of site rules.

# Part 3: The Working Environment

## The DIBP Team

The team structure on Manus is currently as follows:



It will be necessary for you to work over a number of functions, roles and teams, depending on operational requirements. It is imperative that you are flexible and adaptable to operational requirements. On completion of your placement, your manager will provide a brief report regarding your performance, which will be provided to the Short Term Missions section.

During your placement you will need to actively model and comply with duty of care obligations on behalf of the department under the Work Health and Safety Act 2011, APS Values and the APS Code of Conduct. You will also need to comply with any DIBP instructions and to cooperate with any reasonable policy or procedures relating to your work whilst on the Island.

By accepting an IMA deployment you will be representing the department at all times. In your role, it is likely you will be known or readily identifiable as an employee of the department in settings outside of the work environment. The expectations regarding your conduct extend beyond your place of employment and include representing the department outside of working hours. It is expected that you will at all times behave in a way that upholds the values and good reputation of the APS, display professionalism and courtesy and adhere to the APS Code of Conduct.

## Behaviour Expectations

Please remember that while you are working on Manus, you represent the department in a greater capacity than you would be expected to in your home office. Due to the close working, living and socialising arrangements between the department, the residents of Manus and other departments, you are not only representing the department during working hours but also when off duty. The APS Code

of Conduct and the APS Values are still very much a part of your time on Manus and you are expected to uphold these obligations.

The APS Code of Conduct requires that an employee must:

- Behave honestly and with integrity.
- Act with care and diligence.
- Treat everyone with respect and courtesy, and without harassment.
- Comply with all applicable Australian laws.
- Comply with any lawful and reasonable direction given by someone in the employee's agency who has authority to give the direction.
- Maintain appropriate confidentiality about dealings the employee has with any minister or minister's member of staff.
- Disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with APS employment.
- Use Commonwealth resources in a proper manner.
- Not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment.
- Not make improper use of:
  - inside information
  - the employee's duties, status, power or authority, in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person.
- At all times behave in a way that upholds the APS Values and the integrity and good reputation of the APS.

While on duty overseas, at all times behave in a way that upholds the good reputation of Australia.

Comply with any other conduct requirement that is prescribed by the regulations.

You should also observe the department's guidelines in relation to social networking on internet sites; for example, avoiding posting any information or photographs which provide details of your place of work.

While you will be informed of an approximate length of stay, this can change due to weather disrupting travel or additional work requirements.

## IT Equipment

You will be provided with a phone and laptop when you undertake your hand over at the OPC. Equipment is assigned to each role – especially phone numbers, so you will need to use the equipment assigned to you during your time on the island.

Please ensure you do not take your DIBP mobile phone from your substantive area.

For more information, please contact the Offshore Processing Operations mailbox ([offshore.processing.operations@immi.gov.au](mailto:offshore.processing.operations@immi.gov.au)).

## Irregular Maritime Arrivals (IMAs)

Transferees to Manus Island who have arrived by boat in Australia may have spent time in war-torn countries. In some cases asylum seekers attempting to reach Australia have been susceptible to exploitation by people smugglers and claim to be fleeing life-threatening situations in their home countries. Asylum seekers can be a controversial topic and there is a broad spectrum of attitudes towards them within the general community. There is the possibility you will be asked questions and given opinions. Please be aware of this and conduct yourself in a respectable manner, with appropriate regard to confidentiality.

## Service Providers

There are currently four contracted Service Providers delivering services at the Manus Island OPC.

### **G4S Garrison:** Operational and Maintenance services

G4S are responsible for security in the OPC, asset management, transport services, supplies and logistics, catering, risk management, environment management, infrastructure and facilities management.

### **International Health and Medical Services (IHMS)** Health and Medical Services

IHMS provide medical and mental health services to both transferees and staff in the OPC. IHMS employ a variety of professionals including: Doctors, nurses, psychologists, paramedics, counsellors and psychiatrists.

### **Save The Children** Child welfare services

Save The Children are contracted to provide specialist care and support for children and families with children in the Manus Island OPC

### **The Salvation Army** Client Welfare and Engagement Services

The Salvation Army are contracted to provide services such as; transferee management, education, programs, activities and excursions, educational activities and community engagement.

## Public Holidays

Staff deployed to Manus Island will be required to observe the public holidays of Papua New Guinea, rather than those of their 'home' state or territory. You may therefore be required to work on days which are public holidays in Australia but not in PNG, eg. Anzac Day. However, Manus Island also observes some public holidays which are not observed in Australia. A list of the public holidays which are observed in Manus Island can be viewed in easySAP by selecting the 'Payday Calendar' option. Select 'Offshore – Manus Island Public Holiday calendar' to see the complete public holiday listing.



## Alcohol consumption

In accordance with the department's Drug and Alcohol Policy, staff must not be under the influence of alcohol or illicit drugs whilst on duty. This applies to staff working at overseas OPCs. Staff should be aware that social outings will often be attended by other service provider staff and PNG locals, and as such employees should continue to be mindful of their behaviour in social settings.

## Harassment, bullying and discrimination

Workplace harassment and bullying can occur in a number of ways and situations and is just as prevalent in the deployment context as in other work environments. The isolated, stressful and remote nature of many deployment locations, often gives rise to an increase in harassment related incidents.

Harassment, bullying and discrimination are behaviours that do not show respect and courtesy as required by the APS Code of Conduct. Respectful, courteous behaviour enables people to develop positive relationships and means treating others fairly, honestly and professionally, in a non-discriminatory manner.

The department has a duty of care to ensure that your workplace is safe, healthy and free of harassment, bullying and discrimination. Where allegations of serious misconduct involving psychological, physical or sexual abuse are reported, DIBP will take immediate action to protect employee welfare.

If you feel that you are experiencing harassment, bullying or discrimination, or believe you are witnessing someone else experience it, please raise these concerns quickly and confidentially and take care to ensure that the matter does not become office gossip. Do not discuss the issue widely.

Any of the following people will be able to offer support or assistance:

- a manager or supervisor
- a trained Harassment Contact Officer (HCO) (list available on IMMIInet)
- a member of the Workplace Relations and Conduct Section  
Telephone: (02) 6225 6271  
Email:  values.and.conduct@immi.gov.au
- the Employee Assistance Program (EAP).

## Use of social media

Employees on deployment often utilise social media and networking sites more regularly than they may ordinarily do to help stay connected with family and friends. As the principles of the APS Values and Code of Conduct apply to online comment as they do to any other type of public comment, you should make sure you are aware of your obligations in relation to the use of social media as outlined in the DIBP Code of Conduct Guidelines.

Safety and security should be considered before making any online comment or listing any personal or professional details relating to you or your colleagues. You should not record any information regarding your employment, including work contact details, contact lists or duties.

If you are planning to make online comment please note that it is not appropriate to make comment that is, or perceived as:

- made on behalf of DIBP or the Australian Government instead of your personal view
- compromising your ability to fulfil your duties professionally in an unbiased manner (particularly where comment is made about DIBP policy and programs)
- harsh or extreme in its criticism of the government, a member of parliament or other political party and their respective policies that questions your ability to work professionally, efficiently or impartially – such comments do not have to relate to your area of work
- strong criticism of DIBP administration that could disrupt the workplace (grievance resolution already exists within DIBP and those procedures need to be followed)
- gratuitous or mischievous personal attacks against APS employees
- unreasonable or harsh criticism of DIBP stakeholders, their clients and staff
- compromising public confidence in DIBP or the APS.

## Consequences of inappropriate behaviour

Any potential breaches of the APS Code of Conduct may result in the immediate cessation of your deployment pending a full investigation. If there is prima facie evidence of a serious breach of the APS Code of Conduct, you may be suspended with or without pay until a decision is made on the allegation.

In this event, you would be advised of the reasons behind the decision prior to cessation of the deployment and/or suspension of duties. A formal APS Code of Conduct Investigation would then be undertaken by the department's Workplace Relations and Conduct Section in accordance with departmental processes, which necessarily includes providing an employee with a right of reply to the allegations.

If a breach of the APS Code of Conduct is found, you could face disciplinary action ranging from reprimand, reduction in classification and salary, fines or termination of employment.

## Psychological well-being

Your well-being is of paramount importance during your stay at Manus and it is important that you discuss any problems or concerns with your manager should they arise, and/or use the Employee Assistance Program.

Some days will be fairly long. You will need to balance this with a good night's rest. Local managers will monitor the health and welfare of everyone and appropriate rest and recreation time will be factored into your stay. The department already has guidelines in relation to the management of fatigue.

To the extent possible the department will seek to minimise risk to your health and safety with the provision of:

- Pre-deployment health assessments
- Infectious diseases screening and vaccination
- Psychological support via the resilience program and access to EAP support whilst deployed.

## Employee Assistance Program (EAP)

The department's Employee Assistance Program (EAP) provider is Davidson Trahaire Corpsych (DTC), who can provide you with free, confidential and independent ongoing support.

To arrange an appointment contact DTC on: +61 2 8295 2260 or email [eap@davcorp.com.au](mailto:eap@davcorp.com.au)

It is recommended that all staff have a post-deployment debriefing with a psychologist as a further way of ensuring employee well-being. This can be arranged by contacting the Health and Safety Section.

From time-to-time on-site EAP support may be available. The Health and Safety Section will advise staff when this is available and provide details of how to access the services.

## EAP Direct

EAP Direct is an easy-to-use online counselling tool that offers concise information across a range of topics. Follow the log in procedures below to create your own user name and password. As long as you keep these confidential, you cannot be identified individually.

The first time you log in, you will need to select 'new user' first and then use the department's log in codes. You will then be prompted to create your personal log in.

<b>EAP Direct online</b>	<b>Employee user name</b>	<b>Employee password</b>
eapdirect ( <a href="http://www.eapdirect.com.au">www.eapdirect.com.au</a> )	diac	usrkey

## Work Health and Safety

The Work Health Safety Act 2011 (WHS Act) requires all Workers to:

- take reasonable care for his or her own health and safety; and
- take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons; and
- comply, so far as the worker is reasonably able, with any reasonable instruction that is given by the person conducting the business or undertaking to allow the person to comply with the Act; and
- co-operate with any reasonable policy or procedure of the person conducting the business or undertaking relating to health or safety at the workplace that has been notified to workers.

Because the WHS Act applies extraterritorially, as workers, you will be required to meet your obligations whilst deployed.

All staff working at Manus are provided site inductions that cover local emergency preparedness arrangements as they are established, including protocols for critical incidents. It is also recommended that staff update emergency contacts in My Employment Details in EasySAP prior to deployment.

It is likely that portable ICT devices such as laptop computers, tablets and mobile phones will be used by DIBP staff deployed to Manus. If these devices are issued by DIBP, they should be electrically sound and where use of these devices is possible, staff using them should be aware of how to use them safely. Where laptops and tablets are in use, regular breaks should be taken by staff to reduce the risk of musculo-skeletal type disorders such as Occupational Overuse Syndrome (OOS).

The nature of deployment roles can also increase risk factors associated with workplace fatigue. The department already has guidelines in relation to the management of fatigue that summarise a risk management approach to managing fatigue and provides examples of some prevention measures to minimise fatigue. A copy of the guide has been included with your deployment information pack, otherwise it can be found here: [http://dimanet.immi.gov.au/\\_data/assets/pdf\\_file/0019/314821/fatigue-management.pdf](http://dimanet.immi.gov.au/_data/assets/pdf_file/0019/314821/fatigue-management.pdf). It is recommended that you read these guidelines prior to your deployment.

Identified WHS hazards on site should be reported to the appropriate manager for remedy and incidents are to be recorded as outlined in departmental policy.

Should you require further assistance with anything WHS related, please contact the National Health and Safety Section – **Email:** OHS.National.Office@immi.gov.au

## Incident Notification

A WHS incident report must be completed immediately following all work-related safety incidents that have arisen out of DIBP's business or undertaking, including:

- those incidents where a person(s) is injured or ill; or
- 'near miss' incidents, where an incident occurred and there was a possibility of a person sustaining an injury or illness; or
- the death of a person.

An incident report must be completed irrespective of whether the incident involves a worker (e.g. DIBP employees, contractors, subcontractors, volunteers) or other person at the workplace (e.g. client, visitor, service delivery partner).

## Comcare 'notifiable incidents'

Under the WHS Act, particular incident types (typically those more serious in impact/nature) must also be notified to Comcare. It is legislatively required that the following incident types be notified to Comcare.

- Death
- A serious injury or illness that requires a person to receive:
  - medical treatment within 48 hours of exposure to a substance
  - immediate treatment as an in-patient in a hospital; or
  - immediate treatment for a serious injury or illness.

A dangerous incident in a workplace that exposes a worker or any other person to a serious risk to their health and safety emanating from an immediate or imminent exposure to a risk(s).

If you are not sure whether an incident meets the criteria for a notifiable incident you should report it. There are no penalties for over-reporting, but there are penalties for not reporting it.

## How to report incidents

The department's WHS incident report form is located in easySAP, however, access to easySAP or staff based overseas may not be reliable. All WHS incidents that occur overseas must be reported via the following process.

### **Where access to easySAP is available**

Lodge the incident in the easySAP report form: <http://sapportal.immi.gov.au/irj/portal/incident>

### **Where access to easySAP is not available**

Contact the Border Operation Centre (BOC) – 1300 368 126.

Provide the operator with the details of the incident as outlined on the completed template. The BOC Operator will load the details into easySAP and, where required, submit the incident report to Comcare.

For assistance with incident notification please contact:

Health and Safety Section

P: (02) 6225 6608

E: [OHS.National.Office@immi.gov.au](mailto:OHS.National.Office@immi.gov.au).

(Information received from Health and Safety Section.)

## Performance Management

If you are going to be performing duties for three months or longer on the island you are required to create and complete a Performance and Development Agreement (PDA) for this period. As you will have limited access to DIBP systems when working on Manus Island please ensure you contact the Employee Performance team ([employee.performance@immi.gov.au](mailto:employee.performance@immi.gov.au)) who will provide you with an offline PDA to complete with your supervisor. Without a valid PDA completed you may not be able to advance to the next salary point.

In addition to your PDA you are required to complete an Employee Performance Appraisal (EPA) with your supervisor. The EPA is mandatory for both short and long term placements on Manus Island. EPAs assist with making recommendations regarding current placements, subsequent placements and ongoing suitability and training requirements. You will be provided an EPA prior to your departure by IMA & Overseas Workforce Management.

## Cessation of variable working hours including part-time hours

Employees who normally work variable working hours (VWH), including part-time hours in their home location, will need to work full-time for the duration of their time on Manus.

## Timesheets

Timesheets are to be filled out by all employees while on Manus. All employees must have their timesheet signed off by their team leader and if claiming overtime (with appropriate agreement) by the EL2. All timesheets must be signed off and accounted for prior to departure. Online flexsheets are accessible through EasySAP through Citrix Access Gateway.

After leaving Manus, employees may wish to either take time off to absorb any flex credits or apply to have flex credits cashed out through the pay system. Approval for time off must be gained from managers in the home office, state or territory. Flex credit cash out can be arranged through the IMA Workforce Management section in National Office.

## Allowances

Deployed DIBP staff will receive a travel allowance during their period of deployment and may also be eligible to receive other allowances relating to hardship and restricted duty (eg. officers required to be contactable outside of hours on a duty phone). Please note that all allowances are subject to review by the Department as living and working conditions change on the island. Any enquiries relating to specific allowances should be directed to: [IMA.entitlements@immi.gov.au](mailto:IMA.entitlements@immi.gov.au)

## Code of conduct

Employees should be aware of the APS Code of Conduct when making claims for allowances and conditions. In addition, Section 44 of the Financial Management and Accountability (FMA) Act 1997 states that Chief Executive (CE) must manage the affairs of the Agency in a way that promotes proper use of the Commonwealth resources for which the CE is responsible. Proper use means efficient, effective and ethical use that is not inconsistent with the policies of the Commonwealth.

