



# HR POLICY MANUAL



INSTITUTE OF  
HUMAN VIROLOGY

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## 1. INTRODUCTION

### 1.1. Overview

- 1.1.1. The Human Resource(HR) Policy Manual is designed to acquaint employees of IHVN with the rules, standards, practices, expectations relating to employees, their relationship with the Institute and interactions in the work place.
- 1.1.2. The HR Policy Manual shall serve as a guide of conduct and activities to facilitate the implementation of fair and consistent employment practices within IHVN. Policies facilitate the creation of an equitable and transparent work environment.
- 1.1.3. The HR Policy Manual must be made available to all employees. Employees are expected to be familiar with the Institute’s HR policies, and conduct themselves in a manner consistent with those policies.
- 1.1.4. The arrangement of the policies in this document follows a typical ‘Employee Life Cycle’ and covers all categories of employees in the Institute thus providing a common approach for easy understanding, interpretation and implementation of the policies.
- 1.1.5. It is important to note that as IHVN grows and evolves, the policies which guide the management of employees in the Institute would evolve accordingly. Emerging policy changes will be communicated to all employees. The custodians of the policy document are responsible for keeping it up to date.
- 1.1.6. This manual does not guarantee continuous employment. All or part of the contents of this Policy Manual may be changed or withdrawn by IHVN as it deems necessary.
- 1.1.7. Each policy area includes five (5) document control items listed and described below:
  - a. Policy: Title of the Policy
  - b. Version: This is the version of the policy in relation to the policy revision frequency. The version will apply a numbering convention that allows for nine revisions (version 1.0-1.9).
  - c. Date Revised: This is the date any substantial change in policy content is approved.
  - d. Approved By: This is the approving authority.
  - e. Date Approved: This is the final date the change in the policy content was approved, made effective and communicated.
- 1.1.8. The guiding principles for the development of the policy were based on the provisions of the Nigerian Labour Law.



1.2. Approval, Amendments and Exceptions:

The authority to approve, amend and grant exception to these HR policies lies with the Chief Executive Officer of IHVN.

1.3. Responsibility/Ownership:

The Human Resources Unit, led by the Director of Administration, is the custodian of the HR Policy Manual and is therefore responsible for ensuring the implementation and enforcement of these policies.

1.4. Policy Objectives

- 1.4.1. To provide clear guidelines and standards on the day-to-day administration of human resources, and ensure consistency and fairness in human resource practices.
- 1.4.2. To provide a standard reference for supervisors and employees in understanding their rights and carrying out their responsibilities.
- 1.4.3. To ensure continuous implementation of HR policies that align with the Institute's needs and good practices, and facilitate the effective management of employees.
- 1.4.4. To develop a culture that integrates and harnesses the Institute's diverse workforce.

1.5. Policy Statement

- 1.5.1. IHVN's HR Policies are based on the principle that the success of the Institute is primarily dependent on the quality and performance of its human assets. Highly motivated, dedicated and skilled employees that can effectively mobilise, manage and administer the Institute's resources are paramount for the achievement of set goals and objectives.
- 1.5.2. Consequently, IHVN aims to attract, develop, motivate and retain employees with the requisite skills and competencies, and strives to create and maintain a work environment that fosters optimal performance as well as job satisfaction.

1.6. IHVN's Vision and Mission

Vision

'Leader in providing quality health services, capacity building and research in West Africa.'

Mission

'To be a Centre of Excellence in providing health service implementation, capacity building, and research, and ensuring equitable access to individuals and communities through innovative and evidence-based strategies.'



## 1.7. Core Values

- Integrity
- Excellence
- Accountability
- Innovation
- Teamwork
- Transparency
- Respect for the dignity of the person

## 1.8. Cultural Diversity & Inclusion

- 1.8.1. IHVN recognises and respects the value of cultural diversity and will adopt and implement inclusive policies and strategies that integrate the different cultures and ethnicities represented in the Institute.
- 1.8.2. Workforce diversity enhances the Institute's ability to develop winning solutions to emerging challenges. IHVN will make a conscious effort to harness the immense potential and diverse talent of the Institute's human resources to the benefit of the organization and stakeholders including employees.
- 1.8.3. To ensure inclusion within the workplace, all employees play a vital role in maintaining a discrimination and harassment-free work environment and must treat colleagues and clients with dignity, respect and professionalism.

## 1.9. Organisational Structure

- 1.9.1. The Institute's structure shall be a function of its vision, corporate objectives, business strategies and critical business processes.

## 1.10. Workforce planning

- 1.10.1. IHVN aims to ensure an adequate workforce with the right quality and number of people in the right positions, in order to meet the human resource needs of the Institute. This involves continually ensuring alignment of the current and future workforce with the Institute's strategy and business goals.
- 1.10.2. A Workforce Plan shall be developed for the Institute on an annual basis. It shall be monitored and updated yearly as part of the Institute's annual strategic planning process.
- 1.10.3. The HR Unit, led by the Director of Administration, shall be responsible for workforce planning in collaboration with Departmental/Unit Heads.
- 1.10.4. The size and capabilities of the workforce shall be analysed to confirm if it meets the current and future human resource needs of the Institute.



- 1.10.5. Existing gaps between the current and projected workforce needs shall be determined.
- 1.10.6. An action plan outlining the strategies to close existing gaps shall be developed and implemented appropriately.

#### 1.11. IHVN's Expectations from Employees

All employees are expected to:

- a) Identify with the goals and objectives of the Institute through total commitment;
- b) Develop and maintain a sense of personal responsibility for the quality and quantity of output based on the principle of a fair day's work for a fair day's pay;
- c) Make constant effort to ensure effective time management and efficient use of resources for optimal output, quality and productivity;
- d) Possess an ownership mentality to ensure proper use of the Institute's property and amenities;
- e) Offer constructive suggestions for improving work processes and procedures that add value to the business;
- f) Establish and maintain cordial relations with colleagues in the work place; and
- g) Carry out instructions, duties and responsibilities diligently.

#### 1.12. Definition of Terms:

Except where otherwise specified in the context or elsewhere in this policy manual, the following words and terms shall be construed as follows:

- The Institute: IHVN
- IHVN: Comprises of all the operating departments and units within the Institute
- Employee/Staff: Any person employed by the Institute in a permanent, fixed term or temporary appointment
- Probationary Employee/Staff: An employee serving the Institute for a specified period before confirmation of appointment subject to satisfactory performance
- Salary Band: The salary band of the Institute which may be reviewed from time to time as the Institute deems fit
- HRA: Abbreviation for Human Resources and Administration
- CEO: Chief Executive Officer
- DA: Director of Administration
- Junior Staff: Employees on job grade J
- Officers: Employees on job grade 1 – 2
- Middle Management: Employees on job grade 3 – 4
- Management: Employees on job grade 5 – 6





- Senior Management: Employees on job grade 7
- Executive Management: Employees on job level 8
- Child: Offspring of an employee who is under the age of eighteen (18) years and is entirely dependent on the employee
- Spouse: Wife or husband of an employee married to him/her under Christian, Islamic or recognised Native Law and Custom or under the Marriage Act.
- Next-of-Kin: An employee's registered next-of-kin or designated survivor, as indicated by the employee on the employee data form
- Query: A tool through which potential infraction of policies and procedures are investigated
- Dismissal: Loss of employment and earned benefits except those guaranteed by law
- AD HR: Associate Director, Human Resources
- COO: Chief Operating Officer





## RECRUITMENT AND SELECTION



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## 2. RECRUITMENT AND SELECTION

### 2.1. Policy Objective

- To create a diverse performing workforce through a fair and transparent recruitment process that facilitates the engagement of qualified and competent employees who can deliver on the Institute’s mandates.
- To facilitate the Institute’s commitment to equal employment opportunity, hiring the best applicants for available positions, making the best use of their abilities and providing job satisfaction.

#### 2.1.1. Policy Statements

- 2.1.1.1. IHVN is committed to developing a diverse workforce and applying the principles of equity, fairness and transparency in the recruitment and selection process.
- 2.1.1.2. Recruitment and Selection will support the strategic priorities of the Institute. All activities must be duly approved and in line with the workforce plan and organisational requirements.
- 2.1.1.3. Recruitment and Selection shall involve attracting suitable applicants, selecting the best candidates, placing the individual in a specific job position and assisting such employee to adapt effectively to the Institute and their job roles.
- 2.1.1.4. The Institute will promote a positive image and make every effort to provide a positive experience for applicants and candidates whether successful or not.
- 2.1.1.5. The Institute is committed to the proper use of fixed term and temporary employment contracts, ensuring good practices.
- 2.1.1.6. IHVN will not discriminate against any applicant based on gender, race, nationality, ethnicity, marital status, religion, political ideology, or disability.

#### 2.1.2. Guiding Principles

- 2.1.2.1. The Human Resources Unit is the custodian of these policies but it is the responsibility of all stakeholders to ensure that all policies are complied with while recruiting candidates to work for the Institute.
- 2.1.2.2. Officers of the Institute shall demonstrate a sense of commitment to the acquisition of high performing, quality applicants who match the technical competencies and behavioural requirements of IHVN and the role or position to be filled.



- 2.1.2.3. If an employee involved in the recruitment process has a close personal relationship with an applicant, they must declare this as soon as they are aware of the individual's application. To avoid a potential conflict of interest situation, such employee shall not participate in the recruitment and selection process.
- 2.1.2.4. An individual will not be recruited into a department or a position which involves direct supervision or reporting to a relative. The intent is to prevent members of the same family from occupying positions where a family relationship may have undue influence on either party or in positions that may result in a conflict of interest with respect to the wellbeing of the Institute. Relative as used here includes parents, spouse, children, brothers, sisters, uncles, aunts, nephews, nieces and cousins of the employee.
- 2.1.2.5. Contract staff employed via third party agencies or organisations, and consultants working under a contract for services (or related arrangement) are not employees of IHVN.
- 2.1.2.6. Documentation relating to applicants will be treated with utmost confidentiality.
- 2.1.2.7. It is the responsibility of each applicant and employee to provide true and accurate information for all employment related purposes. Misrepresentations, false statements or omissions are sufficient cause to withdraw an offer of employment or end an employment contract at any time. The Institute must be informed of any changes to the information provided at the time of employment.
- 2.1.2.8. The recruitment cycle shall not exceed a maximum of three (3) months. The recruitment cycle covers all essential stages of the recruitment process.
- 2.1.2.9. Financial approval for filling new positions or positions not budgeted for must be obtained by the Departmental/Unit Head prior to the commencement of the recruitment from the CEO.

### 2.1.3. Equal Employment Opportunity

- 2.1.3.1. IHVN is an equal opportunity employer and will not discriminate in employment because of age, gender, religion, race, creed, ethnic or cultural background, sexual orientation, disability, national origin, or socio-economic status
- 2.1.3.2. The Institute strictly prohibits discrimination against applicants for employment because of their race, colour, age, nationality, gender or any characteristics protected by the laws of the Federal Republic of Nigeria.

### 2.1.4. Job Vacancies

- 2.1.4.1. For career development and growth, job vacancies shall first be open to internal candidates. Vacancy advertisements shall be first posted internally with application guidelines.



- 2.1.4.2. External advertisements will only be placed when it has been ascertained that no existing employee is qualified to fill the role (with minimal interruptions to the business), or where an external candidate is considered ideal due to the nature of the role and job expectations.
- 2.1.4.3. Employees applying for an open position must have been in their current position for at least twelve (12) months, unless the CEO gives an express waiver to this guideline.

#### 2.1.5. Employee Requisitioning

- 2.1.5.1. When a vacancy exists, a requisition for new or replacement employee must be made and approved by the Departmental/Unit Head, and forwarded to the Associate Director, Human Resources.
- 2.1.5.2. Such requisition must contain:
  - a) Position/Job title/Specification;
  - b) Detailed job description;
  - c) Justification for additional employee;
  - d) Current head count; and
  - e) Reasons for exclusion from the budget (if applicable).
- 2.1.5.3. Upon receipt of the requisition, Associate Director, Human Resources shall ensure proper authorization and advise on the recruitment approach i.e. internal sourcing, external sourcing, or via a reputable Recruitment Agency.

#### 2.1.6. Headhunting & Recruitment Agencies

- 2.1.6.1. The Institute may explore the option of headhunting or engaging the services of recruitment agencies in recruiting suitable candidates for vacant positions.
- 2.1.6.2. This option can be exercised as a last option for sourcing candidates, subsequently adopted if there are challenges filling a role.

#### 2.1.7. Shortlisting

- 2.1.7.1. Shortlisting of applicants will be done by:
  - a) Identifying specific job-related criteria using the job description.
  - b) Matching these criteria with those detailed in the candidate's CV.

#### 2.1.8. Selection Criteria and Process

- 2.1.8.1. The selection criteria will be based on competence, experience, skills, qualification, and behavioural attributes. The degree of importance of each criterion should be in accordance with the inherent requirements of the job.



2.1.8.2. Applicants will be required to undergo at least any two of the processes presented in Table 1 below, to ascertain their suitability for any vacancy. The table provides an outline of the assessment process per grade level.

Table 1. Candidate Assessment

Grade Level	Candidate Assessment
Junior Officer	HR Interview; Supervisor Interview
Middle Management	Test; HR Interview; Supervisor Interview
Senior Management	HR Interview; Panel Interview; Departmental/Unit Head Interview
Executive Management	HR Interview; Panel Interview; COO & CEO Interview
Executive Management	HR Interview, Panel Interview; COO & CEO Interview
Executive Management	Associate Director, Human Resources Interview; DA & Executive Management Panel Interview; COO, CEO & Board Interview

valuation form shall be used to guide the interview session.

2.1.8.4. Interviews should be structured to assess technical and behavioural attributes. Behavioural profiling of candidates is recommended to ensure fit and enhance selection decisions.

2.1.8.5. The selection process shall be coordinated by the Associate Director, Human Resources in collaboration with the Head of the Hiring Departmental/Unit. Under no circumstances would a hiring decision be left entirely in the hands of an external consultant, expert or recruitment agency. All hiring decisions are subject to the approval of CEO.

2.1.8.6. The recommended candidate and the offer shall be forwarded to the Chief Executive Officer for approval after the candidate is certified medically fit, and following appropriate review by the DA.

2.1.8.7. Thereafter, a letter of employment shall be issued capturing the role, remuneration and other conditions of service. All letters of appointment must be signed by the CEO or his/her designate.

2.1.8.8. Candidates who apply for positions within the Institute will be informed of the outcome of their application as soon as possible.



## 2.1.9. Interview

- 2.1.9.1. Members of the interview panel must be in a position to make an informed decision about the suitability of candidates.
- 2.1.9.2. There should be at least three (3) people on the interview panel including an HR officer, and the supervisor the new employee will report to.
- 2.1.9.3. Interviewers who are related to any of the candidates shall not sit on any interview panel.
- 2.1.9.4. Following the interview process, the decision to hire a candidate depending on the grade level will remain with the Chief Executive Officer (CEO), Chief Operating Officer (COO), Executive Management, Directors and Departmental Heads, as applicable.

## 2.1.10. Reporting and Feedback

- 2.1.10.1. Every interviewer should ensure documentation of each assessment outcome form for factual and objective decision making.
- 2.1.10.2. Candidates will be provided with appropriate feedback after each phase of the assessment.

## 2.1.11. Pre-employment Health Screening

- 2.1.11.1. Selected candidates would undergo a pre-employment medical test as part of the recruitment process. This is to ascertain the candidate's medical fitness for the job for which they applied, and ensure that none of the duties of the job will adversely affect any pre-existing health conditions.
- 2.1.11.2. All potential employees shall be sent to an approved medical centre for a pre-employment medical test.
- 2.1.11.3. The Institute does not discriminate against persons living with HIV/AIDS. Any such discrimination in the workplace is a violation of the IHVN's policy and is sanctionable.

