

**RESCUE & SUPPORT THE HELPLESS  
FOUNDATION  
(RESH)**



**HUMAN RESOURCES POLICY  
& CODE OF CONDUCT  
HANDBOOK  
2025**

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## **EQUAL OPPORTUNITY STATEMENT**

RESH is proud to be an Equal Opportunity Employer and Prohibits Discrimination and Harassment of Any Kind.

RESH is committed to creating a diverse work environment where all qualified applicants will receive consideration for employment, and where all staff will be treated fairly and equally without regard to race, colour, ethnic background, social or marital status, religion, gender, national origin, disability, sexual orientation, or age.

### **1.0 PERSONNEL POLICY**

The purpose of this policy manual is to foster a shared understanding of the expectations of RESH and its employees, while also promoting efficiency and transparency. As deemed necessary, this document will undergo periodic reviews to ensure it remains in accordance with current practices.

RESH is required to hire and retain employees and provide them with the benefits and privileges that are outlined in the provisions of Nigeria's labor law(s). Furthermore, personnel shall be treated in a manner consistent with the organization's mission and ethical standards by RESH. To support the mission, Chibuzo Chinyere Foundations is committed to:

1. Employing staff recognized for technical excellence, integrity, and dedication;
2. Collaboration with colleagues based on mutual respect and shared goals;
3. Providing a workplace which is professionally stimulating and supportive;

4. Ensuring the protection of the health, safety, and welfare of men and women in the workplace and preventing the abuse of children, as mandated by Nigerian Law.

RESH will take affirmative action to ensure that qualified applicants are employed and are treated without regard to their race, age, colour, religion, sex, sexual orientation, national or ethnic origin, social or marital status, or disability.

In accordance with the Labour Laws of Nigeria, RESH shall ensure equal opportunities for men and women in relation to remuneration, employment, security, and the provision of maternity and paternity leave.

RESH shall maintain the highest ethical standards in the recruitment, management, and termination of all staff.

#### 1.1 Office Operations Policy

RESH shall set out its operational policies in collaboration with the Executive Director:

1. Following sound business practices and complying with any applicable Nigerian law and donor requirements where necessary;
2. Providing a workplace that is secure, comfortable, and efficient;
3. Creating policies that treat employees equitably;
4. Implementing procedures that safeguard assets and equipment from loss, fraud, or misuse

## 1.2 Standards of Ethical Conduct

Personal integrity is the most important contribution an individual can bring to RESH expects, respecting all staff to adhere to the highest standards of ethical conduct in both their professional and private affairs. General standards of conduct include avoiding any action that may result in or create the appearance of:

1. Obtaining personal financial gain from one's position or activities, RESH Foundation;
2. Facilitating the financial gain of an individual or a competitive organisation through the disclosure of confidential information about the RESH Foundation.
3. Failing to account for RESH fund to which one is appropriately entrusted;
4. Failing to report personal use of RESH facilities (e.g., vehicles, furniture, and other equipment)
5. All employees shall be loyal to the policies and activities of RESH above all other considerations.

A staff member may accept fees/Consultancy charges, and gifts of nominal value. However, acceptance of any gift, meal, or social invitation that is not in keeping with good business ethics or that places an obligation on the staff member or the recipient conflicts with the Foundation's interests.

## 2.0 RECRUITMENT PROCESS

### Introduction

Recruitment will be conducted through formal procedures, starting from identifying the need to fill a position and progressing to the stage of official appointment. Ultimately, the person responsible for the proper execution of the recruitment process within the organisation is the HR Manager or Officer. S/he does not have to execute all tasks, but shall be responsible for controlling and ensuring that, at all times, tasks are executed correctly and promptly. The recruitment procedure is divided into the following phases:

Phase	Duration	Person Responsible
Vacancy Identification	-	Department/Unit Head, Executive Director, or Assistant Executive Director
Preparation of Job Description	1 week	Department/Unit Head or HR Manager or Officer
Internal recruitment (if applicable)		
Preparation of Application Form (external)	1 weeks	HR Manager or Officer
Vacancy Announcement		HR Manager or Officer
Application Period	3 weeks	HR Manager or Officer
Selection/Short-listing for Interviews	1 week	Department/Unit Head or HR Manager or Officer
Interviews	2 weeks	Department/Unit Head or HR Manager or Officer. Where a vacancy is for a Manager, Executive Director or Asst. Executive Director
Second Round Interviews (if applicable)	1-2 weeks after the first round	Department/Unit Head or HR Manager or Executive Director or Asst. Executive Director
Selection of Successful Candidate(s)	Immediately	Department/Unit Head or HR Manager or Executive Director or Asst. Executive Director
Appointment and Signing of Contract	Depends on planning	HR Manager or Officer

## 2.1 Vacancy identification

A vacancy can be identified after an employee has left or notifies the organisation of their intention to leave, or when new tasks arise that require a new post. The need for filling such vacancies can be discussed in the monthly management meetings or between the Department/Unit Heads and the Executive Director or Assistant. Executive Director, whenever the need arises. The HR Manager or Officer responsible for communicating vacancies shall be informed of the vacancy after a decision to announce it has been reached.

In any meeting on vacancies, issues that will be discussed include expectations of the job role, recruitment planning and timescales, internal recruitment (if applicable), mode of vacancy announcement, type of contract, etc. If the planned recruitment procedure differs significantly from the above-described procedure, it must be approved by the Executive Director or Assistant. Executive Director before recruitment starts.

## 2.2 Preparation of Job Description

All employees recruited by the organisation shall have explicit job descriptions that form part of their employment contract, whether permanent or temporary. Job descriptions shall clearly outline the tasks to be performed, the level of responsibility, and the knowledge and skills required to perform the job productively. For most cases, job descriptions are standard.

In some cases, job descriptions may be custom-made, for instance, if people combine two or more of the standard functions or if new functions are created for which no standard job description exists. Custom-made job descriptions will need to be based as much as possible on the existing standard job descriptions. For jobs at the management level, the job descriptions will

be prepared by the involved Department/Unit Head in collaboration with the HR Manager or Officer and will be approved by the Executive Director or Assistant. Executive Director. For all management-level jobs, the job descriptions will be created by the Executive Director or Assistant Director. Executive Director, HR Manager, or Officer. Where the HR Manager or Officer creates management-level job descriptions, they must be approved by the Executive Director or Assistant. Executive Director.

### 2.3 Internal Recruitment

The organisation shall undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it is unable to find suitable candidates with the requisite skills or experience within the organisation.

If the organisation decides to advertise internally, it shall be done by an announcement on the office notice board. Brief details of the minimum requirements for the application and the job will be given. An employee wishing to apply for the position should contact the HR Manager or Officer to obtain an application form. This form is to inform the Department/Unit Head of the employee's workplace about the application. At the same time, it will be used as an official application for the job. Under no circumstances will the Department/Unit Head in which the vacancy exists be contacted directly.

Suppose the Department/Unit Head in which the employee works at that moment disapproves. In that case, S/he will inform the HR Manager or Officer about their judgment, including the reasons, by filling these in the application form. The HR Manager or Officer will then send a disapproval to the candidate, unless they have strong reservations regarding the judgment of the

Department/Unit Head (in which case, they will seek the judgment of the Assistant Executive Director).

Where the relevant Department/Unit Head approves the internal application, S/he will put this on the form. In this case, the HR Manager or Officer will consider the comments of the relevant Department/Unit Head, the staff applicant's work record, length of time in the present job, and overall potential. Suppose, based on these issues, the HR Manager or Officer's judgment is negative. In that case, the HR Manager or Officer will write a letter to the employee explaining the assessment results. The employee may, in this case, appeal to the Assistant. The Executive Director will then take the final decision. If the judgment of the HR Manager or Officer (or that of the Assistant Executive Director) is positive, the HR Manager or Officer will set a date to interview the candidate.

#### 2.4 Preparation of Application Form

The job description for the relevant position shall serve as the basis for the application forms to be prepared by the HR Manager or Officer.

#### 2.5 External Vacancy Announcement

Where a suitable candidate is not found from the internal recruitment process, or if the organisation has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be conducted through cost-effective means, which will be determined from time to time as needed by the Executive Director or Assistant. Executive Director in consultation with the HR Manager or Officer. Sometimes, the vacancy will be of such

a nature that it needs to be advertised in the national newspaper(s), social media or through the organisation's website. Every announcement should clearly indicate the application procedure and closing date.

## 2.6 Application Period

Application forms shall be obtained from the organisation's office or through its website. Application forms for an external vacancy should be received within 1 to 2 weeks, unless there is a need to expedite the process. Where a prospective employee wishes to apply for more than one position, s/he should submit a separate application for each vacancy.