## Attachment A – Manus and World War II

Manus and the surrounding islands played a critical role in the Pacific campaign of World War II. The following is a short summary of the role Manus and Los Negros islands played in the Allied move westward towards Japan in the second half of the War which you may find interesting.

A major naval and air base, capable of service, supply, and repair to forces afloat, air forces, and other Allied units in the forward area, was established early in 1944, at Manus, in the Admiralty Islands, about 300 miles north of Lae, New Guinea, and, apart from the St. Matthias group, the northernmost group of island in the Southwest Pacific area. Manus lay close to the enemy line of communication between Truk and Rabaul, and also near the route between Kavieng and Wewak.

Manus and Los Negros comprise the major islands of the Admiralty group, which includes some 160 small islands and atolls and three first class harbors. Manus, about 50 miles long and 15 miles wide, is the largest island of the group. The terrain, which rises to a maximum elevation of 3,000 feet near the center of the island, is of volcanic origin, principally basalt, which weathers to a thick, reddish, clayey gumbo.

Seeadler Harbor, one of the largest and best in the Southwest Pacific, lies within the ellipse formed by Manus, the curving shore of adjoining Los Negros, and the reef-bound islands to the north. Its protected waters are capable of accommodating a large fleet of capital ships. Los Negros, roughly crescent in shape, is separated from the much-larger Manus by a narrow passage. The island is low and, for the most part, swampy, with coral just below the topsoil.

The first echelon of the 4th Construction Brigade, consisting of part of the 40th Battalion and small detachments of the 46th, 78th, and 17th Battalions, landed at Hyane Harbor, Los Negros, on March 23, 1944, with the first reinforcements to the original group of 1,000 Army troops, who had landed two days earlier. Only a small beachhead then existed. Enemy resistance, which had been severe, was overcome by March 4.

The first job was to rehabilitate Momote airstrip, which had been seized from the enemy on February 29, by a reconnaissance party of the First Cavalry Division. Although the airstrip was in our hands, the enemy occupied the surrounding areas, and 2 officers and 100 men from the 40th Battalion were placed in the front lines to reinforce the Army unit holding the area. These Seabees remained in this advanced position for two nights, withstanding three enemy attacks.

The captured airfield consisted of a 4,000-foot strip and a number of dispersal areas, none of which was in service, due to poor construction methods and design and to bombing by our forces. The Seabees began work on March 3, the morning after landing, and continued for several days, despite constant sniping and the loss of bulldozers to other activities. The condition of the strip was such that 14,000 cubic yards had to be filled and graded before matting could be laid, as local coral material proved unsuitable as surfacing.

On March 10, RAAF fighters arrived and began operations, although construction continued until June 1, 1944, when the facilities were turned over to the Army for maintenance. Completed installations consisted of an airstrip, 7,800 by 150 feet, with taxiways and hardstands for 90 fighters and 80 heavy bombers, a 17,000-barrel aviation-gasoline tank farm with fuel jetty for small tankers, bomb storage revetments, roads, operations buildings, and personnel facilities.

By July 1944, the Seabees had constructed numerous other facilities in the Hyane Harbor area, including a 500-bed evacuation hospital for the Army. Waterfront construction consisted of two cargo-ship wharves, a repair pier with fixed crane, and a fuel pier, 800 feet long, to serve major ships.

An aviation supply depot was established as the central procurement, storage, and issuing agency for all such material and equipment in the Southwest Pacific area. For this activity, the 46th Battalion erected 24 steel warehouses, each 40 by 100 feet, and 83 quonset huts for administration and personnel. Facilities for an aviation repair and overhaul unit were set up, consisting of 25 steel buildings for shops, a personnel camp for 1,000 men, roads, and all utilities. A naval airstrip, 5,000 by 150 feet, with hardstands, a 7,000-barrel aviation-gasoline storage farm, a parking area, warehouses, and a personnel camp were also built.

In April 1944, two additional locations on Los Negros were selected for development, one at Papitalai Point and one at Lombrum Point.

The projects at Papitalai Point were assigned to the 58th Battalion, which arrived on April 17, 1944. The next day, survey crews were sent ashore to select a camp site. Constant heavy rainfall and the unfavorable terrain, however, made progress difficult. Quarters were finally erected on coconut-log footings at least 2 feet above the ground.

The first major construction assignment was the building of a 30-foot primary road from Lombrum Point to Papitalai Point.

Heavy rains, which turned the area into a mass of mud, considerably delayed construction of a PT-boat overhaul base and personnel camp; however, it was found that coral from a nearby deposit furnished a measure of stability. Due to the lack of available access roads, a jetty had to be built entirely by hand labor. The major project at Papitalai, a tank farm with sufficient storage of fuel and diesel oil to supply a large base and major units of the US Fleet, was begun on June 23. Lack of suitable coral for surfacing again proved a handicap. Material for tank foundations had to be ferried across the harbor, and roads deteriorated to such an extent that corduroying was the only solution. However, the schedule to complete 235 tanks by August 15 was met despite the difficulties encountered, and work continued until 63 tanks were erected, each having a 10,000-barrel capacity.

The 11th Battalion was the first unit to land at Lombrum Point, on April 17, 1944. A permanent camp was set up and work begun on three main projects -- a seaplane repair base, a ship repair base, and a landing-craft repair base.

The seaplane base at Lombrum Point was established to furnish operational, service, and repair facilities. Installations included a 50-by-250-foot concrete seaplane ramp, one steel nose hangar with a concrete deck, an 8,000-barrel aviation-gasoline tank farm, a pontoon pier for small boats, four 40-by-100-foot prefabricated ships, quonset-hut shops, and camp facilities.

Development of base facilities on Manus Island was initiated by the 5th Construction Regiment, composed of the 35th, 44th, and 57th Battalions, which landed between April 14 and 20, 1944. There was no enemy resistance, although Army patrols killed three snipers on the beachhead and captured several prisoners in the vicinity during the next ten days.

The principal installations were made for the supply depot, which was to serve shore-based activities in the Admiralties as well as all forces afloat in the area. The Seabees erected 128 storage buildings, 50 refrigerators, each containing 6,800 cubic feet, built open-storage areas, 5 miles of access roads,



an LST landing beach, and two major piers, one 800 feet and the other 500 feet long. Ultimately, the storage floor space was extended to give the equivalent of 180 storage buildings.

The administration area for the entire Admiralty base was located at the mouth of the Lorengau River. Facilities included 48 quonset huts for officers, a 2,000-man mess hall, 10 quonset huts, signal towers for base communications, all utilities, and a timber pier. On May 4, the 4th Brigade headquarters were moved from Los Negros to Manus.

Original plans contemplated two separate hospitals, but these were consolidated into one 1,000-bed unit, Base Hospital 15. Facilities included 42 quonset huts, a 1,000-man mess hall, 8 wards, 5 operating rooms, storage facilities, administration, dental, and laboratory installations, and all utilities. A receiving station was also established, containing facilities for 5,000 men in 292 quonset huts, with frame galleys and mess halls.

Although little native labor was employed, native woods and coral were used in abundance.

Arriving September 17 and 18, 1944, the 63rd Battalion was assigned to a wide variety of work. An ammunition depot, consisting of concrete-floored storage buildings, with sorting warehouses, and quonset huts for personnel, was built, together with additional warehouses for the supply depot. Maintenance of all facilities, including roads, boats, and electrical equipment, as well as coral excavation, was also assigned to the battalion. In addition, both a concrete batching plant and a sawmill were set up and operated. These activities, with improvements to docking facilities and extensive power line installations, were carried out before the 63rd departed for Manila on March 25, 1945.

# Attachment B – Bibby Accommodation Information

## Temporary Accommodation Arrangements at Manus Island OPC The Bibby

The Department of Immigration and Border Protection has sourced the Bibby (self-contained floating accommodation) to accommodate personnel working at the Manus Island Offshore Processing Centre on a temporary basis.

Services on board the Bibby will be managed by G4S and their subcontractors – this includes maintenance services, provision of meals, management of facilities and room allocation.

A virtual tour and pictures of the Bibby can be found at the following link:

<http://www.bibbymaritime.com/our-fleet/bibby-progress.aspx>

### Conduct

All personnel will be expected to act with respect and consideration for other staff and the facilities when on the Bibby.

G4S will provide all personnel with an induction package on arrival on the Bibby.

*Please note:* The Bibby is a dry vessel. No alcohol is to be consumed or kept on the premises and any persons who are intoxicated will not be permitted on board.

### Accommodation

All personnel will be accommodated in rooms of up to 5 share. These consist of regular bunk beds and a single configuration. All linen and towels will be provided by G4S and laundered once a week.

Each room has an ensuite bathroom.

Each room contains a small refrigerator – please note that this is not designed for self-catering.

To procure a key for a room each staff member will require a \$40 or K80 deposit, which will be refunded upon return of the key.

Lockers for storing clothing and personal items have been installed.

### Facilities

The Bibby is fitted with Australian power outlets.

There are laundry facilities on board that can be used by all staff however these are limited. There is a same day laundry service that operates out of the Offshore Processing Centre that can be used for a small fee.

There is phone reception on board the Bibby and the Department is currently working on the provision of Wi-Fi.

There is a gym on board that staff are able to use after consulting with the Fitness Instructor. The Gym is open between 5:00 – 21:00.

There is a designated smoking area on the small deck.

There are plans to set up a prayer room on board the Bibby.

There is a canteen that sells drinks and snacks; the canteen will only accept Kina. The canteen is open at limited times each day.

All medical issues are to be dealt with in the IHMS clinic at the centre.

### **Meals**

Meals will be provided in the dining area and can be purchased with the same meal tickets as used at the centre. These meal tickets can be purchased at reception.

Meal will be served at the following times: Breakfast between 5:00 – 8:00; lunch between 12:00-13:00; and dinner between 17:00-20:00. Coffee and Tea will be available for consumption at all times.

### **Transport**

Transport from the Bibby to the Offshore Processing Centre is provided by G4S via shuttle bus. The bus travels regularly between the Bibby and Centre between 6:00-8:00 and 17:00-20:00. Outside of these hours the bus operates by a timetable; copies are posted on the front gates of the centre and the front door of the Bibby.

## Attachment C – OPC Site Rules

The below details some information and site rules to be aware of. This information has been extracted from the site induction book and were selected due to being considered of particular interest to staff going on deployment

The PNG Defence Force (PNGDF) has agreed to 'host' the Offshore Processing Centre (OPC) within the physical confines of the Lombrum Naval Base. This Arrangement comes with a number of restrictions regarding access by staff to the Base and its facilities.

While we are living within the Centre staff must also take the following into consideration:

This is a Navy Base where sailors and officers are mainly young males, they patrol the base at all times;

We have people from different religious and cultural backgrounds who are either residing or working here; and

It is important that the conservative community norms of PNG are respected at all times by staff who live and work at the OPC.

In order to maintain a good working relationship with both our host country and the PNGDF, without exception, it is very important that we observe and respect the following rules.

### **Vehicle Curfews:**

The vehicle curfew at the OPC is 7pm. All vehicles must be back inside the compound by that time. The exception to this rule is the Bus used to drop off/pick up G4S and Euresst local staff who are working either late or early shifts. The only other exception is the DIBP vehicle on Friday and Saturday nights which ferries the projection equipment up to the Base Cinema and returns at completion of the movie.

Failure to comply with the vehicle curfew rules compromises the relationship between the OPC and our PNG hosts and may result in an initial warning from the organisation the staff member works for. Second offences may result in the individual being sent home by the organisation the staff member works for.

### **Walking/Running Curfew:**

Staff are allowed to run or walk singly or in groups within the physical limits of the PNGDF Base but must be back inside the compound between the hours of 2200 and 0600. This is consistent with the rules that apply to the sailors and officers on base who are expected to be back in their quarters by 2200 unless they have specific approval to attend a function which is expected to finish after this time.

### **Mess Times:**

Staff who work at the OPC have been granted approval to use the Officers Mess which is adjacent to the Centre on the Base. The approval that has been granted is for staff to access the Mess during Bar Trading hours only. Staff at the OPC do not have access to the Mess for any reason outside of these times without prior approval. For example, staff are not to go to the Mess to unwind following an

evening shift which finishes at 2300, attend the Mess to read the paper during the day or remain at the Mess following the closure of the Bar. This list is not definitive.

Please note that no staff member is allowed to visit the Mess when the OPC is on Red Alert.

Further, if staff members are looking to hold an event in the Mess even during Bar Trading hours (eg. a staff farewell or some other similar type function), then specific approval for that event must be obtained from either the XO or the CO of the Base.

The Bar Trading Hours in the Mess are:

Monday to Friday from 1800 – 2200;

Saturday from 1800 – 2300; and

Sunday from 1800 – 2200.

While staff are encouraged to avail themselves of this amenity, the Commanding Officer of the Base has confirmed that the PNGDF expect that all OPC staff will be back within the confines of the OPC by 2200 unless they are visiting the Mess where the following curfews apply:

Monday to Friday by 2200;

Saturday by 2300; and

Sunday by 2200.

To assist staff to comply with these curfew times, the gate between the Centre and the Base will be locked at 2200 Sunday to Friday and at 2300 Saturday. Failure to comply with these curfew times compromises the relationship between the OPC and our PNG hosts and may result in an initial warning from the organisation the staff member works for. Second offences may result in the individual being sent home by the organisation the staff member works for.

**Accommodation:**

Rooms are divided into women and men's rooms and males and females do not generally share except in the case of married couples. Even then, couples should not expect to be located together.

**Fraternisation:**

The PNG ICSA Centre Administrator has advised that there are not to be any instances of fraternisation or sexual activities between staff members either within or around the vicinity of the OPC or the Base. The Centre Administrator has also directed the local guards to contact him immediately when such acts are suspected. Therefore, staff should not put themselves in any situation which might be misconstrued in this way such as men and women being in the same room as each other with the door closed.

People who are suspected of having behaved inappropriately will be asked to leave the Centre immediately by the PNG ICSA Centre Administrator. Service Providers would be expected to facilitate any such request.

### **Base Cinema:**

DIBP Staff show movies in the Base Cinema on both Friday and Saturday nights commencing at 1900. The only exception to this is when the Centre is on Red Alert.

The movie on Friday night is generally suited to families and the Saturday night movie more suitable for mature audiences over the age of 15. There is no cost to attend and all Service Provider staff are welcome. Staff who wish to attend the movies will need to walk up to and back from the Cinema as the commencement time is outside of the vehicle curfew.

# Attachment D – Cultural Awareness of Transferee Groups

## Afghanistan

### BACKGROUND

Afghanistan is administratively divided into 34 provinces (wilayats), with each province having a capital and a governor in office. The provinces are further divided into about 398 smaller provincial districts and each of the districts normally covers a city or a number of villages. Each provincial district is represented by a sub-governor, usually called a district governor.

### THE PEOPLE

#### Population

There is estimated to be 31.1 million people living in Afghanistan. The composition of the population is made up of the following Ethnic groups: Pashtun (38 percent), Tajik (25 percent), Hazara (19 percent), and Uzbek (6 percent). Minor ethnic groups include the Aimaks, Turkmen, and Baloch.

#### Language

Dari (Persian) and Pashto are the official languages of Afghanistan. Although Pashto has quite an extensive literature, Dari is used for cultural expression and business and government transactions of the many dialects spoken. The Turkish Uzbek, Turkoman, and Kirgiz are most prevalent in the border regions.