## 2.1.12. Employment Offer

- 2.1.12.1. HR shall provide selected candidates with an offer of employment, stipulating the type of employment and the conditions of service including:
  - a) Date of resumption, place of work, the grade level, salary and other benefits;
  - b) The probationary requirements for the position; and
  - c) Performance standards and expectations for the job.
- 2.1.12.2. The offer of employment shall be issued by HR and shall be formally accepted in writing by the successful candidate before he or she commences work.
- 2.1.12.3. The offer of employment shall lapse if not accepted within two weeks, or the indicated timeframe in the offer.



- 2.1.12.4. No application or request for a change/upgrade to a higher grade level after “Acceptance of Offer” by an employee shall be entertained by the Institute.
- 2.1.12.5. An offer of employment shall remain provisional until satisfactory:
  - a) Background and Academic checks
  - b) Letter of references/ Referees reports

#### 2.1.13. Job Descriptions

- 2.1.13.1. All jobs within the Institute will have properly documented job descriptions.
- 2.1.13.2. Developing and keeping job descriptions up to date will be the responsibility of the HR Unit. HR will ensure in collaboration with the relevant Departments that all job descriptions are developed and updated.
- 2.1.13.3. Each job description will contain concise information on the roles and responsibilities, reporting relationships, skills, competencies and qualifications required. The job descriptions will be readily available to employees.
- 2.1.13.4. All job positions will be evaluated considering a variety of factors (education and skills required, nature of responsibilities, external environment etc) in-order to determine its relative worth.
- 2.1.13.5. A job grade/grade range reflective of the level of authority and seniority will be assigned to each job position.
- 2.1.13.6. Job descriptions for grades below supervisory level will be developed and approved by the Departmental/Unit Heads in conjunction with the Associate Director, Human Resources.
- 2.1.13.7. Job descriptions for grades at supervisory level and beyond will be developed and approved by Senior/Executive Management in conjunction with the Director of Administration.
- 2.1.13.8. Where the position is a newly created one, depending on the grade level, the Departmental/Unit Head will provide a detailed job description which should be agreed and finalised with the HR Unit.
- 2.1.13.9. Upon assumption of duty at the Institute, every employee will be given a job description by the supervisor or Departmental/Unit Head. The duties though stated may change and the Institute reserves the right to make such changes as it deems necessary.

#### 2.1.14. Employment of Relatives

- 2.1.14.1. Relatives are defined as all persons directly related to an employee by blood, adoption or marriage.





- 2.1.14.2. Relatives include parents, spouse (or common law spouse), children and siblings (both biological and non-biological with proof of legality), uncles, aunts, nephews, nieces, and cousins of the employees.
- 2.1.14.3. While the Institute is committed to hiring and retaining highly qualified person, an individual will not be recruited into a department or position which involves direct supervision or reporting to a relative. The intent is to prevent members of the same family from occupying positions where a family relationship may cause undue influence, or conflict of interest situations which would affect the wellbeing of the Institute.
- 2.1.14.4. If an employee involved in the recruitment process has a close personal relationship with an applicant, the employee must declare this as soon as s/he is aware of the individual's application. To avoid a potential conflict of interest situation, the employee shall not participate in the recruitment and selection process.



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## 2.2. Appointment

### 2.2.1. Policy Objective

To articulate internal practices and guidelines pertaining to the appointment of employees into established positions within the Institute, towards ensuring standardisation and adherence to sound practices.

### 2.2.2. Permanent Appointment

- 2.2.2.1. This is the appointment of an employee on a permanent or continuous basis.
- 2.2.2.2. It is an employment contract of unlimited duration; an agreement of continuous service with the Institute in the event of acceptable work performance.
- 2.2.2.3. Employees holding permanent appointments are eligible for the Institute's benefits.

### 2.2.3. Fixed Term Appointment

- 2.2.3.1. Fixed Term Appointments are granted for service for a fixed term period ranging from over a year up to five years at a time.
- 2.2.3.2. This employment contract automatically ceases at the end of the specified period.
- 2.2.3.3. The employment contract can be renewed depending on the employee's previous performance and availability of funds, work or new projects.
- 2.2.3.4. Employees holding fixed term appointments are eligible for the Institute's benefits as prescribed in their employment contract.

### 2.2.4. Temporary Appointment

- 2.2.4.1. A temporary appointment is a time-limited appointment not exceeding twelve (12) months.
- 2.2.4.2. Reasons for temporary appointments include but are not limited to: filling short-term requirements and specific operational needs, meeting seasonal or peak workloads, managing anticipated reduction in funding, and reorganization.
- 2.2.4.3. Employees under this appointment shall not be eligible for the Institute's benefits. The remuneration, benefits and allowances accruable to temporary employees are as stated in their letter of employment.
- 2.2.4.4. A temporary appointment may be extended due to operational requirements.



### 2.2.5. Outsourced Appointment

- 2.2.5.1. This is the employment of staff via a third-party agency. The employees under this category are not on the Institute's payroll.
- 2.2.5.2. The privileges, emoluments and allowances accruable to employees are as stated in the letter of engagement provided by the agency.
- 2.2.5.3. The appointees are expected to adhere to the Institute's policies.

### 2.2.6. Consultants

- 2.2.6.1. Where required, IHVN may hire a consultant for a specific task and time frame.
- 2.2.6.2. Consultants remuneration, fees and reimbursements shall be as agreed in the terms in of engagement.
- 2.2.6.3. Consultants shall be responsible for their taxes while appropriate withholdings would be deducted where required by law.

### 2.2.7. Industrial Attachment, Internship and National Youth Service Corp (N.Y.S.C)

- 2.2.7.1. IHVN supports programmes that contribute to the academic and professional growth of students and the youth of Nigeria.
- 2.2.7.2. The Institute shall engage students from tertiary institutions and Corp members for industrial attachment, internship, National Youth Service and related programmes. This is subject to the following considerations:
  - a) Availability of related opportunities or openings in the various Departments/Units of the Institute;
  - b) Alignment with the applicant's course of study or professional aspiration;
  - c) Presentation of satisfactory academic records and other requirements by the applicant;
  - d) Availability of supporting donor funds; and
  - e) Maintenance of supervisor to intern ratio.
- 2.2.7.3. The HR Unit shall source for suitable candidates based on available opportunities or predetermined resource needs.
- 2.2.7.4. The engagement of Corp members shall be for a period not exceeding one year. Corp members shall be entitled to one work free day per week, to enable them participate in the compulsory community development program.
- 2.2.7.5. The Institute does not guarantee automatic employment upon completion of such programs or service period. Employment will be dependent on:
  - a) Availability of suitable vacancy;
  - b) Individual's performance and character; and
  - c) Recommendation from the individual's supervisor or Departmental/Unit Head.
- 2.2.7.6. Supervisors shall monitor and assess the performance of interns.



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## 2.3. Induction

### 2.3.1. Policy Objective

- To provide new employees with insight on IHVN, its business, operations, strategic goals and their role in this context while facilitating their smooth transition into the Institute.
- To ensure new employees imbibe IHVN culture, values and performance standards towards fostering high engagement, productivity and employee retention.

### 2.3.2. Policy Statements

- 2.3.2.1. All new employees must undergo a formal and structured induction program within the first month of joining the Institute.
- 2.3.2.2. The induction of new hires into IHVN is to ensure proper understanding of the Institute's mandate, objectives, organization and operating model, and most importantly to ensure the new employee settles within the Institute as quickly and effectively as possible.
- 2.3.2.3. Induction of a new hire shall consist of two (2) components; a general IHVN Orientation and On-boarding for which the HR Unit takes responsibility, and a workplace induction for which Departmental /Unit Heads shall be responsible.

### 2.3.3. IHVN Orientation and On-boarding

- 2.3.3.1. The HR Unit will conduct a structured program which will involve classroom training sessions.
- 2.3.3.2. The program will cover the following as well as other relevant areas.
- a) Organizational Awareness - IHVN's vision, mission, history, mandate, values, culture, goals and objectives, structure and operations
  - b) Human Resources policies and procedures
  - c) Employment Contract
  - d) Performance Management
  - e) Career Management
  - f) Filling of employee forms
  - g) Workplace Tour
  - h) Health & Safety
  - i) IT System Orientation



2.3.3.3. The IHVN Orientation will be conducted often to ensure that all new employees can attend the formal program, if an orientation program was not conducted upon their resumption.

#### 2.3.4. Workplace Induction

2.3.4.1. Supervisors of newly hired employees with the support of Departmental/Unit Heads will ensure that all workplace induction requirements are fulfilled.

2.3.4.2. The new employee's work space and work tools will be ready before the employee's resumption. This includes table, chair, stationery, computer/laptop, IT equipment, identification card etc.

2.3.4.3. Familiarisation with Department/Unit layout, people, procedures, tools and equipment shall be coordinated by the supervisor or a designated employee.

2.3.4.4. Departmental/Unit Heads shall discuss the department's objectives, employee's job description and performance expectations with the new employee.

#### 2.3.5. Oath of Confidentiality

2.3.5.1. All new employees shall be administered an Oath of Confidentiality and Allegiance of Office. Any employee that fails to sign upon assumption of duty or in the course of service shall have his/her appointment reviewed.

#### 2.3.6. Personal Details

2.3.6.1. Upon joining IHVN, employees will be required to provide personal details for the Institute's records. This includes the following:

Table 2. Personal Details

Detail	Description / Requirement
Address	This is for the Institute's records, and is vital to ensure the employee can be contacted whenever the need arises;
Beneficiaries	Details of individuals or entities to which certain benefits might accrue upon the employee's demise. Any changes must be communicated to the HR Unit.
Contacts	Contact details of a person outside the Institute that should be contacted in an emergency, or the employee's Next of Kin
Marital Status	Required for benefits administration or related payments made on the employee's behalf, e.g. medical benefits, tax deductions
Qualifications	This is for the Institute's records and employee's career path.



- 2.3.6.2. All employees are responsible for ensuring that their personal data with the HR Unit is up to date. Employees should inform HR of any changes or updates to their personal data.
- 2.3.6.3. All personal details will be kept confidential, unless there is a legal request for such information.

### 2.3.7. Employee Number

- 2.3.7.1. Upon joining the Institute, all employees will be issued with an employee number.
- 2.3.7.2. Employees will be required to use this in all their correspondences with the Institute and on all forms where appropriate. This facilitates the identification of each employee, processing of documentation, and maintenance of records.

### 2.3.8. New Employee Documentation

- 2.3.8.1. New employees are to report to the HR Unit at the beginning of their first day of employment, where they will complete the necessary paperwork required to set up their personnel files, pay schedule and access to the Institute's systems.
- 2.3.8.2. The documents to be completed/submitted include:
  - a) Duplicate offer letter (signed)
  - b) Signed Non-Disclosure Agreement, Oath of Confidentiality etc
  - c) Personal Information Form
  - d) Photocopy of credentials
  - e) ID Card Form
  - f) Statutory Deduction Forms (PAYE, PENSION etc).
  - g) Account Opening Form
  - h) Any other form as may be required by law, regulation or business.

### 2.3.9. Identity Cards

- 2.3.9.1. For ease of identification, all employees would be issued with identity cards on assumption of work with IHVN. The identity card will carry an employee number, employee's passport size photograph, name and signature, and the signature of an issuing authority appointed by the Institute.
- 2.3.9.2. Identity cards must always be worn by all employees whilst on company premises, during official duties or visits. Lack of compliance shall attract disciplinary sanctions.
- 2.3.9.3. Temporary identity cards will be issued to consultants, outsourced employees, employees on temporary appointments, corpors, and students engaged for industrial attachment and internship.
- 2.3.9.4. Employees leaving the service of IHVN must surrender their identity cards to the HR Unit before entitlements are paid.



2.3.9.5. Loss of identity card should be immediately reported to the HR Unit. For a replacement, the employee must obtain a Sworn Affidavit from a court of law and a Police Report stating the circumstances of such loss. The employee may be required to bear the cost of replacement.



Title:	PROBATION AND CONFIRMATION
Version:	
Date Revised:	
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Date Approved:	

## 2.4. Probation and Confirmation

### 2.4.1. Policy Objective

To ascertain as early as possible, an employee's fit and suitability for a role, in order to establish whether an appropriate match has been made between the individual, the role and the Institute.

### 2.4.2. Probation

- 2.4.2.1. All new employees shall be required to serve a six (6) months probationary period before confirmation. The purpose of the probationary period is to ensure that the new employee is, within a reasonable period, able to gain full understanding of the requirements of the role and achieve a satisfactory level of performance.
- 2.4.2.2. An employee's performance shall be evaluated in line with the Institute's performance management process during this period.
- 2.4.2.3. All employees must be given the tools and supervisor support (appropriate feedback, training etc.) required to meet performance expectations.
- 2.4.2.4. If an employee's performance during the probationary period is unsatisfactory, the Institute may terminate his/her appointment at any time without further compensation.
- 2.4.2.5. An employee's probation period may be extended once, if the employee shows the ability to improve his/her performance based on the recommendation of the employee's line supervisor or Departmental/Unit Head. The probation period may be extended by three (3) months.
- 2.4.2.6. A recommendation to extend an employee's probation period shall be approved by the Chief Executive Officer.
- 2.4.2.7. Depending on the terms of employment, an employee may not be entitled to the Institute's benefits during the probationary period.

### 2.4.3. Confirmation

- 2.4.3.1. A new employee's appointment shall be confirmed at the end of the mandatory probation period. Confirmation shall be subject to:
  - a) Receipt of satisfactory personal, academic, professional and last employer references (as applicable);





- b) Satisfactory completion of the probation period and achievement of performance requirements.
- 2.4.3.2. Where a delay in an employee's confirmation is caused by non-receipt of satisfactory references, or any other delay not caused by the Institute, the confirmation shall NOT be back dated.
- 2.4.3.3. The Departmental/Unit Head is required to make a recommendation regarding an employee's confirmation at the end of the probationary period, along with the employee's confirmation appraisal.
- 2.4.3.4. The recommendation should specify whether the employee's appointment is to be confirmed, not confirmed, or the probation period extended.
- 2.4.3.5. If approved by the CEO, the probation period shall be extended for no later than three (3) months after the initial probation period. There shall be no further extension of the period of confirmation after this extension.
- 2.4.3.6. Where the employee's performance remains unsatisfactory after the extension, his/her appointment will be reviewed or terminated.
- 2.4.3.7. An employee's confirmation does not imply an increase in remuneration except where pre-agreed in the employment contract, or if the employee's appraisal outcomes merits an increase or promotion.

#### 2.4.4. Guidelines for Extension of Probation

- 2.4.4.1. When an employee's performance during the probationary period is rated 'Unsatisfactory' and an extension granted upon approval, the employee shall be notified of the extension of probation by the Associate Director, Human Resources.
- 2.4.4.2. Subsequently, a performance review session will be conducted every month of the three (3) months extension.
- 2.4.4.3. Achievement of acceptable performance standard at the end of the three months' probation extension will result in issuance of a confirmation letter.
- 2.4.4.4. If the employee does not meet performance expectations at the end of the three months' probation extension, the employee's appointment will be reviewed or terminated.

#### 2.4.5. Qualification and Certification

- 2.4.5.1. It is mandatory for the academic and professional certificates of a new employee to be verified before confirmation, and copies shall be kept in the employee's personnel file.
- 2.4.5.2. All employees are required to provide documentary evidence of academic and professional qualifications in the form of original certificates. Employees who present statement of results are expected to provide certificates within a period of one year.



Confirmation from the relevant Examination Boards may be requested if certificates cannot be produced.

2.4.5.3. The employment offer will be conditional upon receipt of valid evidence of relevant qualifications and the offer may be withdrawn if these are not supplied within a reasonable time frame as specified by the HR Unit.

2.4.5.4. Employees discovered to have falsified certificates or evidence of qualifications will be dismissed without notice or payment of any entitlement.

#### 2.4.6. References

2.4.6.1. All new employees shall be required to present satisfactory references.

2.4.6.2. In the case of fresh graduates, the references shall include an academic reference and a personal reference.

2.4.6.3. For experienced employees, the references shall include a reference from the immediate past employer, and in certain cases from last two employers.