All completed application forms should be submitted to the HR Manager or Officer, who will then maintain a record of all incoming applications. S/he would maintain a database of applicants' particulars (i.e., name, address, date application was received, position applied for, qualifications, e.t.c.)

For applications below management level, the HR Manager or Officer shall forward the filled-in application forms to the relevant Department/Unit Head with the vacant post. The appropriate Head would select a maximum of 6 candidates from the applications within one week after receiving the forms. The details of the selected candidates will then be proposed to the Assistant. The Executive Director and HR Manager or Officer will study them. If all agree, the selected candidates will be invited to attend an interview. The HR Manager or Officer will send regret letters to unsuccessful candidates.

For vacancies at the management level, the selection of candidates will be done by the Assistant. Executive Director, in consultation with the Executive Director and the HR Manager or Officer.

## 2.7 Interviews

The purpose of the interview is to assess whether a candidate is sufficiently capable of fulfilling the requirements of a vacant position. Motivation, judgment, qualifications, training, and experience on the job are among the key factors to be considered. Besides a talk with a candidate, tests (e.g., computer tests, knowledge tests, working on case studies, driving a car) can also be part of an interview.

The interview panel for vacancies below management level shall comprise the HR/Admin Manager or Officer and the relevant Department/Unit Head. The Department/Unit Head will chair the interviewing panel and determine the procedure to be used in conducting the interviews, as well as the selection of candidates to be interviewed.

The panel for management-level positions shall comprise the Executive Director and/or Assistant Executive Director and the HR Manager or Officer. For such positions, one or two rounds of interviews could be held.

During the interview, the interview panel shall complete an Interview Evaluation Form for each candidate. This Interview Evaluation Form will later help to compare the results of the interviews.

After each round of interviews, candidates would be discussed, and a decision would be taken among the interview panel members. Each candidate would be informed of the outcome of their interview results in writing. If the result is positive, the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment.

For candidates living far away, it is advisable to plan their interview at a convenient time, allowing them to reach the office where the interview will take place and leave on time. Any candidate coming from a distance longer than 10 km may be reimbursed for travel expenses (to be determined from time to time by the Executive Director or Assistant).

Executive Director) directly after the interview.

## 2.8 Second Round of Interviews

If, during the first round of interviews, no definite selection can be made, a second round of interviews with a limited number of candidates will be conducted. A second interview may be required at the discretion of management, particularly for vacant posts at the management level, which necessitate a more in-depth assessment of the candidate(s). The second round candidates shall be selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

For a second round of interviews, the interview panel may consist of more panel members than in the first round, if deemed necessary. The additional members may include specialists or other key individuals who are crucial for making a more informed and balanced decision. During the second interview, more in-depth questions are usually asked.

## 2.9 Unsuitable Candidates

If no suitable candidate is found after the interview stage, the HR Manager or Officer, in consultation with the Assistant, will report to the Executive Director. The Executive Director can determine the following steps to take in filling the vacancy.

## 2.10 Appointment Procedure and Signing of Contract

After final selection of a candidate, the HR Manager or Officer, with the permission from the relevant Department/Unit Head (for non-management level positions) or the Assistant. The Executive Director (for management positions) will write a job offer letter to the candidate. The job offer letter will clearly outline the requirements for accepting the job offer and reporting for duty. The candidate will have to respond to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be scheduled by the HR Manager or Officer to discuss the terms and conditions of employment. If the candidate accepts, they will then sign the employment contract, code of conduct, and job description.

It should be standard practice to disclose all employment conditions (including policies and procedures) to candidates that the organisation plans to employ before finalizing employment to ensure consensus and understanding thereof.

## 2.11 Medical Declaration

Candidates shall voluntarily disclose any medical information, conditions, or illnesses (whether physical, psychological, or of a related nature), which may prevent performance of duties, as far as being taken into consideration for a post is concerned. Failure to disclose such information may result in termination of employment upon discovery and confirmation by management. All candidates, however, shall complete and sign a Medical Declaration Form confirming their fitness before commencing work.

## 2.12 Criminal and Reference Checks

Before onboarding a new employee, criminal and reference checks shall be conducted where necessary, with due regard for the candidate's and referee's rights to privacy.

Therefore, the following shall apply:

1. The candidate must consent before any checks may be conducted.
2. Candidates may appoint their own referees if the referees are credible and in a position to provide justifiable and factual information.
3. Only justifiable and job-related issues may be elicited and considered.
4. References may only be checked by the HR Manager or Officer.
5. Only the HR Manager or Officer and the Executive Director may authorize the provision of references for staff members.

## 2.13 Confirmation or Rejection of Candidate

The Assistant Director shall confirm or reject the employment. The Executive Director, the HR Manager, or Officer, with the consent of the Executive Director.

## 2.14 Employment Contract

Having accepted the terms and conditions of a job offer, every new employee must be issued an employment contract that governs the nature of the working relationship. This contract will be accompanied by a job description that clearly outlines the duties, responsibilities, and rights of the employee.

### 2.15 Independent Contractor Status

The Foundation may, from time to time, recruit new staff on an Independent Contractor basis rather than on a contract of employment basis. In such a circumstance, this distinction is significant because an Independent Contractor shall NOT be entitled to any benefits accorded to RESH's employees, including but not limited to workers' compensation, pension, or sick pay. An Independent Contractor shall, however, be entitled to RESH's Group Life Insurance cover where they have worked for the organisation for more than six (6) months from the first date of recruitment. An Independent Contractor shall also be solely responsible for paying all applicable taxes to the relevant government authorities.

### 2.16 Non-Citizens

RESH shall ensure that all non-citizens who are employed or contracted to work for the organisation have appropriate work permits in line with Nigerian laws where necessary.

## 3.0 STARTING ON THE JOB

On the first working day, the targets for the probation period shall be discussed with every new employee by the HR Manager or Officer. The probation period will include a clear explanation of what is expected of the employee. S/he will be introduced to the organisation. The employee will receive the employee handbook from the HR Manager or Officer.

### 3.1 Orientation

All new employees must undergo a formal orientation programme for a week at the start of their employment with RESH. The orientation will be structured to help the new employee transition

into their new work environment, meet new colleagues, and learn about common areas of operation.

### 3.2 Probation Period

1. Every new employee shall serve a probationary period of 6 months. At the conclusion of the 6 months, a performance appraisal will be conducted to determine if the relationship should continue. The employee must score 65% or above in the performance appraisal to be considered to have passed the probationary period.
2. Upon completion of a satisfactory six (6) months probationary period, a new employee may be offered a permanent position subject to the following considerations:
  - a. S/he continues to maintain a satisfactory level of work performance
  - b. S/he continues to maintain the ethical standards and adheres to the policies and procedures of RESH.
  - c. The staff upholds all applicable Nigerian labour laws
  - d. RESH retains adequate donor funding to continue its activities.

### 3.3 Work Hours

1. The standard office hours are 8:00 a.m. to 5:00 p.m., Monday through Friday. However, hours may vary from one employee to another, based on the nature of their work. This time will generally be specified in the employee's contract of employment.

2. Overtime done by staff may not be compensated in monetary terms. Although, normally, occasional overtime may be required to complete a task or meet a deadline, employees are expected to manage their workloads to ensure adequate rest and leisure time.
3. Where a line manager approves overtime, management may use its discretion to compensate the staff accordingly.
4. Employees are entitled to a one-hour lunch break and may take two 15-minute tea breaks throughout the day. In accordance with Nigerian labour laws, no employee may be required to work more than five hours without a meal break.

#### 3.4 Absenteeism

It is appreciated that staff may occasionally be unable to report for work due to unforeseen circumstances. These may be due to reasons such as tragedy, ill health, and the unavailability of transport due to strikes in the transport sector. In such an event, the employee is to:

1. Contact the HR Manager or Officer, or their line manager by phone at least by 10:00 a.m. and notify them of their absence, unless there are reasons why this is not practicable. Failure to make contact may be considered a disciplinary offense.
2. Where an employee does not make contact with their manager or any other member of management for a period of three days, this may be considered and treated as desertion.

### 3.5 Incapacity Due to Ill Health

1. If an employee is temporarily unable to work due to incapacity resulting from ill health or injury, the organisation shall investigate the extent of the incapacity or injury. If the employee is likely to be absent for an extended period under the circumstances, the Foundation shall consider all possible alternatives short of dismissal.
2. When alternatives are considered, relevant factors to consider may include the nature of the job, the duration of the absence, the severity of the incapacity, and the possibility of securing a temporary replacement for the ill or injured staff. In cases of permanent incapacity, the organisation shall consider the possibility of adapting the duties or work circumstances of the staff member to accommodate the staff member's disability.
3. The Foundation shall, at its discretion, establish a staff accident insurance policy to cover all confirmed staff members.
4. A maximum period of six (6) months may be entertained, after which management shall conduct a review to determine the likelihood of the employee's return to work. The degree of incapacity is relevant to the management decision. The cause of the incapacity may also be appropriate.
5. Consideration shall be given to staff members who are injured at work or who are incapacitated by work-related illness.