#### Religion

More than 99 per cent of the people of Afghanistan are Muslims, mainly of the Sunni sect. Most of the remainder, notably the Hazara, belong to the Shiite sect. Small colonies of Jews, Hindus and Parsis are scattered in the towns.

Strict Muslims pray five times a day, starting at sunrise and ending at night. During prayer, the head must face Mecca and the forehead touching the ground. Friday is a religious day and men attend the mosque.

#### General Attitudes

Afghanistan has a rich cultural heritage, covering more than 5,000 years. The mode of living for Afghans who live outside of the city can be described as that of a peasant tribal society. Kinship is the basis of social life and determines the patriarchal character of the community. Religion plays a very important role in people's lives.

Afghans are expressive and emotional and are well known for their hospitality.

## Personal Appearance

Although Western style clothing is worn in Afghanistan, the national dress (Afghani dress) perann-tunban is also worn on national days or religious days. Most women completely cover their hair and bodies with a cloth called 'Chadari'.

## CUSTOMS AND COURTESIES

### Gestures/ Greetings

- A firm handshake, always with the right hand, is the customary greeting. A slight bow or nod while shaking hands shows respect.
- A man does not shake a woman's hand unless she offers it first.
- Afghans of the same sex will often kiss each other on the cheek as a greeting and sign of affection.
- Afghans often ask about the family and the health of the other.
- Afghans generally stand when someone, especially an older or more prominent person, enters the room and when someone leaves.
- When addressing others formally, professional titles are used.
- Objects are passed with the right hand or both hands, but not with the left hand alone.
- The soles of the feet should not point at any person.
- Slouching/ stretching legs is seen as offensive.
- Out of respect and to maintain proper distance between genders, men and women do not always make eye contact during conversation.

## LIFESTYLE

### Family

The family unit is strong in Afghanistan and provides its members with identity, security, and social organisation. The father is the undisputed head of the household. Large families with many children, especially boys, are preferred. The married sons remain until they are financially independent. The elderly are respected and cared for by younger members of the extended family.

### Dating and Marriage

- Dating, as practiced in the West, is not common in Afghanistan. Members of the opposite sex are rarely alone with each other unless married, related or engaged.
- Daughters are usually protected by their families to the point that they do not speak to strangers until married.



## Diet

- Food is usually shared communally; three or four people will share one large platter of rice and individual side dishes of stew (qorma), or vegetables.
- The traditional way of eating is with the right hand. Spoons may be used for puddings.
- Because hands are used in eating, there is a hand washing ceremony before and after meals.
- Islam permits the consumption of 'halal' meat only – meat killed according to Islamic law.
- Islamic law forbids the consumption of pork and alcoholic beverages. Tea is a popular drink.
- Fasting is required during Ramadan, the ninth lunar month. No food or drink is consumed between sunrise and sunset, although the ill are exempt.

## Health Information

- Fasting may extend to the non-use of medications, including injections, during daylight hours.
- In hospital, women may wish to remain fully clothed and will chose to be seen only by a female staff.
- Men may prefer to be kept covered from waist to knee and will chose to be cared for by male staff.
- Both men and women will want water for washing before and after meals as well as for toilet hygiene.
- It is important not use the left hand when touching or giving materials to a Muslim transferee.

## Holidays and Special Days

Victory of the Muslim Nation - 28 April

Remembrance Day for Martyred and Disabled - 4 May

Independence Day - 19 August

## REFERENCES

Fremantle Multicultural Centre Inc. - Cultural Briefing on the Afghan Community

The Cultural Dictionary - Project of the Migrant Resource Centre Canberra and Region Inc

DFAT - Country and region fact sheets

# Iraq

## BACKGROUND

Formerly part of the Ottoman Empire, Iraq was occupied by Britain during the course of World War I. In stages over the next dozen years, Iraq attained its independence as a kingdom in 1932. A "republic" was proclaimed in 1958, but in actuality a series of strongmen ruled the country until 2003.

## THE PEOPLE

### Population

There is estimated to be 32.8 million people living in Iraq. The composition of the population is made up of the following ethnic groups: Kurds (20%), Chaldeans, Assyrians, Armenians, Turkomans, Iranians and Bedouins.

### Language

The majority of Iraqis speak Arabic, with variations in dialect according to region. Modern standard Arabic is spoken by educated Iraqis and is the written language. Other languages spoken include Chaldean, Armenian, Syriac, Turkish dialects and Persian. English is the most widely used foreign language and is taught in Iraqi schools.

### Religion

Islam is the recognised religion of Iraq, and 95 per cent of the people practice Islam. There is no distinction between church and state. The two forms of Muslims in Iraq are the majority Shias (Shiites), and the minority Sunnis. The Sunnies were considered the orthodox branch of Islam. A small percentage of Iraq is Christian, and minorities include Yazidis and Kurds.

### General attitudes

Generally, reserve is the norm, and respect for the older generation is a key. People always give up seats on the bus for older people. Men will offer a seat to women, especially if they have children. There is intense pride in national sovereignty, expressed in solidarity shown in national events.

### Personal Appearance

The population dresses conservatively, and most women wear a scarf or head shawl. In some instances, men wear the galabea and loose pants.

## CUSTOMS AND COURTESIES

## Gestures/ Greetings

- Do not offer alcohol or pork to Muslims.
- When greeting each other, Iraqi men generally kiss each other on alternating cheeks.
- Men should avoid physical contact with an Iraqi woman.
- Men should only shake an Iraqi woman's hand if she offers her hand first.
- Minimal eye contact is generally preferred. Too much can be considered rude or hostile.
- Direct eye contact between men and women is to be avoided.
- Pointing with a single finger is generally considered rude. Point with the whole hand.
- Putting the right hand on the chest means 'thanks, but no thanks'.
- Sitting cross-legged with your shoe or foot in the direction of someone's face is considered rude.

## Holidays and Special Days

Anniversary of the Revolution 17 July

Islamic feasts after Ramadam (Id al Fitr, and Id al Adha, the birth of Mohammad)

## REFERENCES

Fremantle Multicultural Centre Inc. - Cultural Briefing on the Afghan Community

The Cultural Dictionary - Project of the Migrant Resource Centre Canberra and Region Inc

DFAT - Country and region fact sheets

# Sri Lanka

## BACKGROUND

Sri Lanka (known as Ceylon until 1972) is an island nation in South Asia lying off the southern coast of India. It lies in the Indian Ocean, to the southwest of the Bay of Bengal, the Gulf of Mannar and the Palk Strait. It is in the vicinity of India and the Maldives. The island consists of flat-to-rolling coastal plains, with mountains rising in the south central part.

## THE PEOPLE

### Population

There are approximately 20.5 million people living in Sri Lanka. The Ethnic composition is:

Sinhalese (74%), Tamil (18%), Moor (7%), Burgher, Malay and Veddha (1%).

### Language

The official languages in Sri Lanka are Sinhala and Tamil. About 10 percent are fluent in English.

### Religion

- Nearly 70 per cent of the population practices Buddhism.
- About 15 per cent of the people practice Hinduism.
- The moors are mostly Muslims.
- About 8 per cent of the population is Christian.
- There are small Sufi minorities that have been forbidden from practicing their faith.

The different religions of the country play a large role in determining what is and is not eaten. Sri Lankans of all religious groups seek to avoid those things that would cause spiritual pollution. Because food enters the body, it is considered a prime source of potential pollution. Those that adhere strictly to Buddhist doctrines, do not eat flesh of any kind.

Some Buddhists, however, include fish or eggs in their diet. Hindus do not eat beef or pork, and Muslims do not eat pork.

### Personal appearance

- Although the youth and people in the cities wear Western-style clothing, traditional forms of dress remain popular.

- Women may wear a saree with a tight blouse. The saree is one very long piece of fabric draped over the shoulder and wrapped at the waist in a way that creates tailoring without being sewn.
- Traditional attire for men may include loose-fitting trousers combined with a long shirt that reaches to mid-thigh. Men might also wear a sarong (a piece of cloth wrapped around the waist, sometimes held by a belt or lungi).

## CUSTOMS AND COURTESIES

### Gestures/ Greetings

- Forms of greeting vary between different ethnic groups. The traditional greeting is placing one's palms together under the chin and bowing the head slightly, is widely practiced.
- Titles are important to Sri Lankans, so it is proper to address acquaintances by their titles.
- Objects are passed with the right hand or both hands, as found in many Asian cultures.
- One should not touch another person's head, as it is considered the most sacred part of the body.
- The bottom of the feet are considered the least sacred part of the body, so one should not use their foot to point at a person or an object.
- Pointing with the index finger is impolite. Beckoning is done by waving all fingers with the palm facing down.

## LIFESTYLE

### Family

Traditionally, the various caste systems of each ethnic group have governed family patterns and relationships. Even with the declining influence of the caste system, the family remain the central social unit in all Sri Lankan societies. The wife manages the affairs of the household and has influence in all family matters. The elderly receive deep respect and younger family members often yield to their advice and counsel. Children expect to care for their elderly parents if necessary.

### Diet

- Rice is the staple in the Sri Lankan diet and is the basic food for all meals. Sri Lankan cuisine is a combination of food from the different ethnic groups – each known for its own dishes.
- A variety of curries are popular, from mild to very spicy. Sri Lankans typically consume little meat, but they do eat large amounts of pulses (peas and beans) and nuts.
- Tea is served with most meals and as refreshment.

### Holidays and Specials Days

Independence Commemoration Day 4 February

May Day 1 May

Hindu, Muslim and Christian holidays

## REFERENCES

Fremantle Multicultural Centre Inc. - Cultural Briefing on the Afghan Community

The Cultural Dictionary - Project of the Migrant Resource Centre Canberra and Region Inc

DFAT - Country and region fact sheets

# Iran

## BACKGROUND

Iran is a Middle Eastern country south of the Caspian Sea and north of the Persian Gulf and shares borders with Iraq, Turkey, Azerbaijan, Turkmenistan, Armenia, Afghanistan, and Pakistan. Iran has been an Islamic theocracy since the Pahlavi monarchy was overthrown in 1979.

## THE PEOPLE

### Population

There is estimated to be 75.9 million people living in Iran. The composition of the population is made up of the following ethnic groups: Persian (51%), Azerbaijani (24%), Giliki and Mazandarani (8%), Kurd (7%), Arab (3%), Lur (2%), Baloch (2%), Turkmen (2%), other (1%).

### Language

Persian (Farsi) is the national language. Azeri is the next most widely spoken language, most Azeri speakers living in the northwest around Tabriz. Other minority languages include Kurdish, Arabic, Luri and Baluchi.

### Religion

The official religion is Shi'a Islam. The majority of the population are Muslims, approximately 89 percent of which are Shi'a and 10 percent are Sunni. The rest are mainly Zoroastrian, Jewish, Christian or Bahá'í.

### General Attitudes

Iranians have a rich cultural heritage, including the ancient Persian Empire, of which they are proud. The people are hospitable and open to others. Iranians value education, culture, intelligence, and wisdom. Their perception of time is more flexible than in the West, Iranians do not stress punctuality over the needs of individuals, who are more important than schedules.

## Personal Appearance

- Iranians dress formally and conservatively in public. Men usually wear Western-style clothing, although traditional robes and turbans or hats are also worn.
- Women must be covered from head to foot, with only hands and face visible in public.
- The traditionally legal black head cover, (maghna-ea) while still worn, is being replaced by more colourful scarves.
- Islam generally requires men to wear long sleeves, but a bare forearm is permitted. Bright colours are not worn.

## CUSTOMS AND COURTESIES

### Gestures/ Greetings

- Objects are passed with the right hand or both hands, but not with the left hand alone.
- The soles of the feet should not point at any person.
- Crossing one's legs is generally not respectable. Slouching or stretching one's legs in a group is offensive.
- Out of respect and to maintain proper distance between genders, men and women do not always make eye contact during conversation.
- Men and women do not display affection in public, even if married.
- To beckon someone, all fingers are waved with the palm facing down.
- To tilt the head up quickly means "no" and to tilt it down means "yes".
- The word 'salaam' is both a greeting as hello and a response.
- Men should avoid physical contact with an Iranian woman.
- Men should only shake an Iranian woman's hand if she offers her hand first.
- Direct eye contact between men and women is to be avoided.
- Beckoning someone by curling the index finger inward is considered rude.
- A downward gaze is a sign of respect.
- Avoid giving or receiving objects with the left hand.

## LIFESTYLE

### Family

The family unit is strong in Iran and provides its members with identity, security, and social organisation. The father is the undisputed head of the household. Large families with many children, especially boys, are preferred. The married sons remain until they are financially independent. The elderly are respected and cared for by younger members of the extended family. Each man and woman has a surname from their family. The second surname is the official one.

### Dating and Marriage

- Dating, as practiced in the West, is not common in Iran. Members of the opposite sex are rarely alone with each other unless married, related or engaged.
- Daughters are usually protected by their families to the point that they do not speak to strangers until married.

## Diet

- Do not offer alcohol or pork to Muslims. Both are prohibited.
- The midday meal is the most important meal of the day. Dinner is usually served after 8.00p.m.
- Food is eaten with the right hand only. Tea is usually offered to guests.
- During the entire month of Ramadan, Muslims do not eat or drink anything from dawn to dusk; in the evenings, families eat together and visit friends and relatives.
- Muslims do not eat pork or drink alcohol.

## Holidays and Special Days

National Day of Islamic Republic of Iran 11 February

New Year known as 'norouz' is on 27 March

Beginning of the Republic 1 April

Ramadan, Id'l Fitr 1st Day of the new moon

Nature Day, or Revolution Day 2 April

Other celebrations include the Birthdays and Deaths of Imams, Imam Hussein, and the prophet Mohammed and his Daughter

## REFERENCES

Fremantle Multicultural Centre Inc. - Cultural Briefing on the Iranian Community

The Cultural Dictionary - Project of the Migrant Resource Centre Canberra and Region Inc

DFAT - Country and region fact sheets





## Support on Placement

The department is committed to ensuring employees are supported to maintain emotional health and wellbeing. Davidson Trahaire Corpsych (DTC), the departmental Employee Assistance Provider is available 24 hours via telephone on 61 2 8295 2292.

## Support after placement

The department is committed to ensuring employees are supported in the work they do. As part of your placement, you are required to undertake a post mission debrief with a DTC counsellor in either:

1. face to face during your final week of placement (where on-site counsellors are available);
2. over the phone within one week of returning to your nominal role.

A DTC counsellor will contact you to arrange an appropriate time to conduct the debrief.

**Please note:** You will not be considered for further short term missions unless this is completed.

## Smart Traveller

The Department of Foreign Affairs and Trade encourages you to register your plans with them before you leave Australia. The registration information you provide will help them to contact or find you in an emergency - whether it is a natural disaster, civil disturbance or family emergency. It may also be used to pass other information to you such as important travel advice updates, notice of elections and information on other matters relevant to travellers and expatriates.

Please see the following link:

<http://www.smartraveller.gov.au/>

## Living & Working Guides

A copy of the Living and Working Guide is attached for your information. The guide has been collated from information obtained from various sources including DFAT, DIBP colleagues who have previously worked on Island and various Sections across the Department. In order to improve the guide and have the most update practical information for staff, we would in due course appreciate your feedback and contributions.



Manus - Nauru - Living and Working Guide  
Manus - Nauru - Living and Working Guide

## Deployment Appraisal Process

As part of the placement process all staff are required to complete a Deployment Appraisal with their supervisor on Manus/Nauru. All Deployment appraisals will need to be completed through OurPeople prior to the cessation of a deployment. Please read the Quick Reference Guide below for instructions on how to access the form in OurPeople.