2.4.6.4. The HR Unit will formally request work related information from referees including the character and competence of the employee.

#### 2.4.7. Re-Engagement

2.4.7.1. Employees who wish to return to the Institute after a voluntarily exit, or exit at the end of a contract period, may be considered for re-employment.

2.4.7.2. Such employees' re-employment shall be subject to availability of suitable vacancy within the Institute. Each re-employment application will be considered based on its own merit after a review of the ex-employee's past records, available job/position and other related factors.

2.4.7.3. The employee shall be re-employed on new terms and conditions of employment from the date of re-engagement, upon successful completion of the recruitment process.

2.4.7.4. An employee who is dismissed or his/her appointment terminated on the grounds of misconduct, or who resigns to avoid dismissal, shall not be re-engaged by the Institute.





## EMPLOYMENT PRACTICES



Title:	EMPLOYMENT PRACTICES
Version:	
Date Revised:	
Approved By:	
Date Approved:	

### 3. EMPLOYMENT PRACTICES

#### 3.1. Policy Objective

To ensure accurate definitions of IHVN's conditions of service so that employees have knowledge of the rules guiding their employment.

#### 3.1.1. Policy Statements

- 3.1.1.1. All employees of IHVN will display due professional care and responsibility in the discharge of their duties and their quality of work.
- 3.1.1.2. All employees will maintain the highest ethical standards and conduct official duties with transparency, integrity and utmost objectivity, based on complete and accurate information.

#### 3.1.2. Guiding Principles

- 3.1.2.1. IHVN will maintain official working hours in line with business requirements, Nigerian Labour Law and good business practices.
- 3.1.2.2. Employees of IHVN will maintain a high level of professionalism and personal conduct.
- 3.1.2.3. Employees of the Institute will adhere to good governance practices towards securing the business and the interests of the Institute.
- 3.1.2.4. IHVN will observe National holidays as work-free days in compliance with Nigerian labour law. However, some employees may be required to work on such holidays where deemed necessary, or to avoid disruptions to business operations.
- 3.1.2.5. The Institute supports the protection and preservation of human rights and is committed to ensuring employees are not deprived of their fundamental rights in the workplace.
- 3.1.2.6. Employees shall not engage in conduct capable of bringing disrepute to the Institute including but not limited to alcohol and substance abuse, disorderly conduct, violence, assault and other forms of misdemeanour or criminal offence.

#### 3.2. Code of Conduct

##### 3.2.1. Breach of Code of Conduct, Compliance and Due Process

- 3.2.1.1. Breach of any Code of Conduct shall attract appropriate sanction in line with the Disciplinary policy



- 3.2.1.2. All employees are required to comply strictly with the laws of the country, rules and regulations of IHVN in general and those that are directly relevant to their work.

### 3.2.2. Official Working Hours

- 3.2.2.1. Employees are required to work a minimum of forty (40) hours each week from Monday through Friday.
- 3.2.2.2. The standard working hours are 8am to 5pm from Monday to Thursday, while Friday will be 8:00 am to 2:00pm, with a one-hour lunch break each day.
- 3.2.2.3. All employees are expected to work as required by the exigencies of operations to avoid disruption to the business.
- 3.2.2.4. Employees are also expected to work whatever additional hours are required for the effective performance of their job responsibilities and when the need arises.
- 3.2.2.5. Shift and temporary workers are bound by the terms and conditions of their employment, as presented in their employment letter.
- 3.2.2.6. Employees are expected to devote the whole of their time, attention and abilities during working hours to the business affairs of the Institute and the promotion its interests.

### 3.2.3. Overtime

- 3.2.3.1. Employees are not entitled to overtime compensation. Those scheduled to work above forty hours per week due to the nature of their jobs would be placed on a 48-hour week.
- 3.2.3.2. Employees requested to work additional hours (with exception of employees on a 48-hour week) may be given time-off in another work week or additional leave days at the discretion of Departmental/Unit Head.
- 3.2.3.3. Such time off or additional leave days must be computed in line with the set guidelines, approved by the Departmental Head, and the HR Unit duly notified before commencement.

### 3.2.4. Attendance & Punctuality

- 3.2.4.1. Employees are expected to report to work as scheduled and on time. Timely and regular attendance is a requirement for all roles.
- 3.2.4.2. If an employee is unable to report to work, the employee is expected to notify his/her supervisor within 30 (thirty) minutes of the resumption time. Supervisors must be duly notified of any constraining emergencies or situations that may cause lateness or absence.



### 3.2.5. Unauthorised Absence

- 3.2.5.1. Absence without due approval constitutes unauthorised absence. Unauthorised absence without good cause is a disciplinary offence.
- 3.2.5.2. Employees who are absent without permission will not be paid for the period of such absence and appropriate disciplinary action will be taken.
- 3.2.5.3. Employees who fail to report for work three (3) consecutive days without notice or prior approval will be deemed to have voluntarily terminated their appointment through job abandonment. However, where an employee's failure to report for work is due to circumstances beyond the employee's control, the employee's appointment may be considered for reinstatement.
- 3.2.5.4. Where an employee's absence from work was due to arrest by the police or conviction and imprisonment by the Civil Courts, the decision to terminate the employee's appointment will be based on the merits of the case. The days of absence will be deducted from the employee's annual leave days.
- 3.2.5.5. Employees are not expected to leave their duty posts during work hours without the knowledge/approval of their supervisors.

### 3.2.6. Public Holidays

- 3.2.6.1. IHVN observes National public holidays as declared by the Federal Government of Nigeria. The Institute shall notify all employees at least a day before the holiday.
- 3.2.6.2. However, some employees may be required to work during such holidays to avoid interruptions to business operations.
- 3.2.6.3. Where public holidays fall within an employee's approved annual leave period, such days shall not be counted as part of the employee's approved leave days.

## 3.3. Work Environment

### 3.3.1. Work Areas and Tidiness

- 3.3.1.1. Employees are expected to perform their work activities in the designated office areas. Employees must keep their offices or work areas neat and tidy. Desks should be well arranged and kept clean.
- 3.3.1.2. At the close of work, files, documents, stationery and work tools should be properly stored before leaving the office. For the purpose of security, documents and materials of sensitive nature should be properly filed/locked away at the close of work each day.
- 3.3.1.3. Employees must show consideration and respect for their fellow employees in their use of office space and work tools. Noise and distractions must be minimized and office standards maintained.



### 3.3.2. Use of the Institute's Assets

- 3.3.2.1. Use of official telephone, computers, vehicles and other official equipment and machineries shall be for official purposes only, not for personal use.
- 3.3.2.2. Unofficial activities and meetings are not allowed on the premises of IHVN.
- 3.3.2.3. Employees must take reasonable care to prevent loss, damage or misuse of Institute's property entrusted to them. Employees will be liable for any damages to such properties caused by their negligent or wilful act.
- 3.3.2.4. Similarly, employees are responsible for safeguarding personal effects brought into the premises. IHVN carries no insurance on these items and cannot accept any responsibility for loss or theft of personal effects, including cash and motor vehicles.
- 3.3.2.5. The Institute will take reasonable steps to safeguard lives and properties at all times.

### 3.3.3. Pool Cars

- 3.3.3.1. Pool cars are tools for business. Where deemed necessary for job performance, pool cars will be allocated according to job and/or departmental requirements.
- 3.3.3.2. Pool cars will only be driven by company drivers and authorised persons.
- 3.3.3.3. Pool cars are strictly for official and not personal use. Employees caught using pool cars for personal use will be penalised.
- 3.3.3.4. The pool cars will be maintained by the Administration Department.
- 3.3.3.5. Accidents are to be immediately reported to the Administration Department for appropriate action.

### 3.3.4. Office Supplies

- 3.3.4.1. IHVN will provide necessary stationery and work tools to enable employees carry out their assignments effectively.
- 3.3.4.2. The Administration Department will make necessary purchases on behalf of the Institute once approvals have been obtained.
- 3.3.4.3. If an employee needs any material that is not available, request should be made to the Administration Department who will handle same.

### 3.3.5. Right of Search

- 3.3.5.1. IHVN may at any time request employees to submit to a search whilst on or exiting the Institute's premises.
- 3.3.5.2. The Institute's security personnel are authorised to conduct such searches from time to time or when the need arises.
- 3.3.5.3. As much as is reasonably practicable, there shall be consideration for gender, culture and religion, to prevent violation during searches.



### 3.3.6. Quality Standard

- 3.3.6.1. All employees of IHVN must maintain high quality standards in the discharge of their duties, towards ensuring quality service delivery by the Institute.
- 3.3.6.2. Employees are expected to adhere to established processes, procedures, guidelines and quality standards. Breaches and non-compliance would attract appropriate disciplinary action.

### 3.4. Dress Code

Employees are expected to maintain a neat, clean and well-groomed appearance with appropriate attire that projects a positive image of the Institute. Formal, business casual, and smart native attires may be worn with covered shoes or sandals. Employees must be appropriately dressed for the job, with the right uniform, coveralls, laboratory or safety gear as applicable.

Unacceptable forms of dressing include:

- Chieftaincy and similar ceremonial regalia
- Cap/hat with feathers or beads
- Big head-tie or headdress
- Slippers and flip flops
- Casual or beachwear; jogging attire, sweat pants
- Miniskirts, sun/beach dresses, spaghetti-strap dresses and tank/halter tops, revealing slits
- Beaded, sequined or glittering/shining attires/shoes
- Excessive make up
- Indecent, transparent, revealing, sloppy and tight-fitting clothing, etc.

### 3.5. Confidentiality and Communication

#### 3.5.1. Confidentiality

- 3.5.1.1. Any information that could adversely affect IHVN's reputation, position, objectives and operations must not be disclosed by an employee or ex-employee of the Institute.
- 3.5.1.2. IHVN considers any breach of confidentiality, whether deliberate or out of negligence or imprudence, to be serious misconduct which would attract disciplinary action.

#### 3.5.2. Internal Communications

- 3.5.2.1. The HR Unit is responsible for managing and coordinating internal communications and related activities.





3.5.2.2. Communications will be channelled in a timely manner throughout the organisation using appropriate means to ensure employees are duly informed and aware, and to foster employee engagement.

### 3.5.3. External Communications

3.5.3.1. Employees will not make representation to any individual or the general public on matters concerning government policies or politics on behalf of the Institute, neither are they to pass personal comments as representing the Institute's view or position.

3.5.3.2. Radio, television, internet and print media communiqués by employees on behalf of the Institute shall be issued only upon approval by the Chief Executive Officer (CEO).

3.5.3.3. Statements and declarations to government and official bodies can only be issued through persons authorized by the CEO. Such statements must be true, correct and in line with the Institute's policies.

3.5.3.4. All dealings with the government and official authorities must be transparent and above board and employees must not exceed the limits of their actual or ostensible authority.

3.5.3.5. No employee shall allow himself or herself be interviewed or make statements about any IHVN related issue to any media representative without the consent of CEO. Failure to comply with this directive will result in disciplinary action.

3.5.3.6. Employees shall not make public statements or speculate on any subject which has to do with the operations of IHVN. All external enquiries from stakeholders and the media need to be referred to the CEO's office.

3.5.3.7. The use of the Institute's stationery such as letterhead paper and envelopes shall be limited to official use.

### 3.5.4. Internet and Email

3.5.4.1. The internet and email facilities provided by IHVN are for business use only, and employees are expected to use the internet responsibly and productively.

3.5.4.2. All sites and downloads may be monitored and/or blocked by IHVN and the Institute reserves the right to monitor internet traffic.

3.5.4.3. IHVN's email system is to be used only for official purposes. Messages composed, sent or received on the Institute's electronic mail system will be for business use only.

3.5.4.4. Using IHVN's e-mail system for the following is strictly prohibited and constitutes a disciplinary offence:

- a) Creating, sending or receiving pornographic, offensive, harassing, obscene or threatening email;
- b) Knowingly sending or receiving information that violates Nigerian laws or legislation in any way;



- c) Knowingly sending confidential information, company competitive information, confidential client information or any other privileged, confidential or sensitive information to a recipient that such information should not have been sent to;
- d) Sending or forwarding of chain letters and other unsolicited e-mail; and
- e) Knowingly sending or receiving of information in violation of any copyright laws.

### 3.6. Conflict of Interest

- 3.6.1. Employees should avoid any action which may involve, or may appear to involve, a conflict of interest with the Institute.
- 3.6.2. Conflict of interest arises when an employee is involved in situations or activities that may benefit him/her by virtue of their position with, or at the expense of the Institute.
- 3.6.3. A conflict situation can arise when an employee takes actions or has interests that may make it difficult to perform his or her work objectively and effectively. A conflict of interest may also exist if a family member's interest interferes with a person's independent exercise of sound judgment.
- 3.6.4. Employees should not have any financial or other business relationships with suppliers, customers, contractors, competitors or other third parties with which the Institute has relationships that might impair, or even appear to impair, the independence of any judgment they may need to make on behalf of IHVN. In addition, actions of family members may create a conflict of interest. For example, doing business with an organisation that is partially or fully owned by members of your family may create a conflict of interest.
- 3.6.5. Unless a written waiver is granted (as explained below), employees, are prohibited from:
  - a. Performing services or having more than 5% financial interest in a private or public company that is a supplier, customer, contractor or competitor of IHVN;
  - b. Performing outside work or engaging in any external activity or enterprise that may conflict with the Institute's best interests;
  - c. Taking for themselves personally, opportunities that are discovered through the use of the Institute's property, information and position;
  - d. Using IHVN's property, information or position for personal gain, or competing with the company.
- 3.6.6. Employees shall not solicit gifts from vendors, customers and business partners.
- 3.6.7. Employees are under a continuing obligation to disclose to their supervisors any situation that presents the possibility of a conflict or disparity of interest between the employee and the Institute.



- 3.6.8. An employee's conflict of interest may only be waived by the CEO in writing. Copies of any waivers or approvals given will be kept in the affected employee's file and other Institute records.
- 3.6.9. Violation of this policy shall attract the appropriate disciplinary sanction up to summary dismissal.
- 3.6.10. All employees must sign the Conflict of Interest Disclosure Form annually.

### 3.7. Behaviour and General Conduct

#### 3.7.1. Relationship with Co-Workers

- 3.7.1.1. Employees are expected to maintain cordial official relationships with each other. Close personal relationships can compromise objectivity in such matters as performance evaluations, promotions and work assignments. They can also create difficulties in maintaining a professional work climate and discipline generally.
- 3.7.1.2. Appropriate disciplinary action will be taken against anyone whose poor exercise of judgment in personal relationship interferes with the Institute's operations.

#### 3.7.2. Rumour Mongering/Malicious Gossips and Libellous Allegation

- 3.7.2.1. Employees of IHVN are expected to desist from engaging themselves in rumour mongering and malicious gossips.
- 3.7.2.2. Raising libellous allegations against fellow employees or Management shall attract disciplinary action.

#### 3.7.3. Crime Reporting

- 3.7.3.1. Every employee has a duty to report to his/her supervisor, all instances of crime and suspected or intended crime against the Institute of which he/she had foreknowledge.

### 3.8. Gratifications

#### 3.8.1. Receiving Gratification or Bribes

- 3.8.1.1. Employees are strictly prohibited from receiving any form of gratification, payment or dues in the course of duty. Employees must report any offer of gratification in any form whatsoever to the most accessible supervisor or Departmental/Unit Head.

#### 3.8.2. Accepting or Offering Gifts and other Inducements

- 3.8.2.1. Employees will not seek gifts or favours of any type from any person or organization that does business with IHVN.
- 3.8.2.2. Employees will declare all gifts received from any person or organization that does business with IHVN to his/her supervisor or Departmental/Unit Head.



- 3.8.2.3. Employees will not offer or give gifts and other inducements to government officials, customers, suppliers or any such party for the purpose of securing business for IHVN.
- 3.8.2.4. IHVN as an entity will give corporate gifts to its clients and other stakeholders at the discretion of the CEO.