### 3.6 Dress Code

Employees are expected to come to the office wearing attire that portrays a positive image of RESH, suitable for their job responsibilities and, importantly, respectful of the organisation's culture, clients, and co-workers. Business casual and traditional attire are both acceptable. Failure to comply with the dress code requirements may result in a disciplinary process being initiated against the employee.

### 3.7 Employee File

The Foundation shall maintain a file for each employee. It will contain, at a minimum, the job description, employment contract, and copies of all performance reviews, trainings, disciplinary reports, and recommendations for merit increases or promotions. Curriculum Vitae, emergency contact information, and other pertinent information should also be retained.

Employee records are confidential and should be kept in a secure place. Employees have the right to view the contents of their own files as needed.

### 3.8 Miscellaneous Issues

1. The Foundation is willing to and may offer 12 months of practical work experience to graduates under the National Youth Service Corps (NYSC) or students under any Student Industrial Work Experience Scheme, and/or intern as required, subject to openings and availability, and paid a stipend as determined by management.

2. Degree/HND holders (or any other equivalent) from tertiary institutions and Chartered Professional Institution can only be employed upon completion of the NYSC programme or on presentation of an exemption certificate.

#### 4.0 TEMPORARY APPOINTMENTS

The Foundation shall, from time to time, make temporary appointments as needed to meet business requirements. A temporary appointment refers to staff hired on temporary contracts, casual employees, trainees on graduate work experience, and consultants. The Executive Director or Assistant Director must approve all temporary appointments. Executive Director and shall not exceed a total period of one (1) year.

Temporary appointments can only be renewed at the discretion of the Executive Director.

An employee on a temporary appointment shall observe the following conditions of employment:

1. Salaries and wages
2. Code of Conduct in this document and other Manuals of the Organisation
3. Notice of Termination/Resignation
4. Leave

#### 4.1 Consultancy Services

1. The Foundation may, from time to time, hire a consultant or engage the services of a consultancy to participate in various areas of the organisation's activities.

2. This Consultancy Service shall typically be a short-term arrangement, negotiated at a mutually agreed-upon rate with the consultant.
3. The need for consultancy services shall be discussed and agreed upon with management before the consultant is confirmed to work for The Foundation, and this shall be reflected in the organisation's plans and budget.

#### 4.2 Trainee Programme

1. The Foundation may, from time to time, and in accordance with operational needs and the availability of funds, engage trainee(s), including the National Youth Service Corps (NYSC) members, for a period of three (3) months, six (6) months, or one (1) year.
2. The terms and conditions of employment, including salary and benefits, accruing to the trainee will be agreed upon and set out in the trainee's temporary employment contract.
3. During or after the programme, the trainee is free to apply for any job within the organisation.

#### 4.3 Part-time Employment

Part-time employment is commonly defined as employment where the employee works fewer than the normal full-time hours per week. Nevertheless, the terms and conditions of employment, including salary and benefits, accruing to part-time staff shall be agreed upon and set out in the staff member's temporary employment contract.

## 5.0 STAFF DEVELOPMENT AND PERFORMANCE POLICIES

The Foundation has a system in place for staff development at all levels. This staff development includes performance appraisals of employees, as well as the opportunity for internal and external training, where necessary.

### 5.1 Performance Standards

The minimum performance standards expected of employees are as follows:

1. Demonstrate personal integrity in the conduct of work and engender trust
2. Work effectively and collaboratively with managers, peers, and subordinates
3. Anticipate and avoid problems through planning, whenever possible
4. Use resources wisely and effectively
5. Manage time effectively
6. Be willing to accept reasonable work and offer help to others
7. Seek opportunities to develop skills, knowledge, and experience
8. Show courtesy and mutual respect for all staff, irrespective of position

Management shall:

1. Encourage high performance from staff
2. Inspire respect and confidence

3. Use coaching and more formal development activities to improve performance
4. Respond promptly and thoughtfully to the needs of staff

## 5.2 Performance Appraisals

1. An annual performance review will be conducted between employees and their Line Managers according to RESH's Performance Plan & Review schedule, which takes place every December. The review will discuss how well planned objectives were met, determine objectives for the next performance period, and outline any improvements to work performance

or behaviour that are needed. The annual performance review is an opportunity to review, update the job description/terms of reference, and determine training needs.

The objectives of a performance appraisal are:

- a. To provide feedback on performance and to assist employees in improving their overall performance at work.
  - b. To strengthen the manager–employee relationship.
  - c. To get feedback on the level of employee motivation.
  - d. To help employees perform better, thereby strengthening the organisation as a whole.
2. Recommendations for promotion or changes in job responsibilities, if applicable, will be made during each review period, and Merit pay increases may also be awarded during the appraisal period.

3. A Performance Appraisal Report and Performance Appraisal Form shall be prepared for all staff following the conduct of an appraisal. The report shall be endorsed by the employee, their Line Manager, and the Assistant. Executive Director. One copy of the report will be given to the employee in duplicate, and the original copy of the form shall be filed in the employee's personnel file. If the employee disagrees with the outcome of the appraisal, s/he can appeal to the Assistant. Executive Director.
4. It is the responsibility of all staff and their Line Managers to ensure that individually set targets are monitored regularly as specified in the performance appraisal report. Failure to meet the objectives set out in the appraisal report would have an adverse implication for both the Line Manager and the concerned employee.

### 5.3 Training

1. The Foundation has a policy of promoting the progressive Development of its employees. The training needs of employees at all levels will be assessed regularly, and where required for the job, internal or external training will be organized at the organisation's expense, especially following a performance appraisal review.
2. Every employee shall be informed of and have equitable access to training and development opportunities as far as reasonably practicable, based on the operational needs of the business.
3. Training and Development shall aim to equip employees with competencies required to fulfil their job requirements and/or undertake new responsibilities at work, focusing particularly on the transfer of skills from the classroom to the "workplace".

4. Subject to the availability of funds, the Foundation's policy is to fund 100% of staff training and development needs, providing direct financial assistance or through donor funding.
5. Staff who pursue courses sponsored by the organisation, and whose total cost exceeds US\$5,000 (including allowances), are obliged to serve The Foundation for a minimum of one (1) year (depending on the amount) after training before they can exit the organisation. By signing up for any training, all employees agree to be bound by this provision.
6. In determining whether a training need required is 'appropriate', the following criteria shall be used as a guideline:
  - a. Whether or not training resources can be secured internally
  - b. Directly related to inherent job requirements and/or possible career path
  - c. The business strategy and financial resources of The Foundation (i.e., budgets and strategic plans)
  - d. The outcome of needs analysis exercises and the performance management system.

#### 5.4 Poor Performance

An employee shall be sanctioned for unsatisfactory performance after:

1. S/he has undergone appropriate evaluation, instruction, training, or guidance;
2. S/he has been given a reasonable period (3 – 6 months) to improve, and the staff member continues to perform unsatisfactorily.

3. The sanctions shall range from a verbal warning to dismissal; the process leading to possible dismissal will include an investigation to establish the reasons for the unsatisfactory performance.
4. During the process, an employee shall have the right to be assisted by a senior colleague.

## 6.0 PAYMENT POLICIES AND PROCEDURES

### 6.1 Salary Payment

Salaries must be paid monthly by direct deposit into every staff member's bank account by the last Friday of each month, and pay slips shall be provided by the Human Resources Department.

### 6.2 Pay Scales

RESH's pay rates will be set based on the following criteria:

1. Position being filled and designation (as detailed below)
2. Candidate's experience and salary history
3. Qualifications

See Annex for a breakdown of scale based on Grade and Level.

### 6.3 Bank Details

Upon employment, new staff shall furnish the Finance Department with details of their bank accounts. Every staff member has the liberty to subscribe to current or savings accounts.

#### 6.4 Taxes

Pay As You Earn (PAYE) Tax shall be deducted from all staff salaries and paid over to the Federal Inland Revenue Service (FIRS) in accordance with Nigerian Law.

#### 6.5 Currency

The salaries of all employees shall be expressed in the local currency, Naira (N), where The Foundation operates. Staff can also be paid in US Dollars, depending on the project and source of funding.