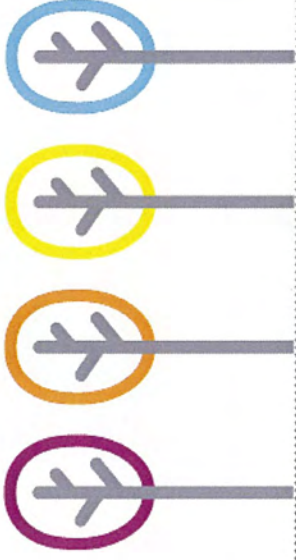


Deployment Appraisal - Quick Reference Guide

## End of Deployment – Manager Debrief



Australian Government  
Department of Immigration  
and Citizenship



# Communication Overview



Global Learning and Change Branch

September 2012

people our business

## Working with stakeholders

1. Identify
2. Analyse
3. Understand
4. Engage
5. Communicate



# Understanding stakeholders

<b>Involve/consult</b> <ul style="list-style-type: none"><li>• Ensure needs and concerns are understood and considered</li><li>• Obtain feedback on alternatives and/or decisions</li></ul>	<b>Collaborate/ Empower</b> <ul style="list-style-type: none"><li>• Potential decision making authority</li><li>• Co-design/co-production</li></ul>
<b>Inform</b> <ul style="list-style-type: none"><li>• Provide balanced and objective information</li><li>• Limited monitoring and management</li></ul>	<b>Consult</b> <ul style="list-style-type: none"><li>• Obtain feedback on alternatives and/or decisions</li></ul>

Level of influence



Level of interest



## COMMUNICATION BARRIERS

- The use of jargon, over-complicated or unfamiliar terms.
- Lack of attention, interest, distractions, or irrelevance to the receiver.
- Language differences and the difficulty in understanding unfamiliar accents
- Differences in perception and viewpoint.
- Expectations and prejudices which may lead to false assumptions or stereotyping
- Cultural differences

## Levels of Conflict

**CRISIS** ●

**TENSION** ●

**MISUNDERSTANDINGS** ●

**INCIDENTS** ●

**DISCOMFORTS** ●

Source: The Conflict Resolution Network, PO Box 1016, Chatswood, NSW 2056

## Conflict resolution

- Conflict resolution strategies

- Basic micro skills:

- Defusing
- Remaining calm







Australian Government  
Department of Immigration  
and Citizenship



Global Integrated Curriculum

## Code of Conduct in the offshore context – Nauru and Manus Island



**Workplace Relations and Conduct Section**  
People and Executive Services Division  
Thursday, May 29, 2014

**people** our business

## Legal Framework

- **APS Values**
  - Section 10
  - *“the way we do things around here”*
- **APS Code of Conduct**
  - Section 13
  - *“specifies individual behaviours”*



### Public Service Act 1999

Act No. 147 of 1999 as amended

This compilation was prepared on 1 January 2005 taking into account amendments up to AC No. 149 of 2003

The text of any of those amendments not in force on that date is appended in the Notes section.

The operation of amendments that have been incorporated may be affected by application provisions that are set out in the Notes section.

Prepared by the Office of Legislative Drafting and Publishing, Attorney-General's Department, Canberra

## Image and perception

- **Conflicts of Interest**
  - Gifts
  - Hospitality - giving and receiving
  - Photographs and business cards
- **Relationships**
  - Social activities
  - Functions
  - Migration Agents/interpreters/other stakeholders

## Allegations & Investigations

### **WRCS is here to help:**

- DO NOT defer decision to discuss/refer
- DO NOT conduct your own investigation
- Allegations are not always substantiated

### **WRCS needs:**

- assistance - files, case notes and documents
- informed comment and advice
- liaison with relevant parties

## Regional Processing Essentials Training 2013 Course Schedule

Day 1 - Thursday, 1 August 2013				
No.	Session	Facilitator/SME	Time	Duration
1.	Welcome / Housekeeping	RPET Facilitator	8:45 - 9:00	15min
2	Introduction	██████████, FAS Regional Processing Support	9:00 - 9:30	30min
3	Deputy Secretary Address	██████████, A/g Deputy Secretary Immigration Status Resolution Group	9:30 -10:15	45min
Morning break			10:15-10:30	15min
4	Work Health and Safety	██████████ IMA Health and Safety	10:30 - 11:30	1hr
5	Overseas Conditions	██████████ IMA & Overseas Workforce Management	11:30 – 12:15	45min
Lunch Break			12:15 - 1:15	1hr
6	Regional Processing: Part 1	██████████ and ██████████ Regional Processing Operations Branch	1:15 – 2:00	45min
7	Regional Processing: Part 2 (Services Management)	██████████ Offshore Services Delivery	2:00 – 2:45	45min
8	Regional Processing: Part 3 (Infrastructure)	██████████, ██████████ Detention Infrastructure	2:45 – 3:15	30min
Afternoon break			3:15 – 3:30	15min
9	Personal Security	██████████ Dynamiq	3:30 – 4:30	1hr

# DET JUNE 2014 – W/C 16.06.2014

## *DAY ONE – Module One: Detention Context and Framework*

Session	Timing	Topics
Opening Speaker	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Welcome to training</li> <li>• Expectations</li> </ul>
Housekeeping & Introduction	9:15 – 9:30	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Housekeeping</li> <li>• Attendance</li> <li>• Assessments</li> <li>• Handouts/Info Resources</li> </ul>
Pre-Requisite Quiz	9:30 – 10:30	<ul style="list-style-type: none"> <li>• Legislative Framework</li> <li>• Duty of Care</li> <li>• WHS</li> <li>• Workplace Conduct</li> <li>• Communication</li> <li>• Security Essentials</li> </ul>
Morning Tea Break	10:30 – 10:45	
Detention Policy Overview/ DSM/Immigration Detention Standards	10:45 – 11:45	<ul style="list-style-type: none"> <li>• DSM</li> <li>• DOPS</li> <li>• SOPS</li> </ul>
Detention Network/Detainee Placement/ Good Order/Regional Management model	11:45 – 12:30	<ul style="list-style-type: none"> <li>• Types of facilities</li> <li>• Explain RMM</li> <li>• What is Good Order?</li> <li>• Emphasise good order and trusting your instinct if you feel something is wrong</li> <li>• Follow Serco directions if an incident occurs</li> </ul>
Lunch	12:30 – 13:30	
Detention Visits	13:30 – 13:45	
Stakeholders	13:45 – 14:15	<ul style="list-style-type: none"> <li>• Who are our stakeholders</li> </ul>
Detainee Complaints	14:15 – 14:45	<ul style="list-style-type: none"> <li>• Role of Serco</li> <li>• Role of DIBP</li> <li>• Role of the Ombudsman and the AHRC</li> <li>• <b>Offshore complaints</b></li> </ul>
Afternoon Tea Break	14:45 – 15:00	
Case Management CSR Comms	15:00 – 15:45	<ul style="list-style-type: none"> <li>• Role of CM in IDF</li> <li>• Communications to detainees</li> </ul>
Communication Activity	15:45 – 16:00	<ul style="list-style-type: none"> <li>• Group activity</li> </ul>
Working with Interpreters	16:00 – 17:30	<ul style="list-style-type: none"> <li>• Role of TIS</li> <li>• Role of interpreters</li> <li>• Code of ethics</li> </ul>

		<ul style="list-style-type: none"> <li>• The effects of prolonged detention on mental health</li> <li>• Cause and risk factors including torture and trauma</li> <li>• Common mental health presentations in detention</li> <li>• Children and mental health illness</li> <li>• Suicide and self-harm</li> </ul>
Afternoon Tea Break	14:45 – 15:00	
Self-care and resilience strategies while on deployment	15:00 – 17:30	<ul style="list-style-type: none"> <li>• Emotional resilience</li> <li>• Handling personal emotions and remaining apolitical</li> <li>• Self-care strategies</li> <li>• Boundaries and the “zone of helpfulness”</li> </ul>

*DAY FOUR – Module Four: Working With and Understanding the IDC Contract and Offshore Contracts*

Session	Timing	Topics
Portal Basics	8:30 – 10:30	<ul style="list-style-type: none"> <li>• Portal Basics</li> </ul>
Morning Tea Break	10:30 – 10:45	
Introducing the Contractual Landscape	10:45 – 12:30	<ul style="list-style-type: none"> <li>• Types of contracts and agreements in DIBP detention environment</li> <li>• DIBP contracts within a political and changing environment</li> <li>• Range of current service providers</li> <li>• Ramifications of poor contract management processes</li> </ul>
Lunch	12:30 – 13:30	
History and Background to the Contracts	13:30 – 15:15	<ul style="list-style-type: none"> <li>• Personal obligations pursuant to the <i>Financial Management and Accountability Act 1997</i></li> <li>• DIBP Chief Executive Instructions and contract management</li> <li>• Philosophy and structure of the contracts</li> <li>• Spirit of cooperation and good faith</li> <li>• Partnering charter and code of conduct</li> <li>• Relying on skill and expertise of the service provider</li> </ul>
Afternoon Tea Break	15:15 – 15:30	
Understanding and Applying the Contract	15:30 – 16:30	<ul style="list-style-type: none"> <li>• Tips for navigating terms and conditions, schedules and annexures</li> <li>• Understanding and applying the contractual terms and conditions</li> </ul>
Afternoon Tea Break	14:45 – 15:00	

Lunch	12:45 – 13:45	
Summative Assessment Discussion	13:45 – 15:00	<ul style="list-style-type: none"> <li>• Presentations</li> </ul>
Afternoon Tea Break	15:00 – 15:15	
Summative Assessment Discussion Continued	15:15 – 16:00	<ul style="list-style-type: none"> <li>• Presentations</li> </ul>
Guest Speaker	16:00 – 17:00	<ul style="list-style-type: none"> <li>• The deployment environment</li> <li>• Current state of play</li> <li>• Expectations of leaders while on deployment</li> </ul>

### *DAY SEVEN – Deployment Skills Day One*

Session	Timing	Topics
Introduction	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Introduction</li> </ul>
Housekeeping	9:15 – 9:20	<ul style="list-style-type: none"> <li>• Housekeeping</li> <li>• Attendance</li> <li>• Assessments</li> </ul>
Duty of Care	9:20 – 10:15	<ul style="list-style-type: none"> <li>• What is Duty of Care</li> <li>• Who do we owe a duty of care to?</li> <li>• What is negligence?</li> <li>• Link between negligence and Duty of Care</li> </ul>
Morning Tea Break	10:15 – 10:30	
Duty of Care (continued)	10:30 – 11:30	<ul style="list-style-type: none"> <li>• Practical implications of Duty of Care</li> <li>• Scenarios</li> </ul>
POMS Training	11:30 – 12:30	<ul style="list-style-type: none"> <li>• What is POMS</li> <li>• Genesis of POMS</li> <li>• Genesis of Incident Reporting Framework</li> </ul>
Lunch	12:30 – 13:30	
Bullying and Harassment and Performance Management	13:30 – 15:30	<ul style="list-style-type: none"> <li>• What is performance management?</li> <li>• What are the benefits of performance management?</li> <li>• Why do we have to be involved?</li> <li>• Your development</li> </ul>
Afternoon Tea Break	15:30 – 15:45	
Workplace Health and Safety	15:45 – 17:00	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• What is a PCBU?</li> <li>• What does a PCBU do?</li> <li>• DIBP Officer responsibilities</li> </ul>

### *DAY EIGHT – Module Seven: Deployment Skills Day Two*

Session	Timing	Topics
Personal Security	9:00 – 10:15	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>
Morning Tea	10:15 – 10:30	
Personal Security (continued)	10:30 – 12:30	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>



		<ul style="list-style-type: none"> <li>• Forward Thinking</li> <li>• Personality testing</li> <li>• Approaching different personality types as a leader</li> </ul>
Morning Tea	10:15 – 10:30	
Forward Thinking Leaders	10:30 – 12:30	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Forward Thinking</li> <li>• Personality testing</li> <li>• Approaching different personality types as a leader</li> </ul>
Lunch	12:30 – 13:30	
Performance Management, Values and Conduct, Bullying and Harassment, PDAs and Leadership Expectations (for managers)	13:30 – 15:30	<ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Values and Conduct</li> <li>• Bullying and Harassment</li> <li>• PDAs</li> </ul>
Afternoon Tea	15:30 – 15:45	
Guest Speaker	15:45 – 16:15	<ul style="list-style-type: none"> <li>• Current climate within the network</li> <li>• Leadership expectations</li> </ul>
Bringing it all together	16:15 – 17:00	<ul style="list-style-type: none"> <li>• What have you taken from the course?</li> <li>• What's your wombat?</li> </ul>
Final Comments	17:00	<ul style="list-style-type: none"> <li>• Clean Up</li> <li>• Bus Passes</li> <li>• Survey Monkey</li> <li>• Thank You and Goodbye</li> </ul>
Course End	17:00	

## Regional Processing Essentials Training 2013 Course Schedule

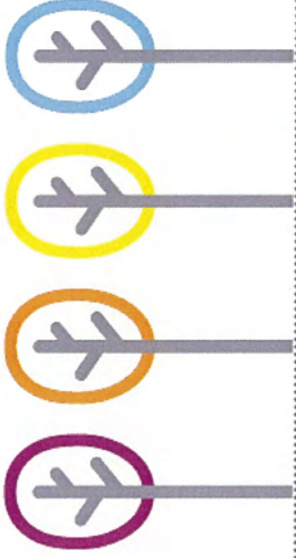
Day 1 - Thursday, 1 August 2013				
No.	Session	Facilitator/SME	Time	Duration
1.	Welcome / Housekeeping	RPET Facilitator	8:45 - 9:00	15min
2	Introduction	██████████, FAS Regional Processing Support	9:00 - 9:30	30min
3	Deputy Secretary Address	██████████, A/g Deputy Secretary Immigration Status Resolution Group	9:30 - 10:15	45min
Morning break			10:15-10:30	15min
4	Work Health and Safety	██████████ IMA Health and Safety	10:30 - 11:30	1hr
5	Overseas Conditions	██████████ IMA & Overseas Workforce Management	11:30 – 12:15	45min
Lunch Break			12:15 - 1:15	1hr
6	Regional Processing: Part 1	██████████ and ██████████ Regional Processing Operations Branch	1:15 – 2:00	45min
7	Regional Processing: Part 2 (Services Management)	██████████ Offshore Services Delivery	2:00 – 2:45	45min
8	Regional Processing: Part 3 (Infrastructure)	██████████, ██████████ Detention Infrastructure	2:45 – 3:15	30min
Afternoon break			3:15 – 3:30	15min
9	Personal Security	██████████ Dynamiq	3:30 – 4:30	1hr

## Regional Processing Essentials Training 2013 Course Schedule

Day 2 - Friday, 2 August 2013				
No.	Session	Facilitator/SME	Time	Duration
1	RPCs and the Media	[REDACTED] National Communications	9:00 – 9:30	30min
2	Code of Conduct	[REDACTED] Workplace Relations and Conduct	9:30 – 10:15	45min
Morning break			10:15-10:30	15min
3	EAP	[REDACTED] Davidson Trahaire Corpsych	10:30 – 11:30	1hr
4	Nauru and Manus Island RPC Q&A session	Guests: [REDACTED], [REDACTED], [REDACTED],	11:30 – 12:30	1hr
Finish			12:30	



Australian Government  
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# Communication Overview

Global Learning and Change Branch

September 2012

people our business

## Introduction

- Getting started on the right foot
- Creating a culture for high performance
- Maintaining open and regular communication

## Working with stakeholders

1. Identify
2. Analyse
3. Understand
4. Engage
5. Communicate



## Analysing stakeholders

Stakeholder	Their interest in your role/IDF/detention	What you need from them	Perceived attitudes and/or risks	Best way to communicate

# Understanding stakeholders

<b>Involve/consult</b> <ul style="list-style-type: none"><li>• Ensure needs and concerns are understood and considered</li><li>• Obtain feedback on alternatives and/or decisions</li></ul>	<b>Collaborate/ Empower</b> <ul style="list-style-type: none"><li>• Potential decision making authority</li><li>• Co-design/co-production</li></ul>
<b>Inform</b> <ul style="list-style-type: none"><li>• Provide balanced and objective information</li><li>• Limited monitoring and management</li></ul>	<b>Consult</b> <ul style="list-style-type: none"><li>• Obtain feedback on alternatives and/or decisions</li></ul>

← Level of influence

Level of interest →



## Working with service providers

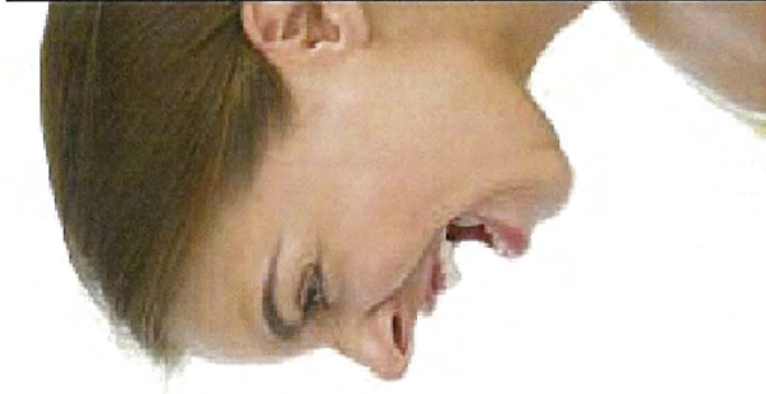
- **Philosophy of the contracts:** acting in the spirit of cooperation and good faith
- Managing contracts requires successful management of the relationship
- Treat the relationship as a shared business partnership
- Have realistic expectations
- Maintain continuous dialogue
- Keep the paper trail!