### 3.9. Political Activities

#### 3.9.1. Affiliations

- 3.9.1.1. Whereas employees are free to participate in the political process of their country, they shall not under any circumstances present their views, actions and expressions as that of the Institute, or otherwise state or infer that their views or actions are supported by IHVN.

#### 3.9.2. Political Appointment

- 3.9.2.1. Employees who are considering running for or being appointed to public office should discuss potential conflicts and work arrangements with their supervisor and the HR Unit.



Title:	BUSINESS TRAVEL
Version:	
Date Revised:	
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Date Approved:	

### 3.10. Business Travel

#### 3.10.1. Policy Objective

- To establish a uniform criteria and standards for approving, advancing and reimbursing travel expenses.
- To ensure all employees have a clear and consistent understanding of policies and procedures for business travel.

#### 3.10.2. Guidelines

- 3.10.2.1. All business travels, both domestic and international, must be approved by the Departmental/Unit Head where the expense will be charged.
- 3.10.2.2. The request and approval for business travel shall be done according to the established procedures and guidelines, to ensure that the Administration Department makes the necessary travel arrangements as required.
- 3.10.2.3. As much as possible/practicable no more than one-third of the Department or Senior/Executive Management, or more than five (5) employees should travel at the same time and in the same vehicle, air craft or vessel.
- 3.10.2.4. In the event of unforeseen expenses during business travel, IHVN will refund all expenses owed to the employee.
- 3.10.2.5. Employees must retire cash advanced for travel within two weeks of return and present receipts for their expenses. Unretired cash advanced would be deducted from the employee's salary.
- 3.10.2.6. All employees travelling with their relatives must sign the Travel Waiver and Release Liability Form.

#### 3.10.3. Business Travel/ Per- Diem Allowance

- 3.10.3.1. The business travel allowance is a summation of the per diem, hotel and other applicable allowances.
- 3.10.3.2. The per diem covers meals and intra-city travel while the hotel allowance covers costs associated with hotel accommodation. The cost of international, domestic and inter-city travel will be borne by the Institute.
- 3.10.3.3. The approved per diem rates will apply for all business travels. Please see IHVN's rate guide for approved per diem rates.





**PERFORMANCE MANAGEMENT**



Title:	EMPLOYEE PERFORMANCE MANAGEMENT
Version:	
Date Revised:	
Approved By:	
Date Approved:	

#### 4. PERFORMANCE MANAGEMENT

##### 4.1. Policy Objective

The objective of the performance management policy is to promote and facilitate a culture of high performance that would drive the attainment of corporate goals. The policy is designed to ensure continuous support for employees towards enhancing and strengthening their performance, and to promote objective assessment of performance as a basis for learning and development, career development and rewards. The goals of Employee Performance Management at IHVN are to:

- a) Develop a method for measuring individual performance;
- b) Align corporate and individual performance goals, standards, and expectations;
- c) Develop an objective process for reviewing and improving employee performance;
- d) Provide an objective basis for rewarding commendable performance and managing poor performance;
- e) Maintain an efficient, effective, and motivated workforce.

##### 4.1.1. Policy Statements

- 4.1.1.1. IHVN aims to operate a performance management system where employees know what needs to be achieved, what is required of them within specific timeframes, what is measured, and what progress is being made.
- 4.1.1.2. The Institute's resources and efforts must be aligned, focusing effort in the right places and delivering maximum value towards the achievement of strategic goals.
- 4.1.1.3. The Institute's strategic objectives should cascade down to employees in a way that clearly connects individual goals to the corporate plan. To be effective, employees must understand how their work contributes to the success of the Institute.
- 4.1.1.4. All employees are responsible for the implementation and administration of the performance management process. Each employee at every level of the organization must be held accountable for their participation in the process.
- 4.1.1.5. Management is also obligated to provide sufficient resources for the development of supervisors in the essential components of employee performance management.
- 4.1.1.6. Employee performance appraisal must be based in clear, objective, job-related criteria, predefined and agreed by supervisor and employee.
- 4.1.1.7. The performance management policy shall apply to all employees of the Institute.



#### 4.1.2. Guiding Principles

- 4.1.2.1. Performance management is an ongoing, continuous process involving communicating and clarifying job responsibilities, priorities and performance expectations; performance monitoring, coaching and feedback; performance evaluation; and employee development and performance improvement support.
- 4.1.2.2. The Institute's goals, mission, vision and values must be clearly defined and communicated to all employees. The Institute must also have a clear strategy and execution roadmap for the alignment of people and resources.
- 4.1.2.3. Individual and departmental goals shall be drawn from corporate goals and objectives to ensure organization-wide goal alignment. Performance measures shall be derived from performance goals defined at the corporate, functional and project levels, cascaded down to each job role and employee. Other applicable performance criteria or indicators would be communicated.
- 4.1.2.4. Performance Management shall focus on measurable contributions as well as specific behavioural competencies.
- 4.1.2.5. Performance goals and expectations must be defined and communicated to employees at the beginning of the performance period. Performance expectations/goals for each employee must be clearly defined and documented using the performance planning form, which will be signed by the employee and supervisor.
- 4.1.2.6. Set goals and expectations can be modified in line with business and related realities; such adjustments such adjustments must be discussed and agreed with the employee well in advance of the performance appraisal and formally communicated in writing.
- 4.1.2.7. Upon joining the Institute or assuming a new role, each employee shall be issued a job description detailing the employee's job responsibilities. The supervisor shall clarify performance expectations.
- 4.1.2.8. Supervisors are responsible for articulating and communicating to employees the requirements to achieve excellence, accomplish major goals and make unique contributions worthy of the highest rating.
- 4.1.2.9. The primary tool for the evaluation of performance in IHVN is the Annual Performance Evaluation Report (APER). The Institute runs an annual performance appraisal system, with a mid-year and other interim performance reviews depending on the job role and nature of deliverables. Performance appraisal outcomes shall serve as a basis for decisions such as promotion, training, redeployment, salary increase etc





## 4.2. The Performance Management Cycle

4.2.1. Performance Planning – The performance management cycle commences with performance planning which involves setting and agreeing goals and targets that are aligned with the Institute’s mission, vision and business objectives for the year ahead or specified period. Performance planning shall occur at the beginning of the performance period being October.

### 4.2.1.1. Setting Individual Goals

The supervisor shall cascade departmental/unit goals to individual goals and key performance indicators, define behavioural expectations as well as employee development goals. Employee performance shall be monitored and evaluated against predefined goals, targets and behavioural competencies. Departmental/Unit Heads “own” the goals for their departments and are responsible for ensuring alignment of individual goals with those of the department

The outcomes of the employee’s last performance appraisal and the recommendations thereon (which would have been communicated prior to performance planning for the next performance period) shall be taken into context, as applicable. These may include specific actions for performance improvement, or to build or strengthen required competencies.

### 4.2.1.2. Defining Goals

Goals shall be set using the SMART principles.

- Specific: definite and clearly defined i.e. no ambiguity.
- Measurable: have a discrete unit of measure to determine the extent of performance relative to target.
- Achievable: practical targets that can be achieved despite its stretch nature or time constraints.
- Realistic: reasonable and within employees’ scope or responsibility.
- Time based: delivered within a specified time-frame.

### 4.2.1.3. Performance Planning Dialogue

The supervisor shall discuss and agree performance goals and expectations with the employee alongside other developmental goals. During the performance planning dialogue, employees shall seek clarification, request required support and resources, give feedback etc.

The Performance Planning Dialogue is crucial. To be effective and meaningful, the discussion must lead to a shared and agreed understanding between the supervisor



and employee about goals and expected outcomes, behavioural requirements, support required and to be provided, relevant timelines etc.

#### 4.2.1.4. Documentation

The outcomes of the performance planning dialogue shall be documented in the Performance Planning (PP) Form, which will be signed off by the supervisor and employee. Subsequently, the HR Unit shall collate and warehouse the PP Forms. The HR Unit will monitor the performance planning process and ensure proper completion and documentation, investigate non-compliance, and take appropriate action towards ensuring the process is duly completed.

#### 4.2.1.5. Performance Improvement Planning

Where an employee is placed on a Performance Improvement Plan based on the outcomes of the last performance appraisal, at the beginning of the performance cycle, the supervisor shall use the identified competency or performance deficiencies to determine a course of action towards bridging identified gaps and improving the employee's performance. This shall constitute the employee's Performance Improvement Plan (PIP).

### 4.2.2. Employee Development and Performance Support

IHVN is committed to providing employees with the resources and support required to perform effectively on their jobs. These include work tools and development support such as job-related trainings, learning interventions, coaching etc. towards building and strengthening skills and competencies required for effective job performance and achieving set goals.

Coaching & Feedback – Supervisors are expected to coach employees and provide clear (unambiguous) feedback on performance on a continuous basis. They shall provide direction, guidance, tips, advice, information and other forms of assistance that employees may need to perform optimally on assigned tasks and activities. Supervisors must work with employees to maximize their strengths and improve weak areas.

### 4.2.3. Performance Monitoring and Review

Continuous monitoring is a vital part of performance management. The supervisor shall monitor employee progress during the performance period, give advice or feedback, commend good results and efforts, recommend or make appropriate changes or interventions in the bid to ensure good outcomes. Supervisors are expected to monitor employee performance without being intrusive, distracting or micromanaging.



#### 4.2.3.1. Performance Review

Supervisors shall conduct periodic review of employee performance. This is an assessment and discussion of employee progress vis-à-vis key performance goals. Whilst performance is not formally rated, the outcome of the performance review shall be documented and collated by the HR Unit. The Institute's performance management framework features a mid-year performance review. Other periodic reviews in addition to this may also be adopted depending on the employee's role, project or nature of deliverables.

Periodic performance reviews support performance monitoring; early identification of performance or related gaps or challenges so that appropriate action, adjustments or intervention can be made; and timely feedback as well as interim rewards or commendation to further motivate and enhance performance. Employees are also expected to give feedback, and highlight challenges that may likely affect realization of set targets for possible resolutions. Performance reviews also help ensure employees are fairly aware of their performance status prior to the formal performance appraisal.

#### 4.2.3.2. Adjustment of Goals

Performance goals and expectations can be modified in line with business and related realities. Supervisors shall discuss and agree such revisions with employees well in advance of the performance appraisal. Such changes must be formally communicated in writing.

#### 4.2.4. Performance Appraisal

Performance Appraisal is the systematic evaluation of employee job performance. It is the formal process of assessing employee performance in relation to predefined goals and criteria. The outcomes of a performance appraisal serve as critical input for the next performance planning phase.

The institute runs an annual performance appraisal. The performance appraisal process features three main phases – Document, Evaluate and Dialogue.

#### 4.2.4.1. Document

The HR Unit shall publish a reminder of the performance calendar notifying supervisors and employees of the start and end dates for the assessment phase of the performance period. The appraisal exercise will commence with activities such as pre-appraisal validation and performance data gathering.



#### 4.2.4.2. Evaluate

Employee performance shall be evaluated and rated based on the predefined performance goals, targets and expectations. Using the job description and Performance Planning form an objective assessment of the employee's performance shall be provided by the supervisor. The Annual Performance Evaluation Report (APER) is the only valid medium for doing this.

- a) The assessment shall cover:
  - Performance against agreed targets;
  - Competency requirements; and
  - Other predefined goals, where applicable.
- b) The employee shall first undertake a self-evaluation and pass on the completed appraisal form along with supporting performance evidence and information to the supervisor.
- c) The line supervisor shall evaluate and rate the employee's performance. Where the employee reported to more than one supervisor during the performance period, the appraiser shall be the supervisor to whom the employee reported for the greater part of the period under review.

#### 4.2.4.3. Appraisal Dialogue

A formal appraisal dialogue must take place between appraiser and appraisee to discuss performance. Discussions should cover:

- a) Employee performance during the period, factual (documented) substantiation and critical incidents leading to the achievement or the non-achievement of the agreed KPIs;
- b) Employee competencies, strengths and areas of improvement;
- c) Employee development activities during the review period and the learning experiences from these activities;
- d) Proposed course of action to close identified performance and competency gaps;
- e) Overall appraisee rating;
- f) Employee future goals, targets and expectations; and
- g) Feedback and comments from both the employee and supervisor (the appraisal dialogue should be interactive).

Performance evaluations are confidential and are not to be discussed with other employees. Upon conclusion, both parties should sign and date the performance evaluation form. The employee's signature does not necessarily imply agreement with the overall rating. Refusal to sign the APER form shall constitute misconduct.



#### 4.3. Appraisal Rating

The employee's overall appraisal rating shall be based on the employee's weighted average score. The overall performance rating shall be determined using the Institute's rating scale.

#### 4.4. Performance Appraisal Disputes

Where an employee disagrees with the performance evaluation rating, the following steps shall apply.

4.4.1. The employee should notify the HR Unit, providing evidence for the disagreement.

4.4.2. The HR Unit shall run preliminary investigation and convene a meeting with the employee and the supervisor (if required), and give feedback from this meeting to the Departmental/Unit Head and Associate Director, Human Resources to enable them reach a decision. Where agreement cannot be reached, the 'disputed' rating is subjected to the Performance Review process.

4.4.3. The Associate Director, Human Resources must ensure that agreement on a final rating is reached at the Performance Review Session. This agreement becomes final and binding.

#### 4.5. Performance Review Committee Session

4.5.1. In order to ratify overall ratings, the employee's initial rating shall be subjected to the Institute's rating framework for objectively grading contribution and competence of employees. The HR Unit shall formally convene the Institute's Performance Review Committee session.

4.5.2. The Performance Review Committee shall typically comprise of Departmental Heads, Associate Director, Human Resources, and Executive Management.

4.5.3. The Committee shall ratify that ratings have been objectively and fairly awarded to employees and ensure that all performance disputes are resolved.

4.5.4. Management decisions and recommendations (bonus payments, goal setting/resetting, career advancement, rewards, etc.) are based on the outcome of the Performance Review Committee Session.

#### 4.6. Performance Appraisal Outcomes

Upon conclusion of the Performance Review Committee Session and subsequently Executive Management approval, the performance appraisal outcomes shall be applied accordingly. Performance appraisal outcomes may include:

4.6.1. Learning and Development



Areas of performance improvement that have been identified during the performance evaluation process are collated for intervention by the HR Unit. Training needs shall therefore form the basis for developing training plans in the subsequent year.

#### 4.6.2. Career Management

Employee career development shall be dependent on performance rating.

##### 4.6.2.1. Promotion

Employee performance shall be a key determinant for promotion eligibility. Employee performance results must demonstrate ability (capability and willingness) to perform at the next higher grade and meet the specifications for the new grade as well as other criteria for promotion.

##### 4.6.2.2. Performance Improvement

Where an employee fails to meet performance expectations, he/she shall be placed on a Performance Improvement Plan (PIP). Identified improvement plans should be documented and planned for. Required interventions should be included in the documentation. These include but are not limited to training, coaching, counselling and reassignment/redeployment. HR's support should be sought to identify the most suitable interventions to close competency gaps.

##### 4.6.2.3. Career Development

Employee performance shall drive career development within the Institute which includes the use of mechanisms such as special projects or assignments, succession planning, fast track or special career development programs mentoring, training etc. Career development shall assist employees in identifying their growth/advancement potential within the organization and provide a support structure for developing the internal talent pool for future vacancies in the Institute.

#### 4.6.3. Reward for Outstanding Work

Employees who demonstrated outstanding performance and exemplary conduct would be recognized and rewarded through means such commendation letters, awards, certificates, medals, gifts in cash or kind, pay rise etc. All cash gifts shall be subject to the availability of funds and CEO approval.



#### 4.6.3.1. Productivity Bonus

Employees who meet or surpass performance expectations, as well other defined standards or requirements, shall be entitled to a Productivity Bonus (PB) based on their overall performance evaluation rating. The percentage bonus applicable shall be according to the APER Form guidelines.