#### 6.6 Salary Advance

Rules governing Salary Advance:

1. The application must be approved by the Finance Officer and the Assistant Executive Director
2. The Foundation reserves the right to refuse a salary advance
3. Acknowledgement of receipt and repayment terms must be signed.
4. Payment will be made directly into the employee's bank account, not that of a third party.
5. The maximum advance that may be approved is two months' basic salary, not including benefits and allowances. Staff may be granted an advance of up to two months' salary at the discretion of the Finance Officer and the Assistant Executive Director.

6. The advance must be repaid in no more than six (6) months.
  
7. Should any amount be outstanding at the termination of the employee's employment, that amount will be deducted from the employee's salary in the last month of their employment.

## 7.0 EMPLOYEE WELFARE AND BENEFITS

The Foundation strives to provide all the benefits mandated by Nigerian labour laws and followed as standard business practice in Nigeria. Furthermore, the Foundation aims to offer comprehensive benefit packages that will attract and retain highly qualified and motivated staff. The benefit package will be reviewed periodically to ensure compliance with all applicable laws and to determine if new benefits can be added, subject to funding availability.

### 7.1 Pension Benefit

A total of 18% of gross salary shall be contributed to a pension plan for the benefit of each employee. The Foundation shall contribute 10%, while the balance of 8% is withheld from the employee's monthly gross pay.

The Foundation shall have a Pension Fund Administrator (PFA) for all its staff. However, employees are at liberty to use a PFA of their choice. Where a staff member opts for their own PFA, they shall submit the company's details to the HR Manager to arrange for monthly pension payments.

## 7.2 Daily Subsistence Allowance

The Foundation shall provide a Daily Subsistence Allowance (DSA) to cover sundry expenses when employees are sent on official duty outside the organisation's office. The Daily Subsistence Allowance (DSA) covers expenses for lodging, meals, living expenses, and related items incurred by any employee while on official business of the organisation. Transport and accommodation shall be provided for employees on such assignments before their official duties outside the organisation. The amount given to staff will be calculated based on location, designation (Band), and number of days spent outside the office.

Costs shall be charged on a DSA basis in accordance with RESH's policy. Generally, these are allowable, except when they are not provided for in the budget. Foreign DSA (travel outside of the home country) is only permissible with prior approval. All staff members are entitled to Airport Pickup and drop-off, not exceeding NGN 5,000 each way. The Foundation staff DSA rates are highlighted below:

- Special Cities, e.g., Abuja, Lagos, Maiduguri, Yola, Kano, Makurdi, Kaduna, Port Harcourt – A member of staff is entitled to no more than NGN 30,000 per night.
- Special State Capitals, e.g., Ibadan, Abeokuta, Benin – A member of staff is entitled to no more than NGN 20,000 per night.
- Other State Capitals. Kogi, Ilorin, Osun – A member of staff is entitled to not more than NGN 15,000 per night.

### 7.3 Salary Increase

1. Merit salary increases may be recommended after every annual performance review. Recommendations for percentage increases will be made based on performance achievements and in consideration of local inflation.
2. An employee may also be given a salary increase if their work duties have changed to include a significant increase in responsibility. Their job description/terms of reference will also be amended accordingly to reflect the change in status.

### 7.4 Relocation of Staff

1. Where the Foundation initiates an employee's transfer, the transfer is deemed to be at RESH's convenience. Employees shall have their relocation expenses paid by the organisation (according to the guidelines below), which covers the usual relocation expenses, on the basis that staff should suffer no unreasonable expenses as a result of the transfer.
2. A staff member transferring by virtue of their request shall generally not be assisted financially.
3. There shall be no recovery of any relocation expense paid to an employee transferred at RESH's convenience, whose services are terminated by the organisation, provided the termination is not due to misconduct or poor performance.

#### 7.4.1 Relocation Expenses

The following expenses will be paid if an employee transfers at RESH's request:

1. Transport of household property

2. Transport of the family
3. Hotel expenses (max. of ₦ 15,000), for a maximum of 10 working days.
4. One-year accommodation allowance may be advanced.
5. Staff shall be reimbursed upon the submission of valid receipts. However, where cash is advanced before the submission of valid receipts, staff shall submit valid receipts within 4 weeks of relocation. Failing to do so, the full advanced amount would be deducted from the staff's salary.

#### 7.5 Medical Insurance

The Foundation shall encourage its staff to enroll in the National Health Insurance Scheme (NHIS) or any Health Maintenance Organisation of their choice. At the discretion of management, the Foundation may provide health insurance for employees.

#### 7.6 Funeral Cover

The Foundation may provide financial assistance to cover the funeral expenses of employees or a close family member (i.e., biological father, mother, brother, sister, wife, son, or daughter).

#### 7.7 Workplace Safety, Health and Welfare

1. The Foundation shall take all necessary steps to ensure the health, safety, and welfare of employees at work. Additionally, employees are responsible for ensuring that their actions or omissions in the workplace do not endanger themselves or others.

2. The office space, furnishings, and equipment shall be maintained to ensure that they pose no safety hazard. Proper ventilation, sanitation, and lighting standards shall be maintained in the office.
3. Training shall be provided, as necessary, to ensure that employees understand the proper operating procedures for all office equipment. Health and Safety Marshalls shall also be appointed to act as safety wardens in the event of any emergency.
4. Great care must be taken to ensure that electrical circuits are not overloaded and that wires do not pose a tripping hazard.
5. Electrical appliances and equipment must be turned off and unplugged when not in use. Equipment that should remain on, such as the file server, will be connected to a UPS/surge protector to safeguard against data loss caused by power failure or surge.
6. Functional fire extinguishers will be kept in the office to extinguish small fires. Staff should respond quickly to any fire alarms and exit the office promptly. The exits must not be blocked.
7. A first aid kit shall be maintained in the office to deal with routine, minor injuries. Prompt medical attention should be sought for more serious workplace accidents or illnesses.
8. The office must be kept clean and food products stored appropriately to minimize the risk of insect infestation to the greatest extent possible.

## 7.8 Smoking/Use of Drugs and Alcohol

1. The Foundation operates a zero-tolerance policy towards drug and alcohol use. Pharmaceutical drugs taken under a doctor's prescription are permitted to be used at work. However, if taking such medications impairs an employee's capacity to work productively or safely, the employee shall be requested to take sick leave and return to work when the situation improves.
2. Convictions or evidence of illicit drug use may result in immediate termination of employment. Staff will be encouraged to seek professional help in a drug or alcohol treatment programme. Employees who conscientiously undertake such a programme may be allowed to maintain their employment status.
3. Smoking is not allowed during working hours. Employees are not permitted to smoke within 10ft of the organisation's premises. Smoking while at work may be deemed a disciplinary offence.

## 8.0 LEAVE POLICY

### 8.1 Paid Leave

1. All permanent staff of The Foundation shall be entitled to an annual leave totalling 21 working days for each year of service, while management staff shall be entitled to a total of 25 working days annually.
2. Employees may opt to take their leave in one single block or in sets of blocks. This leave will be determined based on the business's operational needs.

3. Leave must be agreed upon by the HR Manager or Officer, and the Executive Director or Assistant Executive Director must be informed by the HR Manager or Officer.
  4. Annual leave does not accrue while on maternity and paternity leave.
  5. To ensure coordination and minimize disruption to RESH's activities, annual leave must be arranged with the relevant Department/Unit Head at least two weeks in advance. A leave application form must be completed, signed by the appropriate Head, and submitted to the HR Manager or Officer prior to the leave being taken. For management staff, the Executive Director must sign the application form.
  6. Employees taking leave are required to return on the dates agreed upon in the leave forms. Otherwise, normal disciplinary penalties may apply where no valid reason is presented, i.e., a formal written warning and loss of pay for the days the employee was absent from work.
- An employee on probation is not entitled to leave until the probation period is completed; however, this is at the discretion of the Executive Director or Assistant Executive Director. Leave may be granted to an employee on probation, but it must not exceed five working days.
7. The employee must receive a leave approval letter before proceeding.
  8. If an employee who is on leave of any kind is called to attend an official meeting or to perform an official function, then that day shall not be regarded as leave.
  9. Annual leave may be converted to sick leave on presentation of a doctor's certificate.

## 8.2 Sick Leave

1. If an employee feels too ill to come to work, s/he must inform their Line Manager by 10:00 a.m. that day. Failure to do so within three (3) days may be considered desertion, and appropriate steps may be taken in accordance with the code of conduct.
2. If sick leave is taken on a day before a public holiday or weekend (such as a Friday), or if two or more consecutive days are taken together, a doctor's certificate must be submitted to the HR Manager or Officer. In the absence of this, the leave will be converted to annual leave or unpaid leave if no annual leave is available to them.
3. An employee who feels too ill to remain at work does not need to submit a sick leave request, but must obtain permission from their Line Manager.
4. Time off for trauma or emotional stress due to the nature of an employee's work shall not be considered sick leave if sanctioned in writing by the Department/Unit Head (subject to the completion of a Mental Wellbeing Evaluation)

The Nigerian Labour Law requires that employees absent for more than two (2) days due to illness provide a doctor's report and the likely duration of their incapacity.