## COMMUNICATION BARRIERS

- The use of jargon, over-complicated or unfamiliar terms.
- Lack of attention, interest, distractions, or irrelevance to the receiver.
- Language differences and the difficulty in understanding unfamiliar accents
- Differences in perception and viewpoint.
- Expectations and prejudices which may lead to false assumptions or stereotyping
- Cultural differences

# Conflict management



## Levels of Conflict

**CRISIS** ●

**TENSION** ●

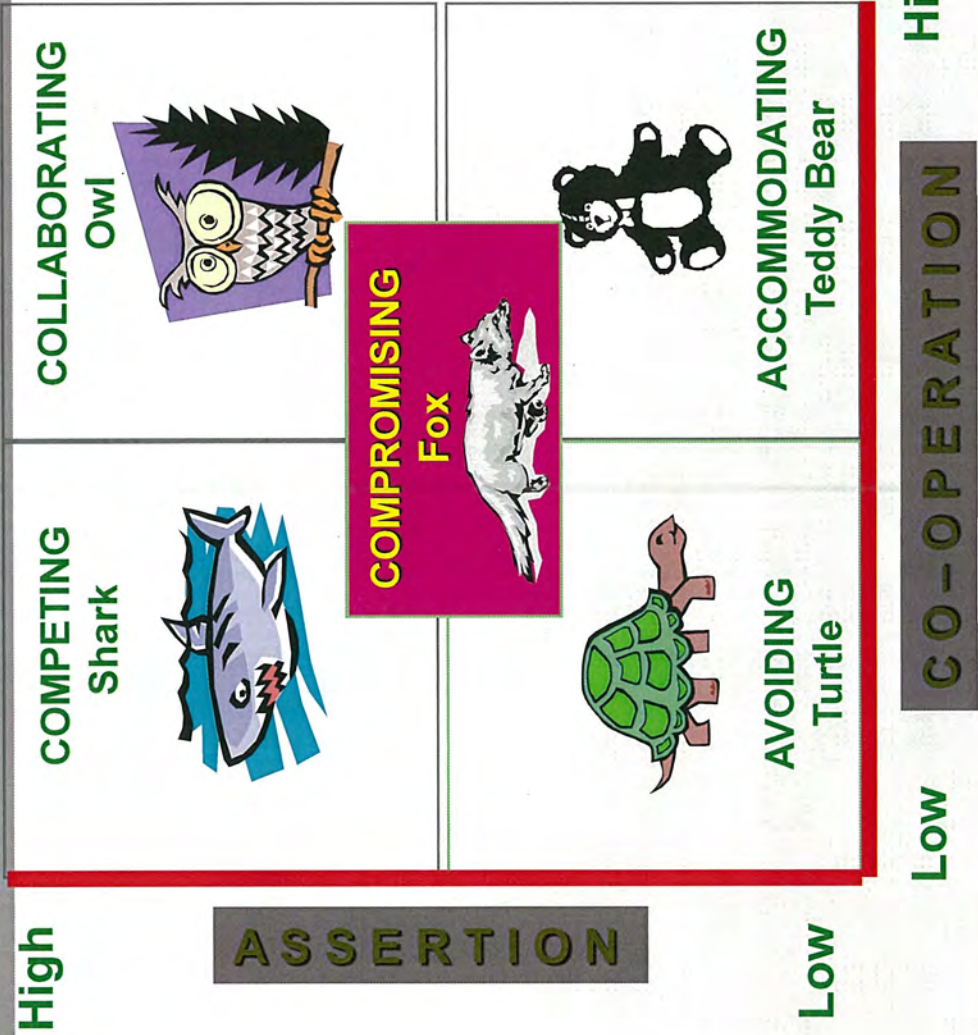
**MISUNDERSTANDINGS** ●

**INCIDENTS** ●

**DISCOMFORTS** ●

Source: The Conflict Resolution Network, PO Box 1016, Chatswood, NSW 2056

# Conflict Management Styles



## Conflict resolution

- Conflict resolution strategies
- Basic micro skills:
  - Defusing
  - Remaining calm



# Communication

- **Key messages**
  - Work as one team
  - Maintain open and regular communication
  - Keep accurate and timely records
  - Deal with conflict early
  - Continue to develop your self-awareness





Australian Government  
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Global Integrated Curriculum

## Code of Conduct in the offshore context – Nauru and Manus Island

**Workplace Relations and Conduct Section**  
People and Executive Services Division  
Thursday, May 29, 2014

**people** our business



## Learning Outcomes

**The purpose of this training session is to:**

- Develop an understanding of APS Values and the Code of Conduct at all times whilst on duty overseas
- Role model APS Values, maintain integrity and quality management of staff
- Understand more about the Code of Conduct processes and support available

## Legal Framework

- **APS Values**
  - Section 10
  - “*the way we do things around here*”
- **APS Code of Conduct**
  - Section 13
  - “*specifies individual behaviours*”



### Public Service Act 1999

Act No. 147 of 1999 as amended

This compilation was prepared on 1 January 2005 taking into account amendments up to Act No. 140 of 2003

The text of any of those amendments not in force on that date is appended in the Notes section

The operation of amendments that have been incorporated may be affected by application provisions that are set out in the Notes section

Prepared by the Office of Legislative Drafting and Publishing, Attorney-General's Department, Canberra

## Avoiding risk

- **Section 13(11)** In the course of our APS employment an employee must:
  - *At all times* behave in a way that upholds the APS values and the integrity and good reputation of the APS
- **Workplace Behaviour**
- **Personal Behaviour:**
  - Alcohol & drugs
  - Obeying the law
  - Cultural sensitivity, respect & tolerance
- **Remember:** You are under greater scrutiny than your colleagues in the STOs/NatO

## Image and perception

- **Conflicts of Interest**
  - Gifts
  - Hospitality - giving and receiving
  - Photographs and business cards
- **Relationships**
  - Social activities
  - Functions
  - Migration Agents/interpreters/other stakeholders

## Management Role

- **MANAGEMENT** - policy, procedures, guidelines and prevention
- **ASSURANCE** - monitoring, reporting and the investigation of breaches
- **COMMITMENT** - education, awareness and leadership
  - Cover Values and Conduct in performance reviews
  - Correct all infringements – seek advise/report to the WRCS
  - Keep records - of the training and document any employee counselling

## Allegations & Investigations

### **WRCS is here to help:**

- DO NOT defer decision to discuss/refer
- DO NOT conduct your own investigation
- Allegations are not always substantiated

### **WRCS needs:**

- assistance - files, case notes and documents
- informed comment and advice
- liaison with relevant parties

## References and Contacts

- **IMMI**net:
  - Code of Conduct Guidelines
  - Guidelines for Handling Misconduct
  - RESPECT Guidelines
  - DIAC Drug and Alcohol Policy
- **Fact sheets on IMMI**net
- **DIAC Fraud Control Plan**
- **Workplace Relations and Conduct (02) 6225 6271**
- **values.and.conduct@immi.gov.au**



Australian Government  
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# Translating and Interpreting Service (TIS National)

Interpreter deployment brief

Manus Island Offshore Processing Centre (OPC)





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# Accepting an Illegal Maritime Arrival (IMA) Assignment on Manus Island

Please take note of the following information when considering accepting IMA work as an interpreter at Manus Island Offshore Processing Centre (OPC).

All pre-booked or onsite bookings that you have previously accepted from TIS National that coincide with an IMA assignment will be automatically re-allocated to another interpreter. If your IMA assignment is cancelled or ends earlier than scheduled, any previously accepted bookings will not be re-allocated to you.

Due to operational requirements and often at very short notice:

- Your booking dates may be altered
- You may be relocated to another site to finish your deployment
- You may be scheduled to accompany detainees on charters, commercial flights and or medical flights
- Your departure date cannot be guaranteed.

While you will be informed of an approximate length of stay, this estimate can change due to weather conditions or unexpected operational requirements.

Attached is a copy of *Illegal Maritime Arrival (IMA) interpreting assignments, Interpreter Expectations* for all IMA assignments. Please ensure that you read and understand this document, as all interpreters are required to be fully aware of their responsibilities and adhere to the AUSIT Code of Ethics while on IMA deployment.

## Who will I be interpreting for at an OPC?

### Department of Immigration and Border Protection (DIBP)

Departmental staff will require interpreting assistance with a range of activities including detainee case management, detention operations activities and various interview scenarios.

### International Health and Medical Services (IHMS)

International Health and Medical Services (IHMS) are contracted by the department to provide a range of health services to people in immigration detention around Australia.

### Security

Wilson/G4S has been contracted by the department to deliver immigration detention, residential care, custodial, transport and other services at IMA facilities. All persons working at the centre (including interpreters) must comply with all security operational requirements, including sign-in and sign-out procedures.

## Torture and trauma counselling

Qualified counsellors that specialise with torture and trauma counselling.

## Other service providers

There are a range of other service providers and interested parties that you may be required to assist with interpreting on a needs basis.

## Important travel information

Please ensure that you allow suitable time to catch all flights. If you miss your scheduled flight, the cost of purchasing a new or amended ticket may be charged /invoiced to you for reimbursement, or the interpreting assignment may be reallocated to another interpreter. In exceptional cases (incidents outside of your control), the department may cover the cost of booking alternative flights.

Please note that return flights cannot be altered in any way. Any charges incurred for excess baggage are at your own expense.

To ensure your personal property and effects are covered, particularly if you have items of value, you should consider obtaining your own private insurance whilst on deployment. The department and the site will not be held responsible for the loss or damage of any personal belongings.

## In Flight Meals

Whilst every attempt is made to accommodate your dietary requirements, TIS National cannot guarantee that this will occur as not all airlines cater for specific preferences nor do some provide meals. TIS National recommends that you may like to eat prior to your departure and pack some snacks to eat whilst you are on your flights.

## Travelling to and from Manus Island

A current Australian passport with at least six months validity is required for travel to Manus Island. The current visa arrangement requires that a visa is obtained prior to departing Australia. The visa cost is \$215 AUD and will be applied for via post or in person depending on your location. Please ensure you acquire a receipt for this transaction and submit to TIS National for reimbursement along with your timesheets.

Travel to and from Manus Island is through Jacksons International Airport in Port Moresby, Papua New Guinea. Check-in time is two hours prior to departure. The flight to and from Brisbane is approximately three to four hours.

After arriving in Port Moresby you will transfer to an Air Niugini domestic flight which will take you to Momote Airport on Los Negros Island from which it is about a 20 minute drive to the centre. Interpreters are collected from Momote Airport by G4S staff. Please contact the Interpreter Coordinator on Manus Island should you have any concerns upon arrival. Delays and cancellations are common. Be prepared for long waits at the airport. There is a small canteen in the domestic departure lounge. It is recommended that you exchange Australian dollars into PNG Kina at the international terminal before going to the domestic terminal so that you can purchase snacks and drinks from the canteen.

If the flight from Port Moresby to Manus Island is cancelled, contact the DIBP Interpreter Coordinator at the centre and the TIS National booking team. Air Niugini will arrange travel on an alternate flight or provide overnight accommodation in Port Moresby. You will need to follow Air Niugini directions – this usually involves leaving the departure lounge and obtaining a voucher for a hotel from the service desk, opposite the check-in area. If you stayed in Port Moresby the night before, you will need to show them your hotel receipt, and ask them to book you a room for the same hotel. You should only stay in the Grand Papua, Gateway or Airways.

Interpreters should politely but firmly insist that Air Niugini provide accommodation in one of these hotels (of these three, they will usually only book passengers into the Grand Papua).

If the airline refuses, you should contact the Interpreter Coordinator at Manus Island OPC for advice. You should only catch the official hotel shuttle to your accommodation and should not, under any circumstances, catch a taxi.

You may be required to spend the night in Port Moresby before catching a commercial flight to Manus Island.

Upon arrival in Port Moresby, the following security measures must be followed:

- Do not leave the airport (except to board the shuttle bus or the chauffeured car to the hotel)
- Do not catch a taxi
- Do not go out at night.

A shuttle bus or chauffeur driven vehicle will be arranged to take you from Jacksons International Airport to your accommodation in Port Moresby.

Your flight to Manus Island will be booked for you and you will be provided with a copy of your travel itinerary.

Ensure you dress appropriately to work on your travel day (see *Interpreter expectations*) as you may be required to assist with interpreting on the day of arrival.

Make sure that you have a phone that works in PNG (a mobile with either international roaming or a local Digicel SIM purchased at the airport) and that you have contact details for staff at the Manus Island Offshore Processing Centre and the Australian High Commission (see Important Contacts section of this document).

## Contacting TIS National while on deployment

If you require guidance or assistance while on deployment that cannot be resolved by the onsite interpreter coordinator, you can contact TIS National IMA specific Interpreter Liaison Officer (ILO).

The TIS National IMA ILO can be contacted from 11.00 am to 7.00 pm Australian Eastern Standard Time (AEST), Monday to Friday.

**Phone:** 1800 462 456

Enquiries can also be referred to the IMA ILO by email.

**Email:** [TIS.IMADeployment.ILO@immi.gov.au](mailto:TIS.IMADeployment.ILO@immi.gov.au)

Your regular TIS ILO can be contacted from 9.00 am to 5.00 pm AEST, Monday to Friday.

For urgent matters outside of these hours, that cannot be resolved locally, contact the TIS National Contact Centre on +61 3 9203 4027

Interpreters from agencies other than TIS National requiring guidance or assistance should contact their contracting agency directly.