#### 4.6.3.2. Annual Bonus for Drivers

Non-Accident Bonus shall be paid to Drivers not involved in any accident over a period of one year, at the rate of N20,000.00 per annum. Drivers who were involved in accidents (whether or not they were at fault) will forfeit the bonus. The Bonus is payable in December on the strength of a Non-Accident Bonus Certificate issued by the Fleet Supervisor.



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#### 4.7. Consequence Management

The aim of this policy is to guide the management of performance deemed below expectation or unsatisfactory in a fair and consistent manner, and ensure the provision of practical support to facilitate necessary improvement. Where the performance of an employee is below acceptable standard, the supervisor and Departmental/Unit Head in consultation with the HR Unit are required to identify the causes and develop a course of action to improve performance and maintain satisfactory standards.

##### 4.7.1. Consequence Management Guidelines

- 4.7.1.1. Where an employee's performance is deemed below acceptable standard during a performance review, steps should be taken to identify the cause(s) and efforts made to assist the employee to improve performance prior to the formal appraisal.
- 4.7.1.2. Considering the interdependence of jobs and how the output one employee serves as the input of another, supervisors must promptly address poor performance with the dual objective of fostering necessary improvement and preventing the underperformance from adversely affecting other jobs and employees.
- 4.7.1.3. During performance discussions with the employee, the supervisor must ensure that:
  - a. The requirements of the job are clearly outlined and understood.
  - b. The employee knows what standards are expected.
  - c. The employee has the appropriate experience/training to perform effectively at the level required.
  - d. Any personality conflicts at work which may be detrimental to performance are identified.
  - e. Any other internal, and/or external (domestic, social, welfare problems, etc.) factors are not adversely affecting the employee's performance

##### 4.7.2. Consequence Management for Performance Below Acceptable Standard – Confirmed Staff

- 4.7.2.1. Where an employee's overall performance is below standard or does not meet expectation, the employee shall be issued a warning letter and placed on a Performance Improvement Plan (PIP).
- 4.7.2.2. The duration of the PIP shall be six months, or as approved by the Associate Director, Human Resources. A performance review session will be conducted every three months.





- 4.7.2.3. Performance below acceptable standard after the first three months of the PIP will result in a final warning letter stating implications.
- 4.7.2.4. Performance below acceptable standard in the final performance review of the PIP will result in termination with payments of benefits.
- 4.7.2.5. Achievement of acceptable performance standard after any performance review session of the PIP will result in the employee being taken off the PIP.
- 4.7.2.6. The supervisor shall ensure the provision of required resources and support towards improving performance.

#### 4.7.3. Monitoring Progress

- 4.7.3.1. During the PIP period, the employee's performance shall be reviewed every three months. A written report shall be prepared following each performance review.
- 4.7.3.2. If it is established at the end of a review that the employee's performance still falls below the required standard, the employee will be issued a warning letter stating the consequences of continued non-performance.
- 4.7.3.3. On the other hand, if it is established that performance has improved to an acceptable level at the end of a performance review, the employee is taken off the PIP. The supervisor must highlight the importance of sustaining and strengthening performance.
- 4.7.3.4. Performance below acceptable standard by the end of the PIP period would result in termination. However, the employee may be considered for alternative roles for which he/she possesses required competencies, where such vacancies are available and the employee confirms interest.





## COMPENSATION AND BENEFITS



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5. COMPENSATION AND BENEFITS

5.1. Policy Objective

To attract and retain skilled and qualified employees in support of IHVN’s strategic goals and business objectives; ensure fair and equitable compensation of employees across the Institute; reward and recognize employee efforts; and drive performance, growth and development.

5.1.1. Policy Statements

- 5.1.1.1. IHVN is committed to providing fair and competitive compensation and benefits to attract, retain and reward talent, supported by an effective system of administration.
- 5.1.1.2. The compensation strategy will guide the design and review of the Institute’s salary structure. This will be based on evaluation of jobs and prevailing market rates for similar jobs across the defined pay market, to ensure external competitiveness and internal equity.
- 5.1.1.3. Salary for new hires will be determined by the nature of the role and the job requirements including experience, academic and professional qualifications, value contribution and the job grade.
- 5.1.1.4. IHVN shall assign a pay range to each grade level within the Institute. The use of the pay range shall be limited to compensation and remuneration matters and shall not impact authority and approval powers. Authority and approval powers shall be defined for each job role based on the responsibilities and accountabilities of the job.

5.1.2. Guiding Principles

- 5.1.2.1. IHVN’s compensation and benefits framework has been designed with due consideration for the principles of job evaluation/classification, the need to stimulate and reward employee performance and contributions, and the need to be externally competitive.
- 5.1.2.2. The HR Unit is responsible for designing and administering the compensation and benefit structure. Management will provide guidelines.
- 5.1.2.3. The salary range for each grade has a minimum and maximum point. The minimum point for each salary range is the lowest salary for acceptable performance in that grade, while the maximum point is the highest salary for the grade. Employees on each grade can progress through the salary range.



5.1.2.4. Salary increases and related adjustments are subject to the CEO's approval.

## 5.2. Remuneration

5.2.1.1. Remuneration shall be competitive and consistent with job performance and grade level within the Institute.

5.2.1.2. Employees shall be paid according to IHVN's approved salary scale.

5.2.1.3. Salaries shall be paid monthly at the specified date of the month.

5.2.1.4. Salary increment is subject to satisfactory performance appraisal and at Management's discretion.

5.2.1.5. No employee shall be paid less than the minimum of the salary range for his/her grade level.

5.2.1.6. Formal or informal remuneration surveys will be carried out by the HR Unit at least once every (3) three years.

5.2.1.7. The outcomes of the remuneration survey amongst other economic factors shall form the basis for remuneration adjustments within the Institute.

5.2.1.8. Employees on special appointment shall be matched to the appropriate grade and salary range in the Institute.

### 5.2.2. Salary Administration

5.2.2.1. The basic salary and allowances are stated in the letter of employment. Employees will be advised in writing of any subsequent changes to these. The pay slip will provide a breakdown of the monthly payments and deductions.

5.2.2.2. Salaries and wages are personal and confidential to the individual employee and not to be discussed.

5.2.2.3. Salary payment is made on a set day of the month. If this day falls on a weekend or public holiday, then payment will be made on the day preceding the weekend or public holiday.

5.2.2.4. Where the employment commenced part-way through the month, the salary would be prorated accordingly.

5.2.2.5. Salaries will be deposited electronically into employees' salary accounts.

### 5.2.3. Deductions

5.2.3.1. All payroll related deductions and remittance (including pension fund, PAYE etc.) shall be deducted at source from the employee's salary and remitted in line with regulatory guidelines and target dates.



### 5.3. Allowances

The following allowances are paid to an employee based on grade level:

#### 5.3.1. Housing Allowance

- 5.3.1.1. The Housing allowance will be paid monthly until confirmation of appointment.
- 5.3.1.2. After confirmation of appointment, the balance would be paid up-front.
- 5.3.1.3. An employee who was paid up-front but separates (either voluntarily or involuntary) from the Institute before the end of the period covered by the housing allowance will be required to refund the outstanding amount.

#### 5.3.2. Other Allowances

- 5.3.2.1. Other general allowances as provided in the schedule of salary and allowances are as follows:
  - a) Transportation Allowance
  - b) Meal Subsidy Allowance
  - c) Miscellaneous/Medical Benefit Allowance

#### 5.3.3. Drivers Inconvenience Allowance

- 5.3.3.1. This allowance shall be applicable to drivers, being 10% of basic salary.

#### 5.3.4. Children's Education Allowance

- 5.3.4.1. This allowance shall be applicable to the CEO, COO, and Executive Directors, as provided in the schedule of allowances.

#### 5.3.5. Domestic Allowance

- 5.3.5.1. This allowance shall be applicable to the CEO, COO, and Executive Directors, as provided in the schedule of allowances.

#### 5.3.6. Entertainment Allowance

- 5.3.6.1. This allowance shall be applicable to the CEO, COO, and Executive Directors, as provided in the schedule of allowances.



### 5.3.7. Policy on Time Sheet

#### 5.3.7.1. Introduction

5.3.7.1.1. This timesheet policy contains the rules, procedures and guidelines, which govern the responsibilities of all full time employees of the Institute of Human Virology, Nigeria for the accurate completion, timely submission, review and approval of all time sheets.

#### 5.3.7.2. Eligibility/Scope

5.3.7.2.1. This policy applies to all full time employees of the institute, as stated in the HR Policy Manual, full time employees of IHVN who have 100% work effort and are eligible for the institute's benefits and also under obligation for adherence to the hours of normal work therein stated.

5.3.7.2.2. It is important that all full time employees of the institute accurately record their work time in the Timesheet portal once this is open and formally communicated to employees during each pay period clearly stated and such completed timesheet to be submitted to their Supervisors for approval.

5.3.7.2.3. The Institute utilizes a web-based Timesheet portal that is usually opened to employees at specific times each month, which is duly communicated to all employees by the HR Unit.

#### 5.3.7.3. Employees' Responsibility

5.3.7.3.1. All employees are required to duly complete their timesheets monthly at the stipulated time and submit to their Supervisors for approval.

5.3.7.3.2. Employees who fail to submit timely and accurate timesheet at the end of the period allowed or fail to submit at all will be subject to disciplinary action. The Institute reserves the right to apply the appropriate level of discipline as may be determined by Management, which may include withholding of salary of such employee until the required timesheet is submitted, approved and processed.

5.3.7.3.3. All employees are required to ensure that all Management approval for time off on paid leave, sick leave and all other off -work periods are properly documented with the Human Resources Unit, as they shall bear full responsibility for non -documentation and appropriate sanctions that may be applied.



#### 5.3.7.4. Misrepresentation of information

5.3.7.4.1. Misrepresentation of information in any form violates HR policy. Any employee who knowingly misrepresents or falsifies documentation about their time worked or any other aspect of their timesheet will be adjudged as fraudulent and will be appropriately disciplined.

#### 5.3.7.5. Supervisors' Responsibility

5.3.7.5.1. It is the responsibility of every designated supervisor to appropriately review and approve duly completed and submitted timesheets within the stipulated time frame.

5.3.7.5.2. Supervisors who fail to review and approve submitted timesheets before the applicable deadline or fail to review/approve timesheets at all may be subjected to disciplinary action, which shall include withholding of the supervisor's salary if it is confirmed that the employee submitted his/her timesheet within the stipulated time.. The supervisor's salary will only be released when all such pending timesheets are satisfactorily reviewed and approved by the supervisor.

5.3.7.5.3. The institute, however, recognizes that there may be situations where it is not possible for a supervisor to review the timesheets of their subordinates on a timely basis. These circumstances may include, but are not limited to:

- a. When the employee failed to submit the timesheet in a timely manner
- b. When the supervisor travelled to where there is no internet coverage or access to internet facilities to access the timesheet(s) to approve.

5.3.7.5.4. In the event of any of the circumstances above, the Supervisor should inform HR before the end of the stipulated time frame for supervisors' approval.



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#### 5.4. Statutory Benefits

##### 5.4.1. Medical Benefits

- 5.4.1.1. The Institute in line with the provisions of the National Health Insurance Scheme (NHIS) will operate a prepaid Health Management Scheme at all locations.
- 5.4.1.2. Employees of the Institute shall provide the necessary information required for the HR Unit to register the employee and his/her dependants – spouse and maximum of four (4) children.
- 5.4.1.3. HR will inform employees of the applicable scheme in their location. Accordingly, employees are free to choose a hospital or clinic from the Institute’s selected healthcare service providers.

##### 5.4.2. Group Life Insurance

- 5.4.2.1. All employees are covered under the Institute’s Group Life Insurance Policy. This takes effect on assumption of duty with Institute.
- 5.4.2.2. The Institute shall maintain a life assurance policy in favour of every employee for a minimum of three (3) times the annual total emolument of the employee.
- 5.4.2.3. In the event of an employee’s death, the beneficiary of the employee will be compensated under the terms and conditions of the Institute’s Group Life Insurance Policy.

##### 5.4.3. Employee Compensation Act

- 5.4.3.1. In line with the laws of the Federal Republic of Nigeria, all employees are covered under the National Social Insurance Trust Fund in accordance with the Employee’s Compensation Act.
- 5.4.3.2. Employees will be entitled to compensation based on the statutes of the Workmen’s Compensation Act in the event of accident, death or any form of incapacity arising in the course of employment.

##### 5.4.4. National Housing Fund

- 5.4.4.1. 2.5% of each employee’s monthly basic salary shall be deducted and remitted to the National Housing Fund, and the employee’s NHF passbook shall be updated accordingly.





5.4.4.2. On leaving the service of the Institute, the passbook shall be handed to the employee on completion of the necessary exit clearance procedures.

## 5.5. Non-Statutory Benefit

### 5.5.1. Long Service Award

5.5.1.1. In recognition of long term, dedicated and loyal service to the Institute, a reward shall be given to employees who have served the Institute for five (5), ten (10) years and above.

5.5.1.2. Qualifying employees shall be presented with certificates, tokens or gifts in appreciation for their loyalty and continuous service. Congratulatory letters shall also be issued.

### 5.5.2. Burial Assistance

5.5.2.1. In the event of an employee's death, the Institute shall provide a funeral hearse for the burial, and financial support of a maximum of two hundred thousand naira (₦200,000.00) for the immediate family (spouse and children).



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## 5.6. Pension

### 5.6.1. Policy Statement

- 5.6.1.1. IHVN will offer pension benefits in line with the provision of the Nigerian Labour Law and Pension Reform Act.
- 5.6.1.2. The Institute operates a contributory pension scheme.

### 5.6.2. Guiding Principles

- 5.6.2.1. The compulsory retirement age shall be 60 years.
- 5.6.2.2. An employee shall retire on the last day of the month in which he/she attains the age of 60 years.
- 5.6.2.3. Employees who hold a Retirement Savings Account (RSA) will have access to funds credited to their accounts upon retirement or attaining the age of 50 years.
- 5.6.2.4. Where an employee retires from active service before the age of 50 years due to mental or physical incapacity, he or she can have access to his/her RSA.
- 5.6.2.5. Employees who are disengaged before the age of 50 and are unable to secure employment within four (4) months of disengagement can also have limited access to their retirement savings account (not exceeding 25% of the account balance).
- 5.6.2.6. Employees dismissed from the Institute shall be entitled to their pension fund contribution and accrued interest.

## 5.7. Pension Scheme

- 5.7.1.1. The Institute will adhere to the related guidelines of the Pension Reform Act.
- 5.7.1.2. The Institute will contribute 15% of the Employee's monthly emolument, defined as the Basic Salary, Housing and Transport Allowances.
- 5.7.1.3. The employee will contribute 8% of his/her monthly emolument via a deduction from his/her monthly salary.
- 5.7.1.4. The Institute will remit the monthly pension contributions to the Pension Fund Custodian.
- 5.7.1.5. The funds of the scheme will be managed by a Pension Fund Administrators (PFA) of the employee's choice, and will be paid upon retirement or as defined by the Pension Act.





**CAREER MANAGEMENT**



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## 6. CAREER MANAGEMENT

### 6.1. Policy Objective

- To provide clear guidelines for employee career development, career paths and roadmap; ensure appropriate talent development for current and future requirements; and support the retention of top talent and scarce, critical skills.

#### 6.1.1. Policy Statements

- 6.1.1.1. As the success of IHVN is contingent upon maintaining competent and engaged employees, the Institute is committed to supporting and facilitating employees' competency development and career growth.
- 6.1.1.2. Career management and development is an integral part of talent management. Departmental/Unit Heads will communicate career opportunities to employees including:
- a) Career paths available in IHVN;
  - b) Training, qualifications and other prerequisites for accessing career opportunities;
  - c) Development or performance expectations required for an employee to take advantage of career opportunities; and
  - d) Available opportunities for lateral progression for the purpose of career development.
- 6.1.1.3. The Institute will foster the development of well qualified employees who are prepared for advancement to higher-level roles, providing leadership with the option of promoting from within when vacancies arises.