## 8.3 Casual Leave

1. Employees are entitled to five (5) days casual leave per year, but only after they have been in the employment of The Foundation for more than six (6) months.

2. Casual leave may be taken in the event of a child being sick, a relative's illness or death, or a significant personal event that warrants time off from work, which will be determined by the HR Manager or Officer in consultation with the Assistant Executive Director.
3. The relative must be directly related to the employee. That is, it must be their parent, grandparent, guardian, child, spouse, partner, brother, or sister. For this purpose, a guardian is defined as a person who raised the employee in their home for a minimum of five years while the employee was under the age of 18.
4. The leave does not accrue from one year to another. Whatever is not used is lost.

#### 8.4 Maternity Leave

1. Female employees are entitled to three (3) months of maternity leave after having a child. If necessary, the employee can apply for an extension of the maternity leave period.
2. If a female employee has been in the employment of The Foundation for over six (6) months, full salary shall be paid for three (3) months.
3. The employee, upon returning from maternity leave, may be permitted to work a half-day for 12 weeks.
4. In the case of adoption, a female employee shall be entitled to three (3) months' leave, counted from the date of birth of the child, with a maximum of two (2) months if the child is up to eight (8) months old. Thereafter, one (1) month leave shall be granted regardless of the age of the child.

5. Employees are encouraged to inform their Line Managers and HR Manager of their pregnancy as soon as possible, allowing them time off for antenatal visits.
6. Employees on probation and temporary contracts are not entitled to maternity leave.
7. In the event of an illness certified by a medical practitioner arising from pregnancy that affects the employee or her child, the organisation shall grant the employee additional leave, depending on the situation.

#### 8.5 Paternity Leave

1. A male employee whose female partner gives birth is entitled to two (2) working weeks' leave to attend to the female partner's welfare once a year.
2. Employees on probation and temporary contracts are not entitled to paternity leave.
3. In the event of an illness certified by a medical practitioner arising from the pregnancy of a male employee's female partner, which affects the female partner or their child, the organisation shall grant the employee additional leave, depending on the situation.

#### 8.6 Study Leave

1. Where a permanent employee is studying for a professional development course, they may be entitled to a maximum study leave period of fifteen (15) working days per year.
2. Proof and notice of registration for the professional development course must be submitted to the HR Manager, Officer, and the Assistant Executive Director.

3. Where study leave is requested to sit for an examination, a copy of the Examination Timetable shall be submitted to the HR Manager or Officer at least seven (7) days in advance of the first examination.
4. There shall be no additional pay for study leave.
5. Study leave does not apply to coursework assignments.

### 8.7 Sabbatical Leave

Sabbatical Leave is a form of leave that relieves an employee from work for a specific period of time to engage in activities designed to enhance an individual's academic or professional Development. Sabbatical leave is provided to assist staff in maintaining the high calibre of output for which The Foundation is renowned. The following shall guide the policy and procedure for proceeding on Sabbatical Leave:

1. The maximum period shall be one (1) year; however, at the discretion of management, an employee's sabbatical leave period may be extended. In the event of an extension, an employee's job security will no longer be guaranteed.
2. Sabbatical leave may be granted at the discretion of the relevant Department/Unit Head in consultation with the HR Manager and must be approved by the Assistant Executive Director.
3. There shall be no additional pay for sabbatical leave.

4. Departmental Strategic Plans must account for sabbatical leave priorities and the provision of cover for an employee proceeding on sabbatical leave.
5. An individual's aspiration for sabbatical leave and its intended outcomes may be discussed as part of an employee's professional Development within the Appraisal process.
6. Employees on probation and temporary contracts are not eligible for sabbatical leave.
7. The right to apply for sabbatical leave shall not be affected by any previous period of, or application for, maternity, paternity, or study leave.

#### 8.8 Unpaid Leave

1. Unpaid leave shall only be granted in exceptional cases to permanent employees who have been employed with the organisation for a minimum of twelve (12) months. Unpaid leave will be given solely at the discretion of the Executive Director or Assistant Executive Director.
2. The leave must align with the operational needs of Chibuzo Chinyere Foundation. It shall typically be approved where cover (i.e., another staff member who will temporarily take over the duties of the leave applicant) can be arranged.
3. The leave should be requested at least two (2) weeks in advance.
4. The number of unpaid leave days taken shall be deducted from the number of working days in that month when calculating salary. The total number of working days in any one (1) month shall be deemed to be 22 days.

## 8.9 Application for Leave

1. Applications for leave must be made using a Leave Form at least two (2) weeks in advance, unless approval from the Assistant Executive Director has been obtained.
2. After approval by the employee's Line Manager, the form must be forwarded to the HR Manager. The HR Manager shall approve and forward the form to the Assistant Executive Director, who will provide the final authorization.
3. During school holidays, preference shall be given to employees with school-going children in terms of leave.

## 8.10 Leave Term

1. At the management's discretion, the Foundation may close between Christmas and New Year. This Leave Term shall be given in addition to the various leave periods above.
2. Leave shall not usually be granted until an employee completes six (6) calendar months of service with RESH. Advance leave will only be given in exceptional cases, with the approval of the Executive Director or Assistant Executive Director.

## 8.11 Public Holidays

1. The organisation respects public holidays as defined by the Federal Government of Nigeria. If employees are required to work on such holidays and other declared holidays, the organisation shall compensate them for these days in either time or money. The HR/Admin Manager, Finance

Officer, and Assistant to the Executive Director, in consultation with Line Managers, will be expected to amend the leave schedules of affected employees in such cases.

2. Public holidays falling within an employee's leave will not be counted as leave days and, as such, will not be deducted from the employee's leave record. A public holiday can only be taken after confirmation by the HR Manager, in consultation with the Executive Director, that the government has officially announced a date(s) as a public holiday.
3. Suppose a public holiday falls on a weekend. In that case, the holiday may be taken on the preceding Friday or the following Monday (often determined by Nigerian law), or the day may be used as a floating holiday at a later date.
4. Each year, the Foundation will post a list of holidays and office closings. This list will be provided to all staff. Management reserves the right to modify the list as needed to meet the operational needs or workload of the Foundation. Any changes to public holiday dates will be communicated to employees in advance of their implementation.

## 9.0 DISCIPLINARY AND GRIEVANCE PROCEDURES

1. It is the policy of The Foundation to ensure that all employees treat one another with mutual respect and dignity. Therefore, all staff members, upon acceptance of a position with RESH, shall be required to sign the Code of Conduct in conjunction with an employment contract. The Code of Conduct comprises rules that staff must comply with.

2. Instances of misconduct must be addressed by implementing the provisions of the disciplinary code, and management action must be timely, consistent, and fair, based on the merits of each case.
3. A disciplinary committee shall be constituted to address disciplinary issues. It shall consist of the HR Manager or Officer (for non-management staff) or Assistant Executive Director (for Management staff) as its Head.
4. All disciplinary committees shall consist of 3 or 5 members and are ad-hoc committees.
5. Employees who are dissatisfied with the terms or conditions of their employment or other issues related to the working environment shall utilize the grievance procedure before seeking an external remedy.
6. Employees have the right to be assisted by a colleague of any designation within RESH. External representation is not permitted during disciplinary or grievance procedures.
7. The disciplinary procedure/code must be used to address all instances of misconduct, and all managerial staff will receive training in its application.
8. Any sanctions instituted against a staff member must be recorded in writing, stating:
  - a. Date and time of the investigation
  - b. Charges that were investigated
  - c. Outcome of the investigation. Where a rule(s) has been broken, the reason(s) for arriving at the decision.

- d. Mitigating and aggravating issues.
- e. The sanction.
- f. Corrective actions (if applicable) and period of validity.
- g. Consequences of a failure to improve conduct and/or repetition of the same or similar offence.

### 9.1 Uniformity of Practice

1. This section of the HR Policy Document is designed to provide a uniform disciplinary code of practice for The Foundation, ensuring that all employees are treated fairly and consistently in circumstances where disciplinary action is required. It is also intended to ensure that the staff and management of The Foundation have the same understanding of discipline.
2. It is the responsibility of management to maintain discipline at RESH, and the code recognises the right of management to initiate disciplinary action against any employee where circumstances so warrant.
3. Discipline should be corrective and not punitive in nature.
4. Discipline should not be evoked out of anger.
5. Discipline should take place as soon as it is reasonably possible after the infraction.
6. Discipline should be applied consistently to all staff

7. Dismissal should be recommended when an employee's actions have rendered their position within the organisation untenable.