## Timesheet processing

A copy of the TIS National IMA Timesheet is included with this document. This timesheet is to be completed for all IMA bookings. Your daily start and end time should be recorded on the sheet each day, and be signed by the site Interpreter Coordinator (formerly known as the Interpreter Liaison Officer). Travel days do not require a coordinator's signature, but must have the start and end time recorded.

Once the timesheet is complete, either scan and email it to [tis\\_ima\\_timesheets@immi.gov.au](mailto:tis_ima_timesheets@immi.gov.au) or fax it to the TIS National IMA booking team on 1300 655 017. This email address and fax number are for IMA timesheets only.

Your timesheet will be processed within 5–10 business days of being received by TIS National. Payment of any expenses for this booking will be deposited into your nominated bank account within 3–5 working days upon receipt and processing of your IMA timesheet. TIS National will only reimburse transport receipts with are relevant to this booking. No meal or beverage receipts will be reimbursed.

Payment summaries will only be emailed at the completion of your IMA booking. If there are any errors or omissions on your timesheet, TIS National will contact you via email. Adjustments will occur once the required information has been provided.

Interpreters from agencies other than TIS National are expected to comply with their agency's job recording requirements.

## Local area information

### Location and geography

Manus Island is part of Manus Province in Northern Papua New Guinea and is the largest island of the Admiralty Islands. It is the fifth largest island in Papua New Guinea with an area of 2, 100 km<sup>2</sup>, and measuring around 100 km x 30 km. Manus Island is approximately 800km from the capital Port Moresby.

### Time difference

Manus Island time is the same as Australian mainland time apart from during Australian Eastern Daylight Saving Time (AEDST). During AEDST there is a one hour time difference; Manus Island is one hour behind Australia during Australian Eastern Daylight Saving Time.

## Climate

Manus Island has a tropical rainforest climate with no dry season. High temperatures on the island hover around 30°C and fall to lows of around 25°C in the evenings. Interpreters will be working outdoors and the majority of indoor facilities do not have air-conditioning. There is no interpreter room at this stage so between bookings interpreters may be outside.

## Shopping and Services

### Shopping

Lorengau is the closest sizable town to the Manus Island OPC and contains several small convenience stores and supermarkets. Two of the main stores are 'Papindo' (which also has a wholesale store) and 'Splendid Star'. There is a hardware store, a small store that stocks mobile phones and SIM cards, a chemist and a post office. Shops are only open until 1:00pm on the weekend. It is unlikely that you will be able to get to shops during opening times except perhaps on your day off. There is a very limited variety of products available – interpreters should attempt to bring everything they require with them.

The market in Lorengau usually operates during the day, Monday – Saturday. The market sells mostly betel nut (banned at the OPC), fish, limited local fruit and vegetables, knick knacks and handicrafts.

### Banking

Getting cash is difficult; you should bring enough cash in PNG Kina to last for one month. It will be quicker and easier to exchange some money at the Port Moresby International Airport (there is no ATM at the Manus Island Airport). As food at the centre is provided and shopping facilities are limited, you will not require a great deal of money.

There are ATMs located at the Bank of South Pacific in Lorengau. Bank hours are 0900 – 1500hrs Monday – Friday. Please be aware that the use of ATMs will incur a transaction fee. You can convert Australian dollars into PNG Kina at the bank during business hours. The ATMs are open all hours however they do regularly run out of cash.

### Power

Electricity power plugs and voltage are the same as in Australia and there are power points in most rooms at the OPC.

## Television and Radio

There is one TV in the staff mess (communal area) which receives one channel (EMTV). You may wish to bring a laptop or DVDs and a personal DVD player with headphones.

## Medical facilities

IHMS are responsible for providing medical assistance to staff onsite at Manus Island. Advise IHMS if you are feeling unwell. This is especially important if you are displaying signs of communicable illnesses.

## Mobile coverage and internet access

If you have global roaming enabled on your mobile phone, it will work in PNG on the local 2G network. You may also need a local SIM while on deployment. If you require a local SIM or micro-sim card for your mobile devices, it is easier and cheaper to purchase them at the airport in Port Moresby. You can purchase pre-paid SIM cards and credit from Digicel, the national provider (as at March the cost of a standard SIM is around 25 PNG Kina). If you are unable to get one in Port Moresby, DIBP will arrange for you to purchase one in Lorengau. However micro-sims for iPads and iPhones are not available on Manus Island. You will still be able to use them if you have international roaming but this may be very expensive.

Internet facilities are limited on Manus Island and access to these should not be relied upon.

## Site information

### Transport

Transport on Manus Island is limited and it is important that you are organised when travelling on the island.

Interpreters are not permitted to leave the site at night time, however G4S will provide limited transport on rostered days off.

On occasions, the bus from your accommodation to the site may not run and interpreters will be required to walk approximately one kilometre along an often muddy and uneven path from the accommodation to the centre.

## Accommodation

All interpreters and staff are accommodated on board a ship named 'Bibby'. The rooms are shared and there are three to five people per room. Everyone will be living in close proximity so it is important to be considerate and respectful of others.

Rooms are very small, have air-conditioning, bunk beds and limited storage. Bed linen, a pillow and a bath towel are provided and must be left in your room when you leave. There is a bathroom in each room. All power points on-board are Australian.

Interpreters will be allocated rooms on arrival



Alcohol is prohibited on the vessel

Please visit <http://www.bibbymaritime.com/our-fleet/bibby-progress.aspx> for a view of the ship.

The kitchen where meals are prepared on the Bibby is not Halal Certified and therefore Halal meals cannot be guaranteed.

Upon arrival on the Bibby you will be required to sign an acknowledgment. This acknowledgment includes but not limited to keeping your room clean, neat and tidy. Also dress standards are but not limited to ensuring that your clothing covers your shoulders at all times whilst you are in the dining room.

## Working hours

### Standard working hours

While a standard work day is usually between the hours of 0800 and 1800, work hours will depend on operational requirement and can be unpredictable. On your timesheet you should always record the exact start and end times, accurately recording any breaks.

There is no option for an extension as current visas are for 30 days single entry only.

### Roster and days off

Interpreters will receive a roster each evening, either in the mess hall or at the accommodation. At this stage no text messages will be sent

Interpreters will receive a day off approximately every six to seven days; however this may vary depending on operational requirements.

## On-site facilities

### Food

There are no individual cooking facilities provided however interpreters will be provided with meals onsite for a small cost. Meals are served in the staff mess onsite and tea and coffee are also available at all times. Interpreters currently do not have access to a fridge.

Interpreters will be required to pre-purchase individual or multiple meal tickets from the Euresst Admin Office. Meal tickets are to be paid for in cash only and are priced as follows:

- PGK10.00 (approximately \$4 AUD) per ticket per meal
- PGK 420.00 (approximately \$171 AUD) per booklet containing tickets for 14 days' worth of meals.

Tickets must be purchased during business hours and must be purchased the day prior to use. No tickets will be available for sale in the mess hall during meal hours on the day. Meal tickets for arrival day will be provided by site coordinators. Tickets are to be surrendered to cashiers at the mess hall and identification must also be shown. No meals will be given in takeaway containers from the kitchen, however takeaway meals may be prearranged.

## Water

The tap water onsite is safe to drink. Bottled water is available in the fridge in the staff mess. It is recommended that you only drink bottled water when offsite.

## Dress code

The Department will supply interpreter shirts/vests to all Interpreters, these shirts/vests must be worn at all times while working for the Department. Many detainees are from various cultures and all interpreters working at the OPC must dress appropriately. Your work clothing should be modest, smart casual. All clothing should cover your shoulders, back and knees.

Closed toe footwear must be worn at all times whilst on site due to the presence of insects which can deliver very nasty bites.

Your casual clothes should also be suitable for the hot climate, although you will need some clothes for cooler evenings, such as cotton cardigans, jackets and long pants. Due to its tropical climate, Manus Island can be quite wet. Suitable footwear for muddy conditions and wet-weather clothing are advisable.

## Expectations

- Bring your ID card, hat & sunscreen and wear closed shoes to work every day
- Keep hydrated. For workplace health and safety reasons it is important to drink enough water during your day
- Be aware of your ethical duties while on-site. You are expected to act in a professional manner to clients, staff and your fellow interpreters
- Do not carry mobile phones during your appointments with clients
- Do not bring personal mobile phones into designated client areas within the compound
- Do not talk to clients without a DIBP, SERCO, AFP or IHMS officer present
- Do not engage in non-official interaction with clients. Do not walk through client areas in the OPC without a specific assignment and a DIBP, SERCO, AFP or IHMS officer
- Do not advocate for or provide advice to clients. This compromises your impartiality under the AUSIT Code of Ethics
- Support and respect your colleagues, providing constructive advice if you think appropriate
- DIBP expects interpreters to continue to follow Australian laws such as wearing seatbelts, wearing helmets and not driving while under the influence of alcohol
- Be aware that PNG's customs and laws vary considerably from those in Australia. Any breach of Papua New Guinean law will be dealt with by Papua New Guinean law enforcement.

## Health and well-being

Under the Work Health Safety Act 2001 (WHS Act) each interpreter is required to take reasonable care for his or her own safety and the safety of other persons and to report all incidents to the interpreter coordinator in a timely manner.

Some ways you can look after your health and safety are:

- Ensure you are with another officer at all times while in detainee areas of the centre
- Drink bottled water regularly, wear sunscreen, a hat, and stay out of the sun
- Protect yourself from mosquito-borne diseases; use insect repellent, wear loose-fitting, light coloured, long-sleeved T shirts and long pants, and use a mosquito net where provided
- Be mindful of your personal security, particularly at night, and do not go outside the centre alone
- Keep your phone charged, switched on and with you at all times (excluding when you are on active duty)
- There are limited areas suitable for swimming. Do not go swimming outside these areas and never go swimming alone
- Use EAP (only accessible by phone).

You should have already had your vaccinations and been provided anti-malaria medication.

## Security

You should exercise a certain degree of caution in Papua New Guinea because of the high levels of serious crime. Crime rates are particularly bad in the capital Port Moresby and in Lae, Mt Hagen and other parts of the Highland provinces.

You should not leave the Port Moresby Jacksons International Airport for any reason without first contacting DIBP on Manus Island (other than to go to your hotel if staying overnight). It is not safe to walk around Port Moresby, or to catch a taxi. If you are staying overnight in Port Moresby, you should not leave the hotel grounds other than to get your transfer back to airport for your flight to Manus Island.

If you have a connecting domestic flight after your international flight, obtain your domestic boarding pass and check your luggage at the designated check-in desk inside the international terminal. Walk directly from the international terminal to the domestic terminal – do not wander around outside (upon exiting the international airport, turn right and walk to the end of the footpath to reach the domestic terminal). Listen carefully to the announcements over the loud speaker for details of your domestic flight as there may be no signage to indicate when your flight is boarding.

Boarding gates may process passenger from multiple flights; upon walking onto the tarmac be sure you are directed to the correct aircraft.

### Important Contact Details

- Interpreter Coordinator: (+675) 7023 0885
- Manus Island OPC (DIBP) duty phone: (+675) 7023 0882
- IHMS (for medical emergencies): (+675) 7031 9998
- EAP International line: +61 2 8295 2292

## Other important information

Carrying mobile phones whilst on duty can vary across IDFs and OPCs due to a number of factors including availability of storage lockers or the availability of a secure interpreter room. It is a requirement that interpreters comply with all local facility rules in respect to the carrying of a mobile phone while on duty.

### Mosquitoes and other pests

- While there are no mosquito borne viruses on the Island, mosquitoes are often troublesome.
- You can use repellent, nets, mosquito zappers and/or coils to help control them. Vitamin B Forte tablets are also helpful for chronic sufferers as the mosquito dislikes the smell of the skin after Vitamin B Forte is taken.
- Repellents are to be carried in stick or cream form, as aerosol cans cannot be transported in your luggage. All are available on the island.
- Spraying or baits can control mosquitoes, cockroaches, ants and flies.
- There are two types of snakes, both non-venomous to humans. Rats, mice and feral cats can be a minor problem at times.

## Acclimatising

- Humidity on the island is high. Exposure to direct sunlight can also burn you quickly.
- Sunscreen, a hat and sunglasses are essential—you should pack more than you expect to need. Lycra swimming suits/wet shirts/rash shirts are also a good idea.
- Because of the heat and humidity, it is important to drink a lot of water. You should bring a bottle for water which you can take to work.

## What to pack

In addition to issues covered in separate sections of this document, you will need the following:

- Vaccination history
- Enough cash to last the length of your deployment (PNG Kina)
- Mobile telephone with the correct coverage (see Mobile Coverage section of this document)
- Toiletries, basic first aid kit, hat, sunscreen, insect repellent & Swimsuit
- DVDs, videos, reading materials
- Bottle for drinking water
- Australian Passport with at least six months of validity
- Driver's licence
- Interpreter identification card
- TIS National interpreter timesheets
- Printed copies of this document and flight itineraries
- Torch
- Light-weight, light coloured long-sleeve shirts and pants (three-quarter length pants are good for work)
- Rain coat (it rains heavily and regularly and raincoats are not provided)
- Light-weight, cool casual summer clothing for days off (modest sleeveless tops and shorts for women are acceptable)
- Cotton polo shirt to use for work until the uniform arrives (yellow if possible)
- Covered-in shoes for work (casual, cool)
- Lanyard for centre ID pass
- Boots for work (the site gets very muddy when it rains)
- Elastic travel clothes line
- Laundry powder
- Small mirror
- Prescription medication to last the full period of your deployment as it is unlikely you will be able to source medication at Manus Island.
- Ensure you bring anti-malarial medication.