#### 6.1.2. Guiding Principles

- 6.1.2.1. Career development is the responsibility of both the employee and the Institute.
- 6.1.2.2. The Institute seeks to ensure clearly defined career paths that facilitates career growth, motivation and career options.
- 6.1.2.3. The HR Unit will share IHVN's career path structure with new joiners during their induction program. Departmental/Unit Heads shall also discuss career path options with employees and support them in pursuit of agreed goals.
- 6.1.2.4. Learning and development interventions shall be aligned with the Institute's strategy, and the required capabilities and competencies.



6.1.2.5. The Institute will strive to ensure an environment where employees can continuously improve their skills as well as their contribution to corporate performance.

### 6.1.3. Career Path Structure

6.1.3.1. IHVN has a robust career path structure with multiple career growth paths.

6.1.3.2. Employees requiring guidance or advice on career paths should contact their Departmental/Unit Head or the HR Unit.

6.1.3.3. The Institute's four broad career paths are summarized below.

- a) Business Sustainability Services (BSS) – Employees in this career path are engaged in roles and activities focused on ensuring the organization's sustainability and operational efficiency. BSS grooms talent to gain deep domain expertise and develop entrepreneurial and customer-oriented mindsets in line with the Institute's strategy. Jobs in this path include Business Development, Training, Finance, HSS, Technical Supervisor etc.
- b) Clinical & Technical Services (CTS) – The focus of this career path is to provide expertise in research, laboratory and clinical services towards addressing public health challenges in the areas of diagnostics, support, treatment and care in IHVN's programme areas (HIV/AIDS, Malaria, TB, Cancer etc.). The roles in this career path require specialist skills and innovation in their day to day activities. Jobs in this path include Laboratory Scientists/Specialists, Biostatisticians, Biotech Engineers, Researchers & Primary Investigators, Doctors, Pharmacists etc.
- c) Corporate Operations Services (COS) – Jobs in this career path provide organization-wide support services based on specialised knowledge, best practices and technology, to serve the organization's internal and external interests. Jobs in this path include Human Resources, Information Technology, Administration, Compliance/Audit, External Relations etc.
- d) Auxiliary Support (AUX) – This career path is for unskilled/semi-skilled staff who provide support to staff in the organisation. Jobs in this path include drivers, office assistants, cleaners etc.

6.1.3.4. Employees switching from one career path to the other may enter the new career path at a lower grade, depending on the role and requirements.

6.1.3.5. The HR Unit will communicate any updates or changes to the career path structure and guidelines upon approval by the CEO.



Title:	TRANSFER
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 6.2. Transfer

### 6.2.1. Policy Objective

To articulate the circumstances, requirements and conditions for transfers, redeployments and alternative placements.

### 6.2.2. Policy Statement

- 6.2.2.1. IHVN will leverage employee mobility as opportunity for employee development, skills transfer, and exchange of information and ideas.
- 6.2.2.2. The Institute supports career mobility and would seek to support employees to pursue opportunities that foster their career development and facilitates the attainment of corporate goals.
- 6.2.2.3. The Institute supports the use of transfers and recognises them as:
  - a) Developmental for the individual;
  - b) A means of advancing career paths;
  - c) Adding to the skills base of the Institute;
  - d) An avenue to manage short term staffing or work load challenges; and
  - e) An opportunity to build or strengthen relationships with other departments.
- 6.2.2.4. The Institute shall take individual circumstances into consideration in making such transfer.

### 6.2.3. Guiding Principles

- 6.2.3.1. Transfer means any assignment of over six months duration that takes the employee outside his/her primary responsibility to engage in different jobs within the Institute, in the same or a different location.
- 6.2.3.2. IHVN reserves the right to transfer employees to any location of its operations depending on its business requirements. Refusal to relocate constitutes gross misconduct which shall attract disciplinary procedures.
- 6.2.3.3. As transfers have implications for career development, personal and family life, proposed transfers shall be discussed with the sending and receiving department and the concerned employee prior to making a final decision.
- 6.2.3.4. Notice will be given to any employee who is considered for transfer and the Institute will provide the employee with relocation allowance and support.
- 6.2.3.5. Transfers and redeployments vary in type and circumstance. A fair and consistent approach will be used across the Institute.



#### 6.2.4. Job Rotation

- 6.2.4.1. The Institute recognizes the value of providing employees with opportunities for job enrichment, and broadening employees' skills and understanding of the Institute's operations.
- 6.2.4.2. From time to time, the Institute may provide employees with job rotation opportunities – movement of employees from one job to another within the Institute for reasons such as skills building, career development, new employee orientation, and preventing job boredom or burnout.
- 6.2.4.3. Job rotation may be arranged through exchanges mutually agreed to by employees and the concerned Departmental/Unit Heads in consultation with the HR Unit.
- 6.2.4.4. The period spent in a job rotation shall range from a minimum of six (6) weeks to a maximum of twelve (12) weeks.
- 6.2.4.5. Employees who have spent more than one (1) year within the Institute are eligible for consideration for job rotation.

#### 6.2.5. Redeployment

- 6.2.5.1. The Institute reserves the right to redeploy any employee to/from any department/unit or job within the Institute. This is a standard part of the Institute's employment terms.
- 6.2.5.2. Redeployment is the transfer of an employee from one role to another within the Institute.
- 6.2.5.3. Ideally an employee shall spend a minimum of twelve (12) months in the current role before he/she can be considered for redeployment. However, due to the exigencies of work, the Institute may consider an employee who has spent less than twelve (12) months in the current role for redeployment.
- 6.2.5.4. An employee's refusal to accept a redeployment shall be treated as a breach of the employment contract and the employee's appointment would be reviewed.
- 6.2.5.5. Employees to be redeployed shall receive at least two (2) weeks' notice to enable them prepare and handover to their successors.

#### 6.2.6. Internal Secondment

- 6.2.6.1. An employee can be seconded internally to another role within Institute, where the employee has the necessary skills, knowledge and experience for the role.
- 6.2.6.2. An internal secondment may also be used as a development opportunity for the seconded employee.



- 6.2.6.3. An internal secondment shall be for a time limited duration (normally a maximum of one year), after which the employee will be expected to return to their substantive post.
- 6.2.6.4. The employee's supervisor shall confirm in advance that the substantive role can be retained for the employee. Where this may not be possible (for example, due to changes in the organization), the Institute will seek to redeploy where practicable.

#### 6.2.7. Relocation

- 6.2.7.1. Subject to the terms of employment, an employee may be transferred or posted to work in any State within Nigeria.
- 6.2.7.2. The employee shall be given thirty (30) days notice in writing and paid relocation allowance.
- 6.2.7.3. Where an employee is relocated, or newly employed outside his/her location of residence, or posted to any of the Institute's regional offices, the employee shall be entitled to:
  - a) Hotel allowance/accommodation in the new location for the first 28 days (the employee shall not be paid Housing Allowance of this period);
  - b) Applicable per diem for the first 28 days; and
  - c) The cost of moving personal effects to the new location (for employees on transfers only).
- 6.2.7.4. All paid relocation allowances shall be based on the Institute's approved rates, with prior approval of the relocation by the CEO.
- 6.2.7.5. A employee who resigns his/her appointment within 12 months of receipt of the first 28 days allowances (for either relocation or employment outside location of residence) shall be required to refund the full amount to the Institute.

#### 6.2.8. Acting Appointment

- 6.2.8.1. This is the temporary engagement of an employee to a position of higher responsibility for a limited period. Acting appointments are made to fill roles that are temporarily vacant and their duration should be limited accordingly.
- 6.2.8.2. Acting appointments shall be based on merit, performance and competence of the individual being selected. The employee shall meet all professional requirements to discharge the responsibilities of the position and exercise supervisory control over the other employees in the Department/Unit.
- 6.2.8.3. Acting appointments shall be formally communicated to the employee by the HR Unit.





6.2.8.4. Where an employee has been appointed to act in a grade higher than his/her current grade, the employee shall be entitled to ten percent of his/her current basic pay as acting allowance.



Title:	PROMOTION
Version:	
Date Revised:	
Approved By:	
Date Approved:	

### 6.3. Promotion

#### 6.3.1. Policy Objective

To recognise and reward meritorious performance; inspire exceptional performance, growth and development amongst employees; and ensure equity, fairness and objectivity in matters relating to promotion.

#### 6.3.2. Guidelines

- 6.3.2.1. Promotion is earned by meeting predefined performance standards/expectations and criteria, which would include functional or operational targets as well as behavioural requirements and expectations.
- 6.3.2.2. All promotions are subject to availability of vacancies and budget provisions.
- 6.3.2.3. Employees can only be promoted into funded positions. Where more than one employee qualifies for promotion into a funded role, the promotion selection process shall be competitive, with clearly defined evaluation criteria.
- 6.3.2.4. Employees with pending disciplinary matters shall not be considered for promotion until they are cleared. An employee who is cleared from a disciplinary case may be considered for promotion during that period, provided that other criteria for promotion are satisfied.
- 6.3.2.5. Departmental Heads shall be responsible for presenting employees due and recommended for promotion to the HR Unit. The HR Unit will conduct due diligence and present the shortlist of qualifying employees to the Performance Review Committee.
- 6.3.2.6. The Performance Review Committee will review, approve and give recommendations.
- 6.3.2.7. The CEO shall give final approval for promotion.
- 6.3.2.8. The HR Unit shall be required to determine the cost implications of promotions and ensure that promotions agreed are within the Institute's budget.

#### 6.3.3. Promotion Eligibility Criteria

- 6.3.3.1. The employee must be a confirmed staff of IHVN.
- 6.3.3.2. The employee must have spent the minimum required time/tenure in the current job grade.



- 6.3.3.3. The employee's performance must demonstrate ability (capability and willingness) to perform at the next higher grade and meet specifications for the new grade. Performance appraisal outcomes will be considered for promotion decisions.
- 6.3.3.4. The employee shall have no pending or current disciplinary issues.
- 6.3.3.5. Any other criteria as set out by Executive Management.



Title:	SUCCESSION PLANNING
Version:	
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Approved By:	
Date Approved:	

## 6.4. Succession Planning

### 6.4.1. Policy Objective

To identify and develop high performing employees with the potential to fill key positions within the Institute towards ensuring leadership and management continuity.

### 6.4.2. Policy Statement

- 6.4.2.1. The Institute shall run a succession planning programme to identify and prepare high potential employees as possible successors for critical roles across the Institute.
- 6.4.2.2. Employees identified as potential successors shall be enrolled in training and development programs to enable them acquire key competences required to fill critical roles.

### 6.4.3. Guiding Principles

- 6.4.3.1. Succession planning shall be led by the Associate Director, Human Resources supported by the Departmental/Unit Heads. The programme shall be managed by the HR Unit.
- 6.4.3.2. Succession planning sessions shall hold periodically, with key participants being Executive Management, Departmental/Unit Heads and the Associate Director, Human Resources.
- 6.4.3.3. The Associate Director, Human Resources shall identify key roles that are critical to the attainment of the Institute's goals and objectives.
- 6.4.3.4. Departmental/Unit Heads shall identify consistently high performing employees in their departments/units with potential to fill the identified key roles, and recommend them for the succession pool. The HR Unit will endeavour to ensure at least two (2) potential successors for each role on the plan.
- 6.4.3.5. Consistently high performing employees over a defined period will be eligible for inclusion in the succession pool if they meet other development and behavioural requirements.
- 6.4.3.6. Training, development and related interventions for potential successors shall be conducted in line with the job profile and competency requirements for the targeted jobs, to ensure they are well prepared to take on the targeted roles.



Title:	LEARNING AND DEVELOPMENT
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 6.5. Learning and Development

### 6.5.1. Policy Objectives

- To develop employee competency, improve their contributions to the Institute and prepare them for assuming greater responsibilities within the Institute.
- To establish the Institute's commitment to acquisition and development of requisite competencies to deliver its business objectives.

### 6.5.2. Policy Statements

- 6.5.2.1. Learning and development will be a continuous and formal vehicle for the acquisition and development of requisite competencies necessary to build an empowered workforce.
- 6.5.2.2. The purpose of training is to equip employees to perform better in their current jobs, while also preparing them to take on higher or additional responsibilities within the Institute.
- 6.5.2.3. Training needs shall be identified by supervisors and Departmental/Unit Heads during the annual performance appraisal exercise. Other emerging needs can also be identified in the course of the year, in the line with organizational, operational or job requirements.
- 6.5.2.4. Annual training plans will be developed for each Department covering central and regional staff. Departmental Heads shall be responsible for developing training plans for their departments, with input from key stakeholders.
- 6.5.2.5. Learning and development needs will be addressed via methods such as on-the-job learning; self-managed learning; tutor-led interventions etc
- 6.5.2.6. Learning and development programmes and initiatives will be delivered on a *value for money* and *just-in-time* basis.
- 6.5.2.7. Best practice will be applied to the evaluation of learning and development interventions. A selective, focused and practical approach will be adopted in assessing the impact of learning.
- 6.5.2.8. IHVN will develop and maintain a knowledge management framework to harness and manage its knowledge and intellectual capital.



### 6.5.3. Roles and Responsibilities

6.5.3.1. Executive Management is responsible for actively encouraging learning and development to enable IHVN meet its business objectives. They are also responsible for ensuring resources are made available for this purpose.

6.5.3.2. The Learning and Development Department has a facilitation role and shall:

- a) provide the tools templates to support learning and development;
- b) advise employees on learning and development matters;
- c) facilitate compliance to the standard operating procedures for organising and conducting IHVN trainings;
- d) coordinate the delivery of internal training and development programs and activities;
- e) source and recommend potential development solutions;
- f) manage the centralised budget for learning and development and ensure consistency of allocation;
- g) maintain records on the development of IHVN staff; and
- h) provide feedback to L&D services providers on learning effectiveness to improve solutions.

6.5.3.3. Departmental Heads have a responsibility to:

- a) communicate the organisation's objectives and values;
- b) work with employees to identify their developmental needs and link these to the organisation's objectives;
- c) provide guidance/feedback regarding the skills and knowledge required for their current role;
- d) work with employees to identify learning interventions in line with their development needs;
- e) support with facilitating and offering on the job developmental interventions such as coaching and feedback;
- f) encourage/facilitate their team members' involvement in learning and development activities;
- g) monitor and evaluate the effectiveness of learning for team members who have undergone learning and development interventions;
- h) ensure that employees implement the skills that they have gained through development interventions; and
- i) ensure that feedback on development interventions are shared within the Institute through the L&D Department.

6.5.3.4. Employees have a responsibility to:

- a) assist in identifying development needs and opportunities;



- b) undertake approved learning and development activities/interventions;
- c) evaluate learning undertaken, its contribution to their personal development and that of the organisation; and
- d) participate in pre and post L&D activity discussion with their supervisors.

#### 6.5.4. Identifying Training Needs

- 6.5.4.1. Departmental/Unit Heads along with their employees shall document learning and development needs in line with the Institute's process. This shall be conducted first at a departmental level and then on an employee level. Areas for performance improvement which require development interventions shall be highlighted.
- 6.5.4.2. While learning needs shall be identified during the annual appraisal, other opportunities to identify learning needs include:
  - a) at programme preparation stage;
  - b) at appointment to a new job role;
  - c) upon changes to an existing role;
  - d) upon internal promotion;
  - e) upon the introduction of new systems or enhancement to current working practices; and
  - f) through ad hoc one-to-one discussions between supervisor and employee.
- 6.5.4.3. To ensure learning needs are comprehensively captured, Departmental Heads are required to engage relevant stakeholders for input such as the Program Area Leads/Technical Advisors and Regional/State Managers for Central and Regional/State staff in this exercise.
- 6.5.4.4. The L&D Department shall require the employee and Departmental/Unit Head to complete a training request form before embarking on any training.

#### 6.5.5. Learning & Development Options

- 6.5.5.1. The Institute shall adopt different approaches to address learning and development needs as deemed fit. Some of these approaches are presented in the table below.