## 9.2 Infringements, Offences and Penalties

1. Disciplinary procedure shall be initiated against any staff that contravenes the disciplinary code, or who acts against the interests of The Foundation or its partners, or who commits any criminal offence.
2. Disciplinary measures include verbal warnings, written warnings, final written warnings, and termination or dismissal. Each case will be determined on its own merits. Demotion and suspension may only be given as alternatives to dismissal.
3. Termination of employment for reasons of incapacity, incompatibility, retrenchment, ill health, or retirement is excluded from this particular procedure.
4. A disciplinary code outlining a schedule of offences and corresponding penalties, formulated by The Foundation, is attached. This schedule should not be viewed as exhaustive, but rather as a guideline of possible penalties.

## 9.3 Authority to Report and Initiate Disciplinary Action

1. Department/Unit Heads are primarily responsible for identifying disciplinary offences; however, employees are also at liberty to report breaches of the Code of Conduct.
2. The authority to initiate disciplinary action against an employee of The Foundation is vested in the HR Manager or Officer after consultation with the Assistant Executive Director.

3. The authority to initiate disciplinary action against a member of the Management Team is vested with the HR Manager or Officer after consultation with the Executive Director.

#### 9.4 Cumulative Nature of Disciplinary Action

An employee with three (3) written warnings will have to attend a disciplinary action committee to determine their fate. That is, all warnings will be taken into consideration when assessing the penalty at a disciplinary hearing.

#### 9.5 Procedure

##### 9.5.1 General

1. Before the commencement of a disciplinary action hearing, the HR Manager, Officer, or the Assistant Executive Director must determine whether there is adequate proof to suggest that a breach of the Code of Conduct has occurred. If so, the appropriate disciplinary action must be taken.
2. Other disciplinary procedures shall be less formal. No disciplinary action shall be taken without first allowing an employee to defend themselves against the allegations.
3. For record purposes, the presiding officer may take Minutes of the Disciplinary Meeting, especially in cases where dismissal appears to be the appropriate penalty.

##### 9.5.2 The Disciplinary Enquiry

## 1. Before the Enquiry

The employee in question must be notified in writing of the pending disciplinary enquiry by the HR Manager or Officer 72 hours before the hearing;

### 9.5.3 Plea and Determination of Guilt

Before a decision concerning guilt is taken:

1. The charge must be presented to the employee, and they must be allowed to plead guilty or not guilty.
2. If s/he pleads guilty, questions must be asked to determine whether s/he understands the charge. If it is clear that the individual understands the charge, the Head of the Disciplinary Committee can proceed to Provision 9.5.4.
3. If the employee pleads not guilty, the following procedure will commence:
  - a. All witnesses (if any) must be called to give evidence.
  - b. Having heard the evidence of all witnesses, the employee must be allowed to cross-examine the witnesses.
  - c. When all the witnesses have been called, the employee must be allowed to lead his evidence in person and call witnesses, who may be cross-examined by the Head of the disciplinary committee.

d. A decision concerning guilt must then be made. The disciplinary committee shall not look at the employee's previous record at this stage. Before taking a final decision, the Head of the disciplinary committee may request an adjournment to consider all the gathered information. If the employee is found guilty, the Head of the Disciplinary Committee can move to Provision 9.5.4. If found not guilty, the employee shall be excused, and the incident may not be re-examined or considered again.

#### 9.5.4 Penalty Consideration

A decision concerning the appropriate sanction shall be determined at this stage. The employee shall be requested to plead in mitigation. Mitigating factors must be taken into account, including length of service, work record, and response to queries. Based on all the evidence and the code, a decision is then made regarding the appropriate sanction.

#### 9.5.5 Notification of Penalty

The employee should be given their sanction in writing by the Head of the disciplinary committee, and a copy should be placed in the employee's file, as well as in the Disciplinary Case File held at the HR Department.

### 9.6 Disciplinary Measures

#### 9.6.1 Verbal Warning (Authorized Official)

The HR Manager may give a verbal warning for minor disciplinary infringements.

### 9.6.2 Written Warning (Authorized Official)

1. All written warnings shall state the date on which the offence took place, the date on which the warning was issued, the reasons for the warning, and any corrective action which may be required to improve performance or change behaviour.
2. Where a warning is issued, the employee shall be advised that failure on his/her part to correct or improve performance or change behaviour will result in further and possibly more severe disciplinary action being taken.
3. The employee will be required to sign the warning, not as an admission of guilt, but to acknowledge receipt of it. If an employee refuses to sign the warning, this should be documented by having a witness sign the warning letter, verifying that the employee refused to sign.
4. The HR Manager or Officer should also sign the warnings.
5. The original copy of the warning must be given to the employee, with a duplicate copy placed in the employee's file as well as the Disciplinary Case File held at the HR Department.
6. Written warnings may be cancelled after the expiry of a period of 6 (six) months, provided no similar offence(s) are committed during that period, and depending on the gravity of the offence.

### 9.6.3 Final Written Warning (Authorized Official)

1. When an employee has accumulated three (3) or more written warnings or where the nature of the offence warrants it, a final written warning may be issued.

2. A procedure must be followed that notifies the employee of the charge, allows them to mount a defence, notifies them of a decision regarding guilt, and determines the appropriate sanction.
3. When issuing a final warning, the HR Manager or Officer must make it clear to the employee concerned that a final written warning is viewed seriously and that any further breach of discipline within the same category of offence within the next six months could result in dismissal.
4. The original copy of the warning must be given to the employee, with a duplicate copy placed in the employee's file as well as the Disciplinary Case File held at the HR Department.
5. Each final written warning may be cancelled after the expiry of a period of 6 (six) months, provided no similar offences are committed during that period, and giving consideration to the gravity of the offence.

#### 9.6.4 Dismissal

1. Where an employee has received a final written warning or where the nature of the offence warrants it, the HR Manager shall recommend dismissal of the employee to management for action. The employee concerned may be suspended without pay until the completion of an inquiry into the alleged incident has been conducted and/or a disciplinary enquiry has been completed and a decision made as to the form of disciplinary action to be taken. This whole process should not

exceed 2 weeks. If, after the enquiry, the employee is found not guilty, all withheld salary must be paid.

2. The exact nature of the employee's offence and the decision taken by the HR Manager must be recorded in the Dismissal Form. The employee and HR Manager must sign this form. If the employee refuses to sign the form, it should be verified by obtaining another witness's signature.
3. The original copy of the Dismissal Form must be placed in the employee's file, and a duplicate copy given to the Assistant Executive Director for record purposes.
4. When an employee is dismissed, the Finance Department must immediately take the necessary action to terminate the employee's remuneration.

#### 9.6.5 Disciplinary Action for Other Misconduct

Any misconduct not explicitly addressed in this HR policy document will be addressed in the Code of Conduct. Please note that the Code of Conduct is not exhaustive, and any disciplinary action taken will be determined based on the seriousness of the offense.

#### 9.7 Appeal Procedure

1. Suppose an employee is dissatisfied with the outcome of a disciplinary enquiry. In that case, s/he may, within three (3) working days of receiving confirmation of the outcome of the enquiry, complete a Disciplinary Appeal Form and submit it to the HR Manager for action.

2. Where the appeal is considered genuine, the HR Manager shall constitute and head a panel comprising management staff who were not on the disciplinary enquiry panel to consider the appeal. The decision to grant an appeal is at the discretion of management.
3. The employee concerned may be suspended without pay until the completion of the appeal panel's enquiry. This whole process should not exceed 2 weeks. If, after the enquiry, the employee is found not guilty, all withheld salary will be paid.
4. The outcome of the appeal notwithstanding, the original copy of the Appeal Form must be placed in the employee's file, with a duplicate copy held in the Complaints, Disciplinary and Appeals Record file at the HR Department for record purposes.

## 9.8 Grievance Handling Procedures

Any staff member may have a legitimate grievance against a colleague, manager, or the organisation. For instance, this could be due to conditions of work, poor or inappropriate communication, unreasonable instructions, poor project coordination, or other factors. All employees are encouraged to seek resolution to problems, complaints, and grievances without fear of interference or dismissal. Grievance complaints are always taken very seriously and shall be given full attention. All employees shall adhere to the following procedures when making a grievance complaint:

1. If it is not possible to resolve a grievance informally, employees should raise the matter formally and without unreasonable delay. This should be done in writing and clearly outline the nature of the grievance.