# DET FEBRUARY 2014 – W/C 17.2.2014

## DAY ONE – Module One: Detention Context and Framework

Session	Timing	Topics	Talking Points
Opening Speaker	9:00 – 9:15	<ul style="list-style-type: none"> <li>Welcome to training</li> <li>Expectations</li> </ul>	
Housekeeping & Introduction	9:15 – 9:30	<ul style="list-style-type: none"> <li>Introduction</li> <li>Housekeeping</li> <li>Attendance</li> <li>Assessments</li> <li>Handouts/Info Resources</li> </ul>	<ul style="list-style-type: none"> <li>Introduce yourself and learning outcomes for Module 1</li> <li>Toilets; Kitchen; Emergency Exits</li> <li>Being late; missing days</li> <li>Employability skills; workbook; interviews</li> <li>How to use printouts and info resources</li> </ul>
Pre-Requisite Quiz	9:30 – 10:30	<ul style="list-style-type: none"> <li>Legislative Framework</li> <li>Duty of Care</li> <li>WHS</li> <li>Workplace Conduct</li> <li>Communication</li> <li>Security Essentials</li> </ul>	<ul style="list-style-type: none"> <li>Activity 1.1 – DoC Scenarios</li> <li>Activity 1.2 – Geoff and the Pub</li> <li>Activity 1.3 – Definitions of Terms</li> <li>Discuss what role WHS Section play onshore and offshore.</li> </ul>
Morning Tea Break	10:30 – 10:45		
Detention Policy Overview/ DSM/Immigration Detention Standards	10:45 – 11:45	<ul style="list-style-type: none"> <li>DSM</li> <li>DOPS</li> <li>SOPS</li> </ul>	<ul style="list-style-type: none"> <li>Onshore Detention Policy – Not relevant in offshore environment</li> </ul>
Workplace Relations and Conduct	11:45 – 12:30	<ul style="list-style-type: none"> <li>Code of Conduct</li> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct inclusive of onshore and offshore facilities</li> </ul>
Lunch	12:30 – 13:30		
Detention Network/Client Placement	13:30 – 14:15	<ul style="list-style-type: none"> <li>What are the 7 key immigration values</li> <li>Types of facilities</li> <li>Current client placement model</li> </ul>	<ul style="list-style-type: none"> <li>How does new Gov policy relate to RMT role and the immigration values</li> <li>Activity 2.1 – Applying the Detention Values</li> <li>IDC; ITA; IRH; APOD; CD; BVE</li> <li>Explain how different facilities are used for different reasons (eg. BITA for mental health detainees; Curtin for BVE releases)</li> <li>Activity 2.2 – Places of Detention</li> </ul>
Regional Management Model	14:15 – 15:00	<ul style="list-style-type: none"> <li>Explain RMM</li> </ul>	<ul style="list-style-type: none"> <li>Network divided into zones with RM in each</li> <li>Aims to provide consistency</li> <li>Consistency provides better service to detainees in detention</li> </ul>
Afternoon Tea Break	15:00 – 15:15		
Good Order	15:15 – 15:30	<ul style="list-style-type: none"> <li>What is “good order”?</li> </ul>	<ul style="list-style-type: none"> <li>Calm centre with compliant detainees</li> <li>Detainees do not need to be happy for good order to exist</li> <li>Discuss good order offshore</li> </ul>
Stakeholders	15:30 – 16:00	<ul style="list-style-type: none"> <li>Who are our stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Use whiteboard to get participants to list who our stakeholders are and what role they play in the IDF network</li> <li>Distinguish offshore stakeholder separately on second white board</li> </ul>
Client Complaints	16:00 – 16:30	<ul style="list-style-type: none"> <li>Role of Serco</li> <li>Role of DIBP</li> <li>Role of the Ombudsman and the AHRC</li> <li>Offshore complaints</li> </ul>	<ul style="list-style-type: none"> <li>Serco manage all detainee complaints and give information to the GFU to collate to identify patterns</li> <li>If a detainee complains to you, it is your responsibility to action as an Immigration officer</li> <li>OO/ARHC flow chart and your responsibilities to respond to queries</li> <li>Discuss how offshore detainee complaints are processed</li> </ul>
Case Management	16:30 – 17:00	<ul style="list-style-type: none"> <li>Role of CM in IDF</li> <li>Communications to detainees</li> </ul>	<ul style="list-style-type: none"> <li>Inception of Case Management</li> <li>Possible detainee outcomes</li> <li>Role of Case Management offshore</li> <li>The role of a Case Manager now under new government policy</li> </ul>

DAY TWO – Module Two: The Detainee Story

Session	Timing	Topics	Talking Points
Documentary: Between the Devil and the Deep Blue Sea	9:00 – 10.15	<ul style="list-style-type: none"> <li>• Watch Documentary</li> <li>• Discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Show DVD</li> <li>• Activity 3.1 – Between the Devil and the Deep Blue Sea</li> </ul>
Morning Tea Break	10:15 – 10:30		
Who are our detainees in Immigration Detention?	10:30 – 11:45	<ul style="list-style-type: none"> <li>• Watch Video <a href="http://www.youtube.com/watch?v=AXXANHHY-CU">http://www.youtube.com/watch?v=AXXANHHY-CU</a></li> <li>• Start 2:09 End 4:24</li> <li>• Start 8:53 End 11:00</li> <li>• Table groups to find 3 interesting statistics from handouts provided and discuss</li> <li>• Using PowerPoint, go through the different language groups for some of our higher profile detainee groups</li> <li>• Go through PowerPoint</li> <li>• How does this relate to detainee behaviour in detention?</li> <li>• Discuss protests for Sri Lankan/Afghan detainees Versus Iranian/Iraqi/Kurdish detainees</li> <li>• Explain concept of not having to be an asylum seeker using PowerPoint</li> <li>• How detainee behaviour can be explained using PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Race; Religion; Nationality; Membership of a particular social group or Political opinion</li> <li>• Again point out no mention of economic need/reasons</li> <li>• Assessment looks at now, not the past.</li> <li>• Subjective (detainee story) and Objective (country information) assessment tools</li> <li>• Use Gabe Watson example (honeymoon killer)</li> <li>• Use media example</li> </ul>
Refugee Assessment	11:45 – 12:00	<ul style="list-style-type: none"> <li>• Article 1A of the Refugee Convention</li> <li>• Well-founded fear of persecution</li> <li>• Non-refoulement</li> <li>• Sur Place claims</li> <li>• Discuss current on PV claim assessments - Temporary Humanitarian Concern Visa</li> </ul>	
Lunch Break	12:00 – 13:00		
Detainee Pathways	13:00 – 14:15	<ul style="list-style-type: none"> <li>• Watch Video</li> <li>• Pre 13 Aug 2012 cohort</li> <li>• Post 13 Aug 2012 cohort</li> <li>• Operation Sovereign Borders</li> </ul>	<ul style="list-style-type: none"> <li>• Show video <a href="http://www.youtube.com/watch?v=SrgMwrf7Bnw">http://www.youtube.com/watch?v=SrgMwrf7Bnw</a></li> <li>• - Start 0:00 End 7:24</li> <li>• Use PowerPoint and posters to explain boat processing arrangements and potential detainee pathways</li> <li>• Jetty to jet in 48 hours</li> <li>• OSB and offshore (15 government agencies)</li> <li>• Activity 3.2 – IMA Detainee Pathways</li> </ul>
Afternoon Tea Break	14:15 – 14:30		
Minors in Immigration Detention	14:30 – 15:30	<ul style="list-style-type: none"> <li>• IGOC policy</li> <li>• arrangements for children in detention</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 3.3 – Minors in Immigration Detention</li> </ul>
Working with Interpreters	15:30 – 17:00	<ul style="list-style-type: none"> <li>• Role of TIS</li> <li>• Role of interpreters</li> <li>• Code of ethics</li> <li>• issues</li> <li>• Role of interpreters offshore</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 2.3 – Working with Interpreters</li> </ul>

*DAY THREE - Module Three: Portal Basics*

Session	Timing	Topics	Talking Points
Introduction	9:00 – 9:15	<ul style="list-style-type: none"><li>• Introduction</li></ul>	<ul style="list-style-type: none"><li>• Explain learning outcomes for Modules 4 &amp; 5</li></ul>
Portals Basics	9:15 – 10:30	<ul style="list-style-type: none"><li>• Introduction to CCMDS Portal</li></ul>	<ul style="list-style-type: none"><li>• Reworked content to be included in participant workbook</li></ul>
Morning Tea Break	10:30 – 10:45		
Portals Basics	10:45 – 12:30	<ul style="list-style-type: none"><li>• Using CCMDS in an IDF</li></ul>	
Lunch	12:30 – 13:30		
Portal Basics – ADDITIONAL TIME ALLOCATED HERE	13:30 – 15:45	<ul style="list-style-type: none"><li>• Using CCMDS in an IDF</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Activity 5.1 – Detainee Details in the Portal</a></li></ul>
Afternoon Tea Break	15:45 – 16:00		
Guest Speaker	16:30 – 17:00	<ul style="list-style-type: none"><li>• Contract Management</li></ul>	<ul style="list-style-type: none"><li>• NatO support for Service Delivery Team</li></ul>



DAY FOUR – Module Four: Working With and Understanding the IDC Contract

Session	Timing	Topics	Talking Points
Introducing the Contractual Landscape	9:00 – 10:30	<ul style="list-style-type: none"> <li>• Types of contracts and agreements in DIBP detention environment</li> <li>• DIBP contracts within a political and changing environment</li> <li>• Range of current service providers</li> <li>• Ramifications of poor contract management processes</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 4.1 – Types of Contracts and Agreements</li> </ul>
Morning Tea Break	10:30 – 10:45		
History and Background to the Contracts	10:45 – 12:30	<ul style="list-style-type: none"> <li>• Personal obligations pursuant to the <i>Financial Management and Accountability Act 1997</i></li> <li>• DIBP Chief Executive Instructions and contract management of the contracts</li> <li>• Philosophy and structure of the contracts</li> <li>• Spirit of cooperation and good faith</li> <li>• Partnering charter and code of conduct</li> <li>• Relying on skill and expertise of the service provider</li> <li>• Immigration detention values and contractual relevance</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 4.2 – CEI's and DIBP Contract Management</li> <li>• Activity 4.3 – Spirit of Cooperation and Good Faith</li> </ul>
Lunch	12:30 – 13:30		
Understanding and Applying the Contract	13:30 – 14:45	<ul style="list-style-type: none"> <li>• Tips for navigating terms and conditions, schedules and annexures</li> <li>• Understanding and applying the contractual terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 4.4 – IDC Contract</li> </ul>
Afternoon Tea Break	14:45 – 15:00		
Performance Obligations and Compliance in the Contracts	15:00 – 16:30	<ul style="list-style-type: none"> <li>• The need to manage contractual performance and maintain compliance</li> <li>• Measuring contractual performance and risk management</li> <li>• Natural justice and procedural fairness requirements</li> <li>• Test your knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 4.5 – Measuring Contractual Performance</li> <li>• Activity 4.6 – Test Your Knowledge</li> </ul>
Detention Risk Assessment Toolkit	16:30 – 17:00	<ul style="list-style-type: none"> <li>• How is the DRAT used?</li> <li>• What is the DRAT</li> </ul>	

DAY FIVE – Module Five: Working With and Understanding the IDC Contract

Session	Timing	Topics	Talking Points
Contract Governance Framework	9:00 – 10:30	<ul style="list-style-type: none"> <li>Regional management model</li> <li>Role of contract administrator and contract authority</li> <li>Incentives and abatements</li> <li>Governance committees and joint initiatives</li> <li><b>Offshore contracts</b></li> </ul>	<ul style="list-style-type: none"> <li>Discussion of current offshore contracts and the role DIBP play in advice and oversight</li> <li>Discussion of Transfield contract</li> <li>Discussion of Salvation Army contract</li> <li>Discussion of Garrison Support Services Contract</li> </ul>
Morning Tea Break	10:30 – 10:45		
Relationship Building and Keeping the Paper Trail	10:45 – 12:00	<ul style="list-style-type: none"> <li>Working as a partnership</li> <li>Record keeping and <i>Freedom of Information Act 1982</i> requirements</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Activity 4.7 – Case study</a></li> </ul>
Lunch	13:00 – 13:00		
Being the Intelligent Customer	13:00 – 14:45	<ul style="list-style-type: none"> <li>Lessons to be learnt</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Show video Malu Sara</a></li> <li><a href="#">Activity 4.8 – Malu Sara</a></li> </ul>
Afternoon Tea Break	14:45 – 15:00		
Mental Health Policy	15:00 – 17:00	<ul style="list-style-type: none"> <li>4 Mental Health Policies used in an IDF</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health Screening for people in detention</li> <li>Identification and support for people in immigration detention who are survivors of torture and trauma</li> <li>Psychological support for the prevention of self-harm for people in immigration detention (PSP)</li> <li>Application of mental health policies to minors in immigration detention</li> <li><a href="#">Activity 6.1 – Case Study</a></li> <li><a href="#">Activity 6.2 – Understanding mental health concerns in a detention context</a></li> </ul>

DAY SIX – Module Six: Mental Health Awareness

Session	Timing	Topics	Talking Points
Introduction	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Explain learning outcomes for Modules 4 &amp; 5</li> </ul>
Mental Health Illness: Introduction	9:15 – 10:30	<ul style="list-style-type: none"> <li>• What is mental health/illness</li> <li>• Understanding mental health issues</li> <li>• How common are mental health disorders</li> </ul>	
Morning Tea Break	10:30 – 10:45		
Mental Health Illness: Detention Context	10:45 – 12:30	<ul style="list-style-type: none"> <li>• The effects of detention on mental health</li> <li>• Cause and risk factors including T&amp;T</li> <li>• Common MH presentations in detention</li> <li>• Children and MH illness</li> <li>• Suicide and self-harm</li> </ul>	
Lunch	12:30 – 13:30		
Identifying Presentations of a Mental Illness	13:30 – 15:00	<ul style="list-style-type: none"> <li>• Behaviours and presentations</li> <li>• Mental health/mental disorder quadrant</li> <li>• Understanding presentations from a cultural perspective</li> <li>• The ABC of MH emergencies</li> <li>• How to respond</li> </ul>	<ul style="list-style-type: none"> <li>• This session will be removed following a meeting with NSW IOP on January 14 2014. The morning sessions will remain the same but the entire afternoon from after lunch onwards will be dedicated to self-care</li> <li>• Topics will include:                             <ul style="list-style-type: none"> <li>- Increased pressure on DIBP staff as detainees are held in detention for prolonged periods</li> <li>- Dealing with personal emotions regarding tougher government policy that individuals may not agree with</li> <li>- Working in offshore environments</li> </ul> </li> </ul>
Afternoon Tea Break	15:00 – 15:15		
Self-Care and Resilience Strategies	15:15 – 16:00	<ul style="list-style-type: none"> <li>• Emotional resilience</li> <li>• Self-assessments</li> <li>• Self-care strategies</li> <li>• Boundaries and the “zone of helpfulness”</li> </ul>	
IMA Recruitment and Travel	16:00 – 17:00	<ul style="list-style-type: none"> <li>• Travel arrangements</li> <li>• Respite</li> <li>• Visa for offshore</li> <li>• Deployment Positions</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion of onshore and offshore deployment</li> <li>• Preparation required for offshore</li> </ul>

*DAY SEVEN – Personal Security Offshore*

Session	Timing	Topics	Talking Points
Introduction	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Lead in to Manus and Nauru conditions</li> </ul>
Guest Speaker	9:15 – 10:15	<ul style="list-style-type: none"> <li>• Manus and Nauru conditions</li> <li>• Current Environment</li> <li>• Current Issues</li> <li>• Expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion of the mood</li> <li>• How are detainees being processed?</li> <li>• What DIBP staff are there?</li> </ul>
Morning Tea Break	10:15 – 10:30	•	•
Personal Security	10:30 – 12:30	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Safety</li> <li>• Personal Belongings</li> <li>• Cultural differences including law and offences</li> </ul>
Lunch	12:30 – 13:30		
Personal Security Continued	13:30 – 15:00	<ul style="list-style-type: none"> <li>• Personal Security Continued</li> </ul>	
Afternoon Tea Break	15:00 – 15:15	•	
Expert Panel	15:15 – 16:30	<ul style="list-style-type: none"> <li>• A “real” account of life on deployment from people that have experienced it first hand</li> </ul>	<ul style="list-style-type: none"> <li>• Where did you work and what was your role?</li> <li>• What was your accommodation like?</li> <li>• How did you get to work?</li> <li>• What was the best and worst thing you packed in your suitcase?</li> <li>• What was your best and most challenging experience on deployment?</li> <li>• Open questions from participants.</li> <li>• Inclusion of offshore living and conditions</li> </ul>

DAY EIGHT – Module Seven: Summative Assessment

Session	Timing	Topics	Talking Points
Introduction	8:00 – 8:15	• Introduction	•
Summative Assessment Introduction	9:00 – 9:15	•	• Explain learning outcomes for Module 6
Reading and Group Work	9:15 – 11:30	• Formulating a response	• Arrange tables of 8 approx. 6 participants • <a href="#">Module 6 Workbook</a> • Two hours for group problem solving and morning tea • All scenarios MUST be completed in the allocated time
Discussion	11:30 – 12:30	• Presentations	• All team members must present a scenario response • Alternate tables to hear responses and discuss as per facilitator notes
Lunch	12:30 – 13:30		
Guest Speaker	13:30 – 14:00	• Current Environment • Current Issues • Expectations	
Discussion Continued	14:00 – 15:00	• Presentations	• All team members must present a scenario response • Alternate tables to hear responses and discuss as per facilitator notes
Wrap Up	15:00 – 15:20	• Final Comments/Questions	• Gives participants to ask any final questions or statements about training
Final Housekeeping	15:20 – 15:30	• Clean Up • Bus Passes • Survey Monkey • Thank You and Goodbye	
Course End	15:30		