LEARNING OPTION		COMPONENTS
1	On the Job Learning	<ul style="list-style-type: none"> <li>▪ Observation/demonstration and practice</li> <li>▪ Delegation</li> <li>▪ Coaching</li> <li>▪ Mentoring</li> </ul>
2	Self-managed Learning	<ul style="list-style-type: none"> <li>▪ Reading</li> <li>▪ eLearning</li> </ul>
3	Deployment	<ul style="list-style-type: none"> <li>▪ Mobility</li> <li>▪ Secondment</li> <li>▪ Temporary assignments/special projects</li> </ul>
4	Group learning	<ul style="list-style-type: none"> <li>▪ Cross functional teams</li> <li>▪ Communities of practice</li> <li>▪ Networking</li> <li>▪ Action learning</li> </ul>
5	Tutor-led Interventions	<ul style="list-style-type: none"> <li>▪ Training courses</li> <li>▪ Seminars</li> </ul>

#### 6.5.6. On-the-Job Learning

- 6.5.6.1. Employees are expected to be fully exposed to learning on-the-job.
- 6.5.6.2. The Institute shall ensure provision of continuous on-the-job training to inculcate methods, techniques and standards of operation.
- 6.5.6.3. Supervisors and Departmental/Unit Heads shall have the responsibility of ensuring appropriate on-the-job training to advance knowledge, skills and techniques to enable their subordinates perform satisfactorily.

#### 6.5.7. External Courses

- 6.5.7.1. Employees shall be exposed to appropriate external training programmes based on need. Such training programmes may be run locally or internationally.
- 6.5.7.2. All training programmes must be approved in line with the L&D process. All training vendors must be evaluated and approved; a Training Vendor Evaluation form must be completed and approved before the vendor is engaged.
- 6.5.7.3. A Training Bond shall be instituted depending on the nature of the course and the proposed value to the Institute. The Training Bond will be signed by the employee prior to commencement. The DA shall determine which trainings require a Training Bond.
- 6.5.7.4. Approval for an employee's participation in a course or training program is subject to certain criteria such as:
  - a) Relevance of training request to current job, and that the undertaking of such a course will directly contribute to improved performance by the employee.





- b) Training previously undertaken at the Institute's expense, and time scale in relation to current request to undertake further study.
- c) Cost and duration of training course.

#### 6.5.8. Course Selection & Funding

- 6.5.8.1. Where the supervisor or Departmental/Unit Head recommends a particular course for the purpose of enhancing an employee's job performance, the Institute will pay the entire cost of the course and approve the necessary time off if the course is held during working hours.
- 6.5.8.2. Employees may request development assistance for trainings/courses, workshops and seminars by submitting a written request to their supervisor or Departmental/Unit Head who will present the request to the DA and Head, Learning & Development for consideration.
- 6.5.8.3. All IHVN-funded training programmes must be approved by the CEO. The final decision on approval of an employee's participation in an external course and whether it is to be wholly or partly funded, rests with the CEO. Final authorisation must be given prior to the course commencement date.
- 6.5.8.4. The amount payable by the Institute will be paid from the employee's training budget, subject to resources being available.
- 6.5.8.5. The maximum training allowance for a year is approved by the CEO. In exceptional circumstances, the CEO may approve an increase or revision.

#### 6.5.9. Training Evaluation and Records

- 6.5.9.1. Training is a duty when assigned and must be treated with all seriousness and undertaken diligently.
- 6.5.9.2. Each training participant will complete a training evaluation form upon completing the course or program and must submit a written report to HR.
- 6.5.9.3. Training effectiveness will be monitored through the employee's work output and appraisals.
- 6.5.9.4. Supervisors are required to provide pre-training briefing to employees nominated for training programmes on the Institute's expectations regarding attendance and post-training performance.
- 6.5.9.5. Upon completion of training, a copy of the certificate of attendance would be kept as training records in each employee's file.



#### 6.5.10. Self-Development

6.5.10.1. The Institute will encourage part-time professional and academic pursuit. However, given the primary objectives of the Institute, it is expected that such pursuits do not hinder the employee's performance of job duties and responsibilities.

#### 6.5.11. Studying on the Job

6.5.11.1. Where an employee wishes to pursue a professional development course which may require time off work, the employee is required to discuss this with his/her Departmental Head.

6.5.11.2. The employee shall fill the appropriate study leave request form to secure due approval.





## EMPLOYEE WELLBEING



Title:	EMPLOYEE WELLBEING
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 7. EMPLOYEE WELLBEING

### 7.1. Policy Objective

- To create a framework within which the Institute will encourage and facilitate work practices that support employee well-being, and articulate fundamental principles underpinning the Institute’s commitment to workplace health and wellbeing.
- To promote a culture and environment that values, supports and promotes the physical and mental wellbeing of employees, improve health and safety, and prevent workplace injuries and illnesses.

#### 7.1.1. Policy Statement

- 7.1.1.1. IHVN recognises that its employees are its greatest asset and is committed to providing a safe and healthy environment.
- 7.1.1.2. All employees should have the benefit of a work environment that positively contributes to their own sense of wellbeing and security. The work environment includes the way in which workload and the workplaces are managed, and the physical conditions in which work is performed.
- 7.1.1.3. The Institute accepts its responsibility to foster a culture necessary to achieve and maintain this.

#### 7.1.2. Guiding Principles

- 7.1.2.1. Employee wellbeing is guided by the World Health Organisation’s definition of health and wellbeing which describes it as ‘a state of complete physical, mental and social wellbeing’.
- 7.1.2.2. Employee wellbeing policies and programs are built on the fundamental principles of promoting positive health and wellbeing for all employees.
- 7.1.2.3. The Institute focuses on primary and secondary prevention strategies to enhance work safety and employee wellbeing.
- 7.1.2.4. All employees have a role to play with regards to their own health and wellbeing at work and are advised to raise any matters of concern. Employees also have a responsibility to be sensitive and responsive to the welfare of other colleagues at work.



Title:	LEAVE
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 7.2. Leave

### 7.2.1. Policy Objective

- To provide guidance and clarification on the types of leaves, employee entitlements, and the standards for leave application and approval.

### 7.2.2. Policy Statement

- 7.2.2.1. A safe and healthy workplace enables and encourages employees to take breaks from work and provides them with an opportunity to refresh themselves. The Institute recognizes the importance of such time away from work and provides employees with leave arrangements that enable them balance work with rest and recreation, family responsibilities and other specific purposes.
- 7.2.2.2. The purpose of the annual leave is to provide employees with time away from work at least once a year primarily for rest and renewal of physical and mental capability.

### 7.2.3. Guidelines

- 7.2.3.1. Leave may be taken at any time within the Institute's financial year, as long as the employee is eligible for the requested leave and secures approval through the established process.
- 7.2.3.2. The leave period should be agreed with the Supervisor or Departmental/Unit Head taking into consideration the needs of the employee and work requirements.
- 7.2.3.3. Eligibility for all types of leave shall be on a pro – rata basis.
- 7.2.3.4. Annual leave shall be on a yearly basis in line with the Institute's financial year which runs from 1<sup>st</sup> October to 30<sup>th</sup> September.
- 7.2.3.5. Deferment or accumulation of leave is not encouraged. All unutilised leave days in any financial year will be forfeited unless on rare occasions when the accumulation has been previously authorized by the HR Unit on recommendation of the Departmental/Unit Head.
- 7.2.3.6. The Institute reserves the right to recall an employee from leave/vacation should the need arise. Arrangement will be made for the outstanding leave to be taken at a subsequent date.



#### 7.2.4. Leave Scheduling and Administration

- 7.2.4.1. HR shall request Departmental/Unit Heads to submit the leave schedule for their respective departments by 31st of October of each year.
- 7.2.4.2. Any changes made to the original schedules sent to HR should be communicated to HR by the supervisor, not later than two (2) weeks to the commencement of such changes.
- 7.2.4.3. HR shall maintain up-to-date leave records of all employees.
- 7.2.4.4. The updated leave balance of all employees shall be made available to all Departmental/Unit Heads by the HR Unit on request.

#### 7.2.5. Leave Application

- 7.2.5.1. All types of leave are to be duly applied for by employees and approved by the Departmental/Unit Head.
- 7.2.5.2. The decision to grant any type of leave lies with the Institute, based on the exigencies of operations and the needs of the applicant. As much as is practicable, the Institute would seek to ensure approval of leave requests in line with the provisions of the policy.
- 7.2.5.3. Employees are advised to submit their leave requests at least two weeks (and no later than two days) to the commencement date, except in emergency situations where the employee is unable to give such prior notice. All leave requests shall be made by completing the leave applications form and seeking the required approval.
- 7.2.5.4. Upon receipt of the completed leave application form, duly endorsed by the Departmental/Unit Head or responsible officer, HR shall process the leave application and send a leave approval to the requesting employee and the Departmental/Unit Head.
- 7.2.5.5. In general, prior approval of the Departmental/Unit Head and a written approval from HR Unit are necessary before proceeding on any type of leave.

#### 7.2.6. Emergency Leave Request

- 7.2.6.1. Emergency requests for leave should be made through the supervisor to the Departmental/Unit Head by email and phone. The HR Unit must be informed accordingly.
- 7.2.6.2. Emergency granting of leave shall be regularised immediately on resuming duty, through the leave application process.



### 7.3. Types of Leave

#### 7.3.1. Annual Leave

- 7.3.1.1. Every employee regardless of grade level is entitled to annual leave and must proceed in accordance with the approved leave schedule. The number of leave days granted annually will depend upon:
- a) The length of leave-earning service within the period; and
  - b) The employee's maximum leave entitlement for the period.
- 7.3.1.2. All confirmed employees are eligible for annual leave. All unconfirmed employees will be entitled to go on leave following confirmation of their appointments.
- 7.3.1.3. All confirmed employees of the Institute shall be entitled to the following days of paid annual leave according to their grade level, as presented in Table 3 below.

Table 3. Leave Days

Employee Grade Level	Leave Duration
IHAVN 1 – 1	15 Working Days
IHAVN 2 – 5	20 Working Days
IHAVN 6 – 8	22 Working Days

- 7.3.1.4. The leave period should be agreed with the supervisor or Departmental/Unit Head, with consideration for the employee's needs and work requirements. The leave form must be duly complemented and approval obtained.
- 7.3.1.5. Supervisors and Departmental/Unit Heads who refuse to approve their subordinate's leave without legitimate reason shall be sanctioned appropriately.
- 7.3.1.6. No employee should defer an approved leave, except with written approval of the Departmental/Unit Head and such approval forwarded to HR.
- 7.3.1.7. All leave not taken during the leave year will be forfeited except on rare occasions when accumulation has been previously approved by the Director of Administration due to the exigencies of operations, on recommendation of the Departmental/Unit Head.
- 7.3.1.8. No employee shall accumulate more than 45 working days leave in any calendar year. Annual leave in excess of 45 working days shall be contributed to the Leave Reserve Fund.
- 7.3.1.9. The Leave Reserve Fund is composed of employees unused annual leave days. Employees with temporary disabilities who have exhausted all other leave options may apply to the Leave Reserve Bank through the HR Unit, for a grant of leave days. Leave from the Leave Reserve Fund must be approved by the CEO. To apply, the



employee must submit a written request through his/her Departmental/Unit Head, along with supporting medical documents that must include the expected date of return to work.

- 7.3.1.10. All recall of employees from leave as well as the approval to accumulate leave should be done in writing with the involvement of HR.
- 7.3.1.11. Public holidays are not counted as leave days. Public holidays that fall within the period of leave shall will be added to the total entitlement.
- 7.3.1.12. Annual leave grant of 10% of basic salary is paid to employees who have served the Institute continuously for eleven (11) months from the date of resumption. However, no leave allowance may be paid until when full year leave is due.
- 7.3.1.13. No payment will be made in lieu of leave except on cessation of employment.
- 7.3.1.14. Employees are required to resume duty upon expiration of the approved leave period. Failure to do so without an acceptable reason shall attract disciplinary sanctions.

#### 7.3.2. Maternity Leave

- 7.3.2.1. IHVN aims to create a work environment that accommodates the needs of female employees with family responsibilities.
- 7.3.2.2. Female employees who have been in the service of the institute for at least twelve months shall be eligible for twelve (12) weeks of paid maternity leave.
- 7.3.2.3. Female employees who have been employed for less than twelve (12) months are eligible for six (6) weeks of paid maternity leave. The remaining six weeks leave shall be without pay.
- 7.3.2.4. While on maternity leave, the employee is entitled to receive medical and housing allowances but is not entitled to allowances associated with office attendance such as transportation and meal allowances.
- 7.3.2.5. Maternity leave is inclusive of the annual leave for that year. Where the annual leave has already been taken before the granting of the maternity leave, the equivalent number of maternity leave days shall be without pay.
- 7.3.2.6. Where the employee requires additional leave on medical grounds, accumulated annual leave may be utilized. Sick leave may also be requested if required. A medical report shall be required for the approval of additional leave.
- 7.3.2.7. Paid maternity leave can only be enjoyed once in two years, from the date of resumption from the last maternity leave. Any maternity leave to commence before the two-year time frame lapses shall be without pay for the entire period of the maternity leave.





7.3.3. Daily Time-off for Nursing Mothers

- 7.3.3.1. Upon resumption of duty from maternity leave, the employee is allowed two hours of time-off each day, until the child is six months old. The employee shall agree the preferred time-off arrangement with her supervisor or Departmental/Unit Head.
- 7.3.3.2. Mothers are allowed to bring new-borns to work with assistance provided by their child-minder for no longer that a six (6) month period.

7.3.4. Child Adoption Leave

- 7.3.4.1. The Institute recognises the need for employees to take time off work to bond with a legally adopted child.
- 7.3.4.2. Female employees who are matched with a child for adoption will be entitled to paid adoption leave, subject to prior notification of the Institute at least one (1) month to commencement of the leave.
- 7.3.4.3. If an employee is not the legal adopter of a child then, she will not be entitled to Adoption Leave.
- 7.3.4.4. Adoption leave duration for female employees with at least twelve months of service are shown in the table below.

Table 4. Child Adoption

S/N	Age of Child	Adoption Leave Entitlement
1	0 – 3 Months	12 Weeks
2	4 – 6 Months	8 Weeks
3	7- 12 Months	4 Weeks

Employees who have served for less that twelve months would be eligible for half of the adoption leave entitlement.

7.3.5. Paternity Leave

- 7.3.5.1. Male employees are eligible for five (5) working days paid paternity leave following the birth of the employee’s child, or upon adoption of a child.
- 7.3.5.2. Proof of birth or adoption will be required before paternity leave is approved. The employee shall present a birth announcement/certificate along with the leave request.
- 7.3.5.3. Paternity leave is to be taken within three (3) months of the birth of the child or when the adopted child is received.
- 7.3.5.4. Paternity leave with pay can only be enjoyed once in two years from the last date of return from paternity leave. Any paternity leave less than two years from the last date



of return from paternity leave shall be without pay for the entire period of the paternity leave

#### 7.3.6. Compassionate Leave

- 7.3.6.1. The Institute would grant compassionate leave with pay to employees who require time off for bereavement.
- 7.3.6.2. Employees are entitled to five (5) working days compassionate leave with pay in a year.
- 7.3.6.3. Where additional leave days are required, the employee may request for part or all of the due annual leave.

#### 7.3.7. Casual Leave

- 7.3.7.1. Employees who have exhausted their annual leave (or do not have any accrued leave) may be granted a maximum of three (3) working days paid casual leave in a year, where the employee requires time off work.
- 7.3.7.2. Casual leave shall be granted at the discretion of the supervisor or Departmental/Unit Head.
- 7.3.7.3. Casual leave above three working days shall not be granted without the approval of the CEO.