2. An employee shall first approach the HR Manager or Officer to register a complaint if they have a grievance.
3. In cases where the grievance is against the HR Manager or a management staff member (including the Executive Director), the employee shall approach the Assistant Executive Director. On the other hand, if the complaint concerns the Assistant Executive Director, the employee shall approach the Executive Director.
4. The HR Manager or Assistant Executive Director shall investigate the matter with a view to ascertaining the authenticity of the complaint and understanding whether the issue(s) complained of are systemic within the organisation or an isolated case that can be resolved to the complainant's satisfaction. At this stage, the employee/manager against whom a complaint is made must be heard from.
5. The HR Manager or Assistant Executive Director shall (depending on the subject matter of the complaint) resolve the grievance by inviting the person against whom the grievance is made and the complainant to engage in a conversation, which may be facilitated by the HR Manager or Assistant Executive Director acting as a mediator. Where this approach proves successful, the outcome of the conversation will be documented in an agreement and signed by the complainant and the employee/manager against whom the complaint is made. A copy of the contract will be provided to the two staff members involved, with one copy placed in their files and the other in the HR Department's Complaints, Disciplinary, and Appeals Record file.
6. If the approach in Provision 9.8(5) proves unsuccessful, the HR Manager or Assistant Executive Director shall make a final decision on the grievance complaint.

## 9.9 Overlapping Grievance and Disciplinary Cases

Where an employee raises a grievance during a disciplinary process, the disciplinary process may be temporarily suspended to address the grievance. Where grievance and disciplinary cases are related, it may be appropriate to address both issues concurrently.

## 10.0 GENERAL POLICY GUIDELINES

### 10.1 Sexual Exploitation and Abuse

The Foundation has a zero-tolerance policy for all forms of inappropriate conduct of a sexual nature committed by employees against recipients of assistance or other members of local communities. As this is based on unequal power dynamics and undermine the credibility of the organisation, if you engage in a sexual activity with a child under the age of 18, exchange money, employment, goods or services for sex or sexual favours, use a child or adult to procure sex for others you will be considered to have committed a gross misconduct that will result in the instant termination of contract upon completion of the investigation process. All guidelines related to sexual exploitation and abuse are outlined in the Foundation's Prevention against Sexual Exploitation & Abuse (PSEA) Policy.

### 10.2 Sexual Harassment and Intimidation

1. All staff of The Foundation are strictly prohibited from engaging in any activity that creates an intimidating, hostile, or humiliating work environment through unwanted sexual advances, requests for sexual favours, and/or other physical or verbal actions of a sexual nature. Employees found engaging in such behaviour may have their employment with The Foundation terminated.

2. Sex must never be used as coercion to guarantee employment, gain promotion, raise, /or other work-related benefits.
3. Complaints about sexual harassment must be made to management verbally or in writing, or directly to the HR Manager. Any management staff member, excluding the HR Manager, who receives such a report, must immediately notify the HR Manager and Assistant Executive Director, informing them of the complaint.
4. An employee must never be subjected to retaliation, harassment, or dismissal for filing a complaint of sexual harassment, especially when the complaint is against a member of management staff.

### 10.3 Harassment and Bullying

To secure an environment in which staff can flourish and achieve their full potential, The Foundation is committed to ensuring that everyone is able to work and participate without fear of harassment, bullying, or intimidation. All staff must ensure that their behaviour, whether intentional or unintentional, does not constitute harassment. Management staff will take disciplinary action against inappropriate behaviour that shows a lack of respect for others or leads staff to feel threatened.

### 10.4 Anti-Bribery and Anti-Corruption Policy

The Foundation adopts a zero-tolerance approach to bribery and corruption. As a reputable organisation, The Foundation conducts its affairs in a responsible manner that shuns the use of corrupt practices or acts of bribery to obtain an unfair advantage in all our dealings and the communities we serve. Therefore, all staff are:

1. Prohibited from offering, promising, giving, requesting, accepting, or agreeing to receive a bribe of any kind in any form, directly or indirectly;
2. Prohibited from making facilitation payments, even if this represents local practice or custom;
3. Prohibited from offering, promising, or transferring anything of value to a public official to influence the public official and obtain or retain business or an advantage for the benefit of The Foundation (or to obtain or retain an advantage for any employee, any other entity, or person). This includes offers, promises, or transfers made to any third party (such as a public official's family members or business associate(s)) to influence the public official.
4. To carry out appropriate due diligence on third parties when The Foundation proposes to engage them to perform services for, or on our behalf, and to include appropriate anti-bribery and anti-corruption clauses in contractual arrangements with such parties;
5. Prohibited from offering/giving/accepting gifts from third parties unless the Executive Director or Assistant Executive Director permits this;
6. Required to report suspicion of, or attempts at, bribery and corruption or suspected or actual breaches of this Anti-Bribery and Anti-Corruption Policy to the Executive Director, Assistant Executive Director, and HR Manager; and
7. To participate in an anti-bribery and anti-corruption training and awareness programme at least once every year.

## 10.5 PANDEMIC RESPONSE

8. In the event of a pandemic, the organisation will adhere to all guidelines and advice given by the lead health agency

### 10.6 Office Closing

The office shall stay closed in circumstances where weather or political conditions are likely to jeopardize the safety of employees. Management shall decide to close, in accordance with any official government guidelines, and ensure that all staff are notified accordingly.

### 10.7 Locking Up and Security

1. After closing hours and on days when the business is closed, it is the duty of the Facility Manager to ensure that the organisation's building and offices are adequately secured. Failure to secure the building and offices when leaving the premises may be deemed a disciplinary offence.
2. Staff (such as managers or Department/Unit Heads) must never leave their offices unattended, especially offices where sensitive documents or files may be kept, such as the HR or Finance Departments. Offices must be kept locked whenever an employee steps away from their desks or after business hours.

### 10.5 Vehicles

Under no circumstances shall RESH's official vehicles be used for personal reasons without the prior approval of the Executive Director or Assistant Executive Director. All vehicles must be in the pool and returned to the office before closing hours. In addition, no employee is allowed to drive themselves except by RESH's drivers or with the approval of the Executive Director.

## 10.6 Office Equipment

1. Office equipment, including computers, shall be used for official purposes only. Equipment shall be operated in accordance with the manufacturer's instructions and properly maintained. Electronic equipment must be equipped with UPS devices and/or stabilizers to prevent damage caused by power surges.
2. Employees are expected to safeguard the equipment assigned to them from water, heat, and other damage that could result from intentional misuse or negligence.
3. The Facility Manager is responsible for maintaining all furniture, fixtures, fittings, and equipment located in RESH's office or assigned directly to staff. A physical inventory will be taken annually by the Administrative Officer, and the result will be sent to the Executive Director. A copy of the updated inventory record shall also be sent to the Finance Officer.

## 10.7 Phones, Printers & Photocopiers

Telephones, printers, and photocopiers are to be used exclusively for official purposes. The misuse of any property belonging to The Foundation may be considered a disciplinary offense.

## 10.8 Official Mail

1. All official outgoing correspondence on RESH's letterhead paper shall only be signed by the Executive Director.

2. The Administrative Officer must duly register all official incoming and outgoing mail. All incoming mail must first be directed to the Executive Director or the Assistant Executive Director in the absence of the Executive Director.

#### 10.9 Filing

1. A file containing all official letters and documents signed by the Executive Director and Assistant Executive Director that leave the organisation must be kept for record purposes.
2. All files must be maintained in a secure location and their content kept strictly confidential.
3. All management staff shall maintain relevant financial and/or administrative files for all Foundation activities they undertake. In addition, they shall create and maintain files of technical documents and/or reference materials. Files must be maintained and organized in a manner that facilitates easy retrieval.
4. Financial documents shall be retained in separate files, organized by month, in the order in which transactions are completed. Each month's file shall contain all vouchers, purchase orders with their supporting vendor invoices, receipts, and other relevant supporting documents; all month-end financial reports; a copy of the bank statement and reconciliation report; and a list of outstanding travel advances. (Please note that this list is not exhaustive. The financial documents were produced for review by the Executive Director, and the Assistant Executive Director shall be determined from time to time.)

5. Separate files must be maintained to document procurement processes (price quotes, selection notes, technical specifications, etc.) for all major purchases of equipment, furnishings, and services (see Procurement Policy).

#### 10.10 Consumables

1. Stationery, cleaning materials, income generation materials, or any other consumables shall not be removed from RESH's premises or converted to personal use. If such property is removed, it may be deemed to be theft and treated accordingly.
2. Food is purchased for the benefit of the organisation's clients. Employees may partake in the food during the course of their interaction with clients, such as having lunch together, but may not take any of the food for personal use.