# DET JUNE 2014 – W/C 16.06.2014

## *DAY ONE – Module One: Detention Context and Framework*

Session	Timing	Topics
Opening Speaker	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Welcome to training</li> <li>• Expectations</li> </ul>
Housekeeping & Introduction	9:15 – 9:30	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Housekeeping</li> <li>• Attendance</li> <li>• Assessments</li> <li>• Handouts/Info Resources</li> </ul>
Pre-Requisite Quiz	9:30 – 10:30	<ul style="list-style-type: none"> <li>• Legislative Framework</li> <li>• Duty of Care</li> <li>• WHS</li> <li>• Workplace Conduct</li> <li>• Communication</li> <li>• Security Essentials</li> </ul>
Morning Tea Break	10:30 – 10:45	
Detention Policy Overview/ DSM/Immigration Detention Standards	10:45 – 11:45	<ul style="list-style-type: none"> <li>• DSM</li> <li>• DOPS</li> <li>• SOPS</li> </ul>
Detention Network/Detainee Placement/ Good Order/Regional Management model	11:45 – 12:30	<ul style="list-style-type: none"> <li>• Types of facilities</li> <li>• Explain RMM</li> <li>• What is Good Order?</li> <li>• Emphasise good order and trusting your instinct if you feel something is wrong</li> <li>• Follow Serco directions if an incident occurs</li> </ul>
Lunch	12:30 – 13:30	
Detention Visits	13:30 – 13:45	
Stakeholders	13:45 – 14:15	<ul style="list-style-type: none"> <li>• Who are our stakeholders</li> </ul>
Detainee Complaints	14:15 – 14:45	<ul style="list-style-type: none"> <li>• Role of Serco</li> <li>• Role of DIBP</li> <li>• Role of the Ombudsman and the AHRC</li> <li>• <b>Offshore complaints</b></li> </ul>
Afternoon Tea Break	14:45 – 15:00	
Case Management CSR Comms	15:00 – 15:45	<ul style="list-style-type: none"> <li>• Role of CM in IDF</li> <li>• Communications to detainees</li> </ul>
Communication Activity	15:45 – 16:00	<ul style="list-style-type: none"> <li>• Group activity</li> </ul>
Working with Interpreters	16:00 – 17:30	<ul style="list-style-type: none"> <li>• Role of TIS</li> <li>• Role of interpreters</li> <li>• Code of ethics</li> </ul>

## DAY TWO – Module Two: The Detainee Story

Session	Timing	Topics
Documentary: Between the Devil and the Deep Blue Sea	9:00 – 10.15	<ul style="list-style-type: none"> <li>• Watch Documentary</li> <li>• Discussion</li> </ul>
Morning Tea Break	10:15 – 10:30	•
Who are our detainees in Immigration Detention?	10:30 – 11:45	<ul style="list-style-type: none"> <li>• Statistics and trends</li> <li>• Culture Groups and Languages</li> <li>• Geert Hofstede Cultural Dimensions Chart</li> <li>• Maslow’s Hierarchy of Needs</li> </ul>
Refugee Assessment	11:45 – 12:00	<ul style="list-style-type: none"> <li>• Article 1A of the Refugee Convention</li> <li>• Well-founded fear of persecution</li> <li>• Non-refoulement</li> <li>• Sur Place claims</li> <li>• Discuss current PV claim assessments - Onshore are still being processed</li> </ul>
Lunch Break	12:00 – 13:00	
Detainee Pathways	13:00 – 13:45	<ul style="list-style-type: none"> <li>• Operation Sovereign Borders</li> <li>• Boat processing procedures</li> <li>• Current pathway</li> </ul>
Minors in Immigration Detention	13:45 – 14:45	<ul style="list-style-type: none"> <li>• IGOC policy arrangements for children in detention</li> </ul>
Afternoon Tea Break	14:45 – 15:00	
IMA Recruitment and Travel	15:00 – 16:00	<ul style="list-style-type: none"> <li>• Travel arrangements</li> <li>• Respite</li> <li>• Visa for offshore</li> <li>• Deployment Positions</li> </ul>
IMA Discussion Panel	16:00 – 17:30	<ul style="list-style-type: none"> <li>• A “real” account of life on deployment from people that have experienced it first hand</li> </ul>

## DAY THREE – Module Three: Mental Health Awareness

Session	Timing	Topics
Mental Health Policy	9:00 – 11:00	<ul style="list-style-type: none"> <li>• 4 Mental Health Policies used in an IDF</li> </ul>
Morning Tea Break	11:00 – 11:15	
Mental Health Illness Introduction	11:15 – 12:30	<ul style="list-style-type: none"> <li>• What is mental health/illness</li> <li>• Understanding mental health issues</li> <li>• How common are mental health disorders</li> </ul>
Lunch	12:30 – 13:30	
Mental Health Illness in the detention Context	13:30 – 14:45	<ul style="list-style-type: none"> <li>• The effects of detention on mental health</li> </ul>

		<ul style="list-style-type: none"> <li>• The effects of prolonged detention on mental health</li> <li>• Cause and risk factors including torture and trauma</li> <li>• Common mental health presentations in detention</li> <li>• Children and mental health illness</li> <li>• Suicide and self-harm</li> </ul>
Afternoon Tea Break	14:45 – 15:00	
Self-care and resilience strategies while on deployment	15:00 – 17:30	<ul style="list-style-type: none"> <li>• Emotional resilience</li> <li>• Handling personal emotions and remaining apolitical</li> <li>• Self-care strategies</li> <li>• Boundaries and the “zone of helpfulness”</li> </ul>

*DAY FOUR – Module Four: Working With and Understanding the IDC Contract and Offshore Contracts*

Session	Timing	Topics
Portal Basics	8:30 – 10:30	<ul style="list-style-type: none"> <li>• Portal Basics</li> </ul>
Morning Tea Break	10:30 – 10:45	
Introducing the Contractual Landscape	10:45 – 12:30	<ul style="list-style-type: none"> <li>• Types of contracts and agreements in DIBP detention environment</li> <li>• DIBP contracts within a political and changing environment</li> <li>• Range of current service providers</li> <li>• Ramifications of poor contract management processes</li> </ul>
Lunch	12:30 – 13:30	
History and Background to the Contracts	13:30 – 15:15	<ul style="list-style-type: none"> <li>• Personal obligations pursuant to the <i>Financial Management and Accountability Act 1997</i></li> <li>• DIBP Chief Executive Instructions and contract management</li> <li>• Philosophy and structure of the contracts</li> <li>• Spirit of cooperation and good faith</li> <li>• Partnering charter and code of conduct</li> <li>• Relying on skill and expertise of the service provider</li> </ul>
Afternoon Tea Break	15:15 – 15:30	
Understanding and Applying the Contract	15:30 – 16:30	<ul style="list-style-type: none"> <li>• Tips for navigating terms and conditions, schedules and annexures</li> <li>• Understanding and applying the contractual terms and conditions</li> </ul>
Afternoon Tea Break	14:45 – 15:00	



Performance Obligations and Compliance in the Contracts	15:00 – 16:30	<ul style="list-style-type: none"> <li>• The need to manage contractual performance and maintain compliance</li> <li>• Measuring contractual performance and risk management</li> <li>• Natural justice and procedural fairness requirements</li> </ul>
Detention Risk Assessment Toolkit	16:30 – 17:00	<ul style="list-style-type: none"> <li>•</li> </ul>

*DAY FIVE – Module Five: Working With and Understanding the IDC Contract and Offshore Contracts*

Session	Timing	Topics
Contract Governance Framework	9:00 – 10:30	<ul style="list-style-type: none"> <li>• Regional management model</li> <li>• Role of contract administrator and contract authority</li> <li>• Incentives and abatements</li> <li>• Governance committees and joint initiatives</li> </ul>
Morning Tea Break	10:30 – 10:45	
Offshore DSP Contracts	10:45 – 12:30	<ul style="list-style-type: none"> <li>• <b>Offshore contracts</b></li> <li>• Transfield</li> <li>• Governance</li> </ul>
Lunch	12:30 – 13:30	
Relationship Building and Keeping the Paper Trail	13:30 – 15:00	<ul style="list-style-type: none"> <li>• Working as a partnership</li> <li>• Record keeping and <i>Freedom of Information Act 1982</i> requirements</li> </ul>
Afternoon Tea Break	15:00 - 15:15	
Being the Intelligent Customer	15:15 – 17:00	<ul style="list-style-type: none"> <li>• Lessons to be learnt</li> </ul>

*DAY SIX – Module Six: DET Summative Assessment*

Session	Timing	Topics
Guest Speaker	9:00 – 10:00	<ul style="list-style-type: none"> <li>• Offshore working conditions</li> <li>• Offshore living conditions</li> <li>• Challenges</li> <li>• Detainee processing</li> <li>• Disturbances</li> <li>• Moving forward</li> </ul>
Current Offshore Climate	10:00 – 10:30	<ul style="list-style-type: none"> <li>• 4 Corners documentary</li> <li>• Manus compound makeup</li> <li>• Potentially hazardous working environment</li> <li>• Proximity to local population</li> </ul>
Morning Tea Break	10:30 – 10:45	
Summative Assessment Intro	10:45 – 10:50	<ul style="list-style-type: none"> <li>•</li> </ul>
Reading and Group Work	10:50 – 12:45	<ul style="list-style-type: none"> <li>• Formulating a response</li> </ul>

Lunch	12:45 – 13:45	
Summative Assessment Discussion	13:45 – 15:00	<ul style="list-style-type: none"> <li>• Presentations</li> </ul>
Afternoon Tea Break	15:00 – 15:15	
Summative Assessment Discussion Continued	15:15 – 16:00	<ul style="list-style-type: none"> <li>• Presentations</li> </ul>
Guest Speaker	16:00 – 17:00	<ul style="list-style-type: none"> <li>• The deployment environment</li> <li>• Current state of play</li> <li>• Expectations of leaders while on deployment</li> </ul>

### *DAY SEVEN – Deployment Skills Day One*

Session	Timing	Topics
Introduction	9:00 – 9:15	<ul style="list-style-type: none"> <li>• Introduction</li> </ul>
Housekeeping	9:15 – 9:20	<ul style="list-style-type: none"> <li>• Housekeeping</li> <li>• Attendance</li> <li>• Assessments</li> </ul>
Duty of Care	9:20 – 10:15	<ul style="list-style-type: none"> <li>• What is Duty of Care</li> <li>• Who do we owe a duty of care to?</li> <li>• What is negligence?</li> <li>• Link between negligence and Duty of Care</li> </ul>
Morning Tea Break	10:15 – 10:30	
Duty of Care (continued)	10:30 – 11:30	<ul style="list-style-type: none"> <li>• Practical implications of Duty of Care</li> <li>• Scenarios</li> </ul>
POMS Training	11:30 – 12:30	<ul style="list-style-type: none"> <li>• What is POMS</li> <li>• Genesis of POMS</li> <li>• Genesis of Incident Reporting Framework</li> </ul>
Lunch	12:30 – 13:30	
Bullying and Harassment and Performance Management	13:30 – 15:30	<ul style="list-style-type: none"> <li>• What is performance management?</li> <li>• What are the benefits of performance management?</li> <li>• Why do we have to be involved?</li> <li>• Your development</li> </ul>
Afternoon Tea Break	15:30 – 15:45	
Workplace Health and Safety	15:45 – 17:00	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• What is a PCBU?</li> <li>• What does a PCBU do?</li> <li>• DIBP Officer responsibilities</li> </ul>

### *DAY EIGHT – Module Seven: Deployment Skills Day Two*

Session	Timing	Topics
Personal Security	9:00 – 10:15	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>
Morning Tea	10:15 – 10:30	
Personal Security (continued)	10:30 – 12:30	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>

Lunch	12:30 – 13:30	
Personal Security (continued)	13:30 – 15:00	<ul style="list-style-type: none"> <li>• Personal Security</li> </ul>
Afternoon Tea	15:00 – 15:15	
Summative Assessment Part 2 Introduction	15:15 – 15:20	
Summative Assessment Group Work and Discussion	15:20 – 16:45	<ul style="list-style-type: none"> <li>• Presentations</li> </ul>
Final Housekeeping	16:45 – 17:00	<ul style="list-style-type: none"> <li>• Clean Up</li> <li>• Bus Passes</li> <li>• Thank You and Goodbye</li> </ul>
Course End	17:00	

### *DAY NINE – IDF Leadership Program Day One*

Session	Timing	Topics
Leadership Behaviours	9:00 – 10:15	<ul style="list-style-type: none"> <li>• Transition to supervision</li> <li>• Resources</li> <li>• Emotional Intelligence</li> <li>• Conflict resolution</li> </ul>
Morning Tea	10:15 – 10:30	
Leadership Behaviours (continued)	10:30 – 11:30	
Workplace Health and Safety, Self-care and resilience	11:30 – 12:45	<ul style="list-style-type: none"> <li>• WHS</li> <li>• WHS responsibilities of leaders</li> <li>• WHS incident reporting</li> <li>• Self Care</li> </ul>
Lunch	12:45 – 13:45	
Financial Management	13:45 – 15:45	<ul style="list-style-type: none"> <li>• Financial Management and Framework</li> <li>• Spending public money (Reg 9 and 10)</li> <li>• Assets</li> <li>• Travel</li> <li>• Commonwealth Credit Cards</li> <li>• Travel</li> <li>• FBT</li> <li>• Procurement</li> </ul>
Afternoon Tea	15:45 – 16:00	
Leadership Panel Discussion	16:00 – 17:15	<ul style="list-style-type: none"> <li>• SES Leaders sharing experience and leadership expectations</li> </ul>
Closing Remarks	17:15 – 17:30	<ul style="list-style-type: none"> <li>• Participant questions</li> <li>• General discussion</li> </ul>
End Day One	17:00	

### *DAY TEN – IDF Leadership Program Day Two*

Session	Timing	Topics
Forward Thinking Leaders	9:00 – 10:15	<ul style="list-style-type: none"> <li>• Leadership</li> </ul>

		<ul style="list-style-type: none"> <li>• Forward Thinking</li> <li>• Personality testing</li> <li>• Approaching different personality types as a leader</li> </ul>
<b>Morning Tea</b>	<b>10:15 – 10:30</b>	
Forward Thinking Leaders	10:30 – 12:30	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Forward Thinking</li> <li>• Personality testing</li> <li>• Approaching different personality types as a leader</li> </ul>
<b>Lunch</b>	<b>12:30 – 13:30</b>	
Performance Management, Values and Conduct, Bullying and Harassment, PDAs and Leadership Expectations (for managers)	13:30 – 15:30	<ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Values and Conduct</li> <li>• Bullying and Harassment</li> <li>• PDAs</li> </ul>
<b>Afternoon Tea</b>	<b>15:30 – 15:45</b>	
Guest Speaker	15:45 – 16:15	<ul style="list-style-type: none"> <li>• Current climate within the network</li> <li>• Leadership expectations</li> </ul>
Bringing it all together	16:15 – 17:00	<ul style="list-style-type: none"> <li>• What have you taken from the course?</li> <li>• What's your wombat?</li> </ul>
Final Comments	17:00	<ul style="list-style-type: none"> <li>• Clean Up</li> <li>• Bus Passes</li> <li>• Survey Monkey</li> <li>• Thank You and Goodbye</li> </ul>
<b>Course End</b>	<b>17:00</b>	