#### 10.11 Use of Mobile Devices

1. From time to time, the Foundation may provide staff with mobile devices, such as laptops, smartphones, and tablets, for work purposes.
2. All mobile devices must be kept at RESH's premises, except in exceptional cases where operational needs require their use outside the office. Employees must, however, seek the approval of the Facility Manager and sign off the device with the Head of Security before removing it from RESH's premises.
3. It is the responsibility of the employee to ensure that at all times, due diligence is exercised to maintain the device in the condition in which it was supplied. Suppose the device is to be

located in a home, vehicle, or any other place. In that case, it must be stored in a secure location that is inaccessible to anyone without the employee's consent. At the workplace, the employee must still safeguard the device, as it can easily be removed. Instances of gross negligence may be treated as an offence under the Disciplinary Code. (see Assets Policy)

#### 10.12 Safeguarding The Foundation Property

1. All equipment and property belonging to the Chibuzo Chinyere Foundation must be safeguarded by all staff, the Facility Manager, and the Head of Security.
2. All equipment must be stored in a designated area. Each item is to be signed out when removed and signed in when replaced. It is the responsibility of any staff member who signs out any equipment to safeguard it from harm. Suppose the employee claims to have handed it to another employee but has no written proof, and the other employee does not acknowledge receipt of the equipment. In that case, the employee who signed it out shall be responsible for the equipment. This policy also applies to staff at branch/zonal offices.
3. Damage or loss of any equipment or property due to negligence may be treated as a disciplinary offense.

#### 10.13 Confidentiality

1. The work of The Foundation spans multiple sectors, including security, health, and education, and addresses issues that are highly sensitive. As in other fields, RESH's client records and information regarding the clients are highly confidential.

2. No employee shall divulge any document/information, strategic business and operational plans, manuals, training materials, concept notes or proposals (this list is not exhaustive) belonging to RESH, its clients or activities (past and current) to third parties, external bodies or organisations, or persons. Where the need to divulge information about The Foundation arises, all staff must obtain the approval of the Executive Director or Assistant Executive Director and receive written confirmation before disclosing any information.
  
3. No employee shall divulge any sensitive financial or operational information to a non-employee or another employee of an inappropriate managerial level.

#### 10.14 Information Technology

These policies cover the use of all the Foundation Information Technology & Communication resources, including, but not limited to:

1. All computer-related equipment, including desktop personal computers, laptops, terminals, workstations, wireless computing devices, mobile devices, telecom equipment, networks, databases, printers, servers, and shared computers, and all networks and hardware to which this equipment is connected.
  
2. All electronic communications equipment, including telephones, emails, Personal Digital Assets (PDA), wired or wireless communications devices and services, internet and intranet, and other online services;
  
3. All intellectual property and other data stored on The Foundation equipment;

4. All software, including purchased or licensed business software applications, written applications, employee or vendor/supplier-written applications, operating systems, firmware, and any other software residing on RESH-owned equipment;
5. All of the above are included, whether they are owned or leased by The Foundation or under RESH's possession, custody, or control;
6. These policies also apply to all users, whether on Foundation property, connected remotely via any network connection, or using Foundation equipment.
7. The use of RESH's Information Technology facilities is a privilege, not a right, extended to various Foundation staff and representatives. Users agree to comply with federal, state, and local laws and to refrain from engaging in any activity that would subject The Foundation to any liability;
8. The Foundation reserves the right to limit or restrict, without notice, or through an authorized agent or representative, an individual's use, and to inspect, copy, remove, or otherwise alter any data, file, or system resource which may undermine the authorized use of any computing facility or which is used in violation of RESH's rules or policies.
9. The Foundation also reserves the right periodically to examine any system and other usage and authorization history as necessary to protect its IT facilities.
10. The Foundation disclaims any responsibility for loss of data or interference with files resulting from its efforts to maintain the privacy and security of those IT facilities, or from system malfunctions or any other cause.

### 10.15 Approved Downloads

Although it would be impossible to name every executable or downloadable file in this policy, users should only download programmes where:

1. The download enhances the employee's productivity
2. The download is from a reputable source
3. The file does not subject The Foundation to potential liability.
4. The IT Unit has approved the application, tool, or template.

### 10.16 Prohibited Downloads

All downloads of Peer-to-Peer file sharing applications, movies, games, copyright materials, or music are strictly prohibited, unless approved by the IT Unit. Please note that this list is not exhaustive.

### 10.17 Operational Policies

1. Employees with email accounts opened on RESH's website are encouraged to use their official email and check their mail regularly.
2. Employees must shut down their computer systems and associated peripherals properly before closing for the day.
3. Electronic copies of all corporate data must be stored in a defined central network location.

4. The server comes up at 7:30 a.m. and shuts down at 7:00 p.m., Monday through Friday, unless otherwise agreed upon by management.

#### 10.18 Application Policies

1. The minimum lifespan for operating systems and office productivity applications used at The Foundation shall be 4 years (subject to constant review by the IT Unit).
2. All installed software must be legally licensed.
3. All new software must be certified by the IT Unit before it can be used.
4. The IT Unit must ensure that Anti-Virus applications are installed on all systems yearly.

#### 10.19 Management and Support

A centralized monitoring and management solution, along with a preventive maintenance schedule, must be adhered to for all equipment. Third-party support providers may be retained for advanced troubleshooting and problem resolution.

#### 10.20 Intellectual Property Rights

##### 10.20.1 Development While an Employee

From time to time, staff may, in the course of their duties, develop, design, research, or create intellectual property. The Foundation shall use the intellectual property so long as s/he remains in the employment of the organisation. Where the employee ends their employment relationship

with RESH, the organisation may pay royalties if necessary. However, staff shall not sell the same to a competitor.

#### 10.20.2 Development before Becoming an Employee

If, upon joining The Foundation, an employee has intellectual property that belongs to them, they are required to submit a written declaration to the Assistant Executive Director and HR Manager declaring the full details of the property. Failure to do so may result in The Foundation using such property in the course of its business. Where an employee makes such a declaration, the Foundation shall continue to use the property without compensation, unless otherwise agreed.

#### 10.21 Disclosure of Outside Work

All employees, irrespective of the nature of the employment relationship with RESH, shall disclose any work, including independent consulting, which is conducted outside of work hours with RESH, to determine if a competitive conflict of interest exists. Full-time employees shall not engage in work that is in direct competition with the Foundation's objectives. Employees shall not undertake any other employment on Mondays to Fridays. This clause does not cover Saturdays and Sundays.

#### 10.22 Approval for Outside Consultancy Work

Where an employee, including the management team, engages in outside work, s/he must inform the HR Manager in writing at least two (2) weeks before the commencement of the

work. The HR Manager must discuss the nature of the work and the expected duration before approval will be granted. Employees must always prioritise their work with RESH.

#### 10.23 Conflict of Interest

Employees shall devote all their working hours to The Foundation and shall not provide services to another person or organisation where there is likely to be a conflict of interest.

#### 11.0 TERMINATION OF EMPLOYMENT

1. Employees who fail to meet the expectations of The Foundation shall be given a written warning before termination.
2. The notice period to be given by either the employer or employee for:
  - a. Employment during the probation period is seven (7) days' notice'
  - b. Employment for six (6) months or less is two (2) weeks' notice
  - c. Employment for over six (6) months but not longer than a year is one (1) month's notice
  - d. Continuous employment for over one (1) year is two (2) months.
3. The Foundation shall pay an employee a month's salary in lieu of notice, except in cases of dismissal. Employees shall also pay a month's salary in lieu of notice when they terminate their employment without observing the notice period.
4. The Foundation shall revoke Provisions 11.0 (1), (2), and (3) based on:

- a. The application of provisions within the disciplinary procedures.
  - b. Immediate dismissal in the case of insubordination, absenteeism, theft, lack of cooperation, and lack of performance.
  - c. Permanent incapacitation confirmed by a medical practitioner.
  - d. The employee has been imprisoned or convicted of an offence.
5. Suppose an employee wishes to leave the Foundation's employment before the expiration of the notice period. In that case, the Foundation will not be required to pay notice for the period not worked.
6. On or before the last day in the employment of RESH, every employee must return all property belonging to The Foundation in their possession to the Administrative Officer, including staff ID card, stationery, mobile device(s), laptop or PC, equipment, office keys, files , and other sensitive and intangible property. Failing to do so means forfeiting any outstanding payment owed by The Foundation to the employee, and such an issue may be treated as theft and reported to the Police for criminal prosecution.
7. Notice of termination of a contract of employment must:
- Be given in writing
  - Include the date of the notice and the intended date of termination.

- Not be given during any period of leave to which an employee is entitled.
- Not run concurrently with any leave period to which an employee is entitled, except sick leave.