#### 7.3.8. Sick Leave

- 7.3.8.1. Where an employee requires time off work due to illness or accident, the Institute shall grant the employee sick leave to recuperate. Sick leave can also be granted where an immediate family member or dependant is ill.
- 7.3.8.2. An employee who is absent from duty due to ill health for more than 24 hours shall be required to present a medical certificate/proof from an approved health service provider, to be granted sick leave. This must be presented within the first three days of illness or hospitalization.
- 7.3.8.3. Employees shall be entitled to a maximum of twelve (12) working days sick leave in a year. The number of sick leave days that may be accumulated by an employee is unlimited.
- 7.3.8.4. Where an employee has been on prolonged absence due to ill health, the employee's condition will be reviewed by an approved medical practitioner/the Medical Board, to ascertain if further sick leave should be granted or if invalidation on medical grounds shall apply. Where further sick leave is granted, the applicable pay and benefits shall be at the Institute's discretion.
- 7.3.8.5. Upon termination of employment or resignation, there shall be no payment in lieu of unused sick leave.



7.3.8.6. An employee's attendance records will be taken into account when awarding increments and determining suitability for promotion.

#### 7.3.9. Leave of Absence Without Pay

7.3.9.1. Unpaid leave of up to twenty-one (21) working days can be granted to an employee for personal needs such as serious illness, or illness of a family members, supported by a medical report.

7.3.9.2. Such leave must be approved by the CEO, following approval of the supervisor or Departmental/Unit Head.

7.3.9.3. The employee is not entitled to salary, allowances or any form or remuneration except housing allowance. The employee cannot accumulate annual leave during this period.

#### 7.3.10. Study Leave Without Pay

7.3.10.1. At the discretion of the CEO, an employee holding a permanent appointment with at least three years of service at the Institute, satisfactory record of work performance and good conduct, may be granted study leave without pay.

7.3.10.2. The duration of the study leave shall not exceed twelve (12) months, and the employee shall provide evidence of admission into an institution of learning.

7.3.10.3. An employee on study leave shall not return from the leave prior to the agreed date without written approval of the CEO.

7.3.10.4. The employee shall not be entitled to certain benefits during the study leave (such as pension, group personal accident, life assurance and NHF), and service credit for retirement and other purposes shall be suspended for the period of study leave.

7.3.10.5. Under exceptional circumstances, the CEO may approve the continuation of the Institute's health care subsidy if the study leave is deemed to be of benefit to the Institute. Where the employee chooses not to resume at the Institute upon expiration of the study leave, the cost of the employee's health care coverage during the leave period shall be recovered.

7.3.10.6. An employee who will not return to the Institute at the end of the study leave must notify the Director of Administration and CEO in writing. In the absence of a written notification, failure to return shall be interpreted as a resignation.



Title:	HEALTH AND SAFETY
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 7.4. Health and Safety

### 7.4.1. Policy Objective

To maintain a high standard of health and safety at IHVN, and ensure a safe and healthy work environment that is free of injury and illness for employees and other persons in the workplace.

### 7.4.2. Policy Statements

- 7.4.2.1. IHVN is committed to the health, safety and wellbeing of its workforce and will continually strive for an incident-free workplace.
- 7.4.2.2. The Institute will develop and implement effective management systems and appropriate measures to identify, minimize and manage health and safety risks in the workplace, as a vital part of running IHVN's operations efficiently and successfully.
- 7.4.2.3. The Institute will ensure the safety of employees by providing and maintaining a safe work environment, providing facilities for health and safety; ensuring equipment and machines are safe; ensuring all employees and other people in the workplace are not exposed to unmanaged or uncontrolled hazards; and developing and implementing emergency procedures.
- 7.4.2.4. The Institute will comply with applicable laws, regulations and guidelines.
- 7.4.2.5. Employees are expected to act safely at all times to ensure their own welfare and that of colleagues and other persons in the workplace. Employees shall familiarize themselves with the Institute's health and safety arrangements and must bring any related concerns to the attention of their supervisors or designated officers.

### 7.4.3. Policy Guidelines

- 7.4.3.1. The Security and Safety Officer will identify health and safety hazards and minimize risks to employees and other persons associated with the Institute's activities.
- 7.4.3.2. The Security and Safety Officer will carry out an annual risk assessment on the premises and communicate the assessment report to all employees through the HR Unit.
- 7.4.3.3. It is the responsibility of every employee to ensure a safe and healthy work environment. This includes taking into consideration the health and safety of other employees when engaging in any activity.



- 7.4.3.4. Where required, the use of personal protective equipment shall be mandatory at all IHVN offices and locations.
- 7.4.3.5. All employees are required to immediately report to their respective supervisors and the HR Unit, all injuries, accidents or illness suffered or contracted while performing work related activities.
- 7.4.3.6. Employees must report unsafe or unhealthy situations to the Security and Safety Officer as soon as it comes to their attention.
- 7.4.3.7. The Security and Safety Officer will ensure that there is a comprehensive evacuation procedure for manmade and natural disasters. This evacuation procedure must be openly displayed and tested periodically.
- 7.4.3.8. IHVN will provide First Aid boxes on the Institute's premises, where they can be easily accessed by employees.

#### 7.4.4. Safe, Smoke-Free & Drug-Free Workplace

- 7.4.4.1. Smoking is not permitted inside the Institute's building or vehicles. This includes all offices, laboratories, guest houses and official accommodation. Employees who smoke should do so outside the Institute's facilities and premises.
- 7.4.4.2. It is strictly prohibited for any employee to be at work whilst impaired by, or not fit for work due to the use of illicit drugs or alcohol or any other addictive and/or intoxicating substance.
- 7.4.4.3. Alcohol shall not be consumed during work hours.
- 7.4.4.4. The use, manufacturing, sale or distribution of illegal drugs, or working under influence within the Institute's premises or while driving its vehicles is prohibited and will constitute grounds for disciplinary action up to dismissal.
- 7.4.4.5. Employees must not operate the Institute's vehicles while under the influence of prescription drugs that cause drowsiness or other side effects that may be dangerous under certain circumstances.
- 7.4.4.6. Due to security concerns, employee's parcels, handbags, pockets, lockers, briefcases, vehicle inclusive of vehicle boot and offices may be examined in their presence by authorised security personnel.
- 7.4.4.7. All employees and visitors are required to display their identity cards on the Institute's premises at all times.

#### 7.4.5. Fire Hazard Precautions

- 7.4.5.1. The Institute will provide the necessary firefighting equipment.
- 7.4.5.2. Existing firefighting equipment will be inspected on a regular basis by the Security and Safety Officer.



- 7.4.5.3. All employees are required to familiarise themselves with the fire drill and fire drill exercises will be arranged at regular intervals.
- 7.4.5.4. Fire exits must be kept clear and open at all times.
- 7.4.5.5. Fire extinguishers should only be removed from their wall brackets in an emergency. The removal of fire extinguishers without good reason will be considered as misconduct.
- 7.4.5.6. All employees must observe all precautions in the event of a fire outbreak.
- 7.4.5.7. All employees must familiarise themselves with the fire instructions posted across the Institute, and with the positions and use of the fire extinguishers.
- 7.4.5.8. In the event of a fire, employees shall immediately raise an alarm and report the incident to the Security and Safety Officer or the most senior employee available.
- 7.4.5.9. The Security and Safety Officer or the employee receiving the report shall immediately invite the fire service, the police or any other emergency rescue services to the scene.
- 7.4.5.10. In all cases of fire and in the absence of the Security and Safety Officer, the most senior employee shall take charge of the emergency and notify the Facilities Supervisor subsequently.

#### 7.4.6. Safe Work Practices

- 7.4.6.1. Supervisors shall monitor and ensure that work tools, equipment, and practices are safe and offer no hazard or risk to health and safety. They must ensure that all necessary precautions are taken in respect of the safe use, handling, storage and transportation of materials.
- 7.4.6.2. All employees shall immediately report any unsafe situation or circumstance on the job to the supervisor.
- 7.4.6.3. Employees must adhere to safety policies, procedures and standards in the performance of their job duties.
- 7.4.6.4. The Institute shall review and update safety policies and procedures as and when necessary, particularly with regards to major changes within its operations and/or changes in legislation. Such changes shall be communicated to employees.

#### 7.4.7. Accident Reporting

- 7.4.7.1. Employees shall immediately report accidents involving personal injury and near miss incidents (where there was no injury, but potential to injure or lead to loss of life) to their supervisors, and complete the Accident Book.
- 7.4.7.2. Employees who are absent from work due to injuries from a work-related accident must complete a self-certification form, clearly stating the nature and cause of injuries sustained in the accident.



- 7.4.7.3. Any employee who is absent from work or unable to perform their normal duties for three days or more due to a work-related injury must notify his/her supervisor, and would be required to present a permit from a recognized hospital/clinic.

#### 7.4.8. Personal Safety

- 7.4.8.1. Employees are advised to avoid working alone if possible. However, where lone working situations are unavoidable, appropriate measures to eliminate or minimize potential risks must be put in place as guided by the Security and Safety Officer or supervisor.
- 7.4.8.2. Employees concerned that their job or assigned tasks have placed them in dangerous situations or positions must immediately report to their supervisors or the HR Unit.
- 7.4.8.3. When scheduling appointments with unknown or unfamiliar persons, employees shall obtain as much information as possible about such persons and arrange for meetings to hold on the Institute's premises. Contact numbers provided should be verified by dialling them back subsequently. Where a mobile number is provided as the person's contact number, employees shall request for an alternative fixed line number.
- 7.4.8.4. When visiting or going out for meetings, employees shall notify their colleagues and provide information such as the name of the contact person, venue address and meeting duration and expected return time. If the meeting will last longer than the planned duration, employees should notify their colleagues. Employees must always complete the Staff Movement Register in their departments or units.



Title:	DISCRIMINATION AND HARASSMENT
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Date Revised:	
Approved By:	
Date Approved:	

## 7.5. Discrimination and Harassment

### 7.5.1. Policy Objective

To maintain a work environment that is free from all forms of discrimination and harassment, and to articulate IHVN's approach to addressing discrimination and harassment within the Institute.

### 7.5.2. Policy Statement

- 7.5.2.1. The Institute is committed to providing a work environment that is free from discrimination and harassment, where employees are treated with dignity, courtesy and respect.
- 7.5.2.2. IHVN will ensure employee awareness of what constitutes discrimination, harassment and unacceptable behaviour in the workplace.
- 7.5.2.3. Complaints of discrimination and harassment shall be investigated in a sensitive, fair, confidential and timely manner and shall attract sanctions if proven.

### 7.5.3. Definitions

- 7.5.3.1. Harassment is generally defined as a course of conduct which threatens, intimidates, alarms or puts a person in fear for their safety. Harassment is unwanted, unwelcome and uninvited behaviour that demeans, threatens or offends the victim and results in a hostile environment for the victim. Harassment may include but is not limited to epithets, derogatory comments or slur, lewd propositions, assault, impeding or blocking movements, offensive touching or any physical interference with normal work or movement, and visual insults such as derogatory posters or cartoons.
- 7.5.3.2. Sexual harassment is defined to include, but not limited to unwelcome or unwanted behaviour of an implicit or explicit sexual nature by an individual or group which the complainant reasonably experiences as offensive and distressing, which leads to the emotional, physical or social discomfort of the complainant, or interferes with the complainant's work performance, or creates an intimidating, hostile or defensive working or social environment. Sexual harassment includes:
  - a) requests for sexual favours including implied or overt promises of preferential treatment or threats concerning present or future employment status;
  - b) offensive gestures or comments;
  - c) sexually-oriented jibes, innuendo or jokes;





- d) unwanted physical contact; and
  - e) the display of sexually offensive visual material such as calendars, photographs, books or videos.
- 7.5.3.3. Racial or Sectarian Harassment may take the form of actual or threatened physical abuse or it may involve offensive jokes, verbal abuse, language, pictures or paintings, or literature of a racist or sectarian nature or offensive remarks about a person's physical characteristics or religion. It may also include repeated exclusion of a person from an ethnic or religious minority from conversations, patronising remarks, unfair allocation of work or pressure about the speed and/or quality of their work in a way which differs from the treatment of other employees.
- 7.5.3.4. Bullying is intimidating or belittling a person through misuse of power or position leaving the affected person hurt, upset, vulnerable or helpless. It is often inextricably linked to the harassment.
- 7.5.3.5. Discrimination is unfavourable, unequitable, or adverse treatment of individuals or groups of individuals, because of their age, gender, race, religion, disability, pregnancy, marital status or other defining characteristic.

#### 7.5.4. Guiding Principles

- 7.5.4.1. All IHVN employee have the right to a workplace that is free from any type of harassment (sexual or nonsexual), discrimination (verbal or nonverbal), violence or threats of violence resulting in fear, pressure or discomfort that is caused by another employee.
- 7.5.4.2. As an equal opportunity employer, the Institute will treat all employees and prospective employees fairly and on the basis of their individual merit.
- 7.5.4.3. Employees who are found to engage in any form of harassment, discrimination, violence or threats of violence will be subject to immediate disciplinary action which may include termination.
- 7.5.4.4. Employees who feel harassed, discriminated, or threatened with violence must write a formal letter of complaint to the Director of Administration who will immediately investigate/review the matter with the Associate Director, Human Resources and forward recommendations to the Chief Executive Officer within 5 working days or as soon as possible.
- 7.5.4.5. Any employee carrying firearms or other weapons, concealed or otherwise in the Institute's premises will be subject to immediate dismissal.
- 7.5.4.6. All allegations of sexual harassment will be immediately investigated. This will be done with all possible care, sensitivity and discretion in protecting the sensibilities of the effected employee.



- 7.5.4.7. In the event of a proven case of sexual harassment, the aggressor/harasser shall be subject disciplinary sanctions.
- 7.5.4.8. Likewise, if it is determined that a complaint was made in falsehood or without any justification, the complainant shall be sanctioned.
- 7.5.4.9. The Institute will endeavour to protect employees to the extent possible, from harassment by non-employees such as customers, vendors and other parties who have workplace contact with our employees.

#### 7.5.5. Dealing with Discrimination and Harassment – Informal Resolution

- 7.5.5.1. Any employee who believes he or she has been subjected to any kind of discrimination or harassment should not ignore it. The alleged harasser may interpret silence to mean consent.
- 7.5.5.2. The employee shall keep record of any incidents detailing when, where, what occurred, and witnesses (if any).
- 7.5.5.3. The employee must immediately bring such incident to the attention of his or her supervisor. Where the supervisor is the perpetrator, the employee shall notify another supervisor, or the Departmental/Unit Head, or the HR Unit.
- 7.5.5.4. To address such issues without a formal intervention, the employee shall
  - a) Talk to the person causing the discomfort if the employee is able to. If the employee cannot approach the harasser alone (perhaps due to safety or other concerns), he/she may be accompanied by a colleague. The Institute emphasises that employees are not required to approach the harasser in an attempt to solve the problem informally, and are entitled to report the matter if they so wish.
  - b) The employee may also send an email/write a letter to the harasser.
  - c) Where the approach above is not deemed suitable or is unsuccessful, the employee may discuss the matter with his/her supervisor, or the Departmental/Unit Head if the supervisor is the alleged harasser. Alternatively, the matter may be raised with the Associate Director, HR or a Senior Officer. These officers would assist with facilitating an informal resolution between both parties.

#### 7.5.6. Dealing with Discrimination and Harassment – Formal Resolution

- 7.5.6.1. An employee may proceed directly to a formal complaint process by writing a formal letter of complaint to the DA. The letter shall be marked 'confidential'.
- 7.5.6.2. A formal letter of complaint must be in writing and signed by the employee before a formal investigation will be initiated.



- 7.5.6.3. The DA will review the complaint with the Associate Director, HR and forward a copy of the complaint to the CEO (with recommended next steps) within 5 days of receiving it from the employee. The alleged offender will also be sent a copy of the complaint.
- 7.5.6.4. Within five (5) days of receiving the complaint, the CEO will select an investigator or team of investigators. The DA shall inform both parties and formal investigation would commence.
- 7.5.6.5. The CEO may elect not to appoint an investigator to a complaint for reasons such as:
- a) The complaint is not based on conduct or comments that fits the definition of harassment or discrimination.
  - b) The complaint is trivial, malicious and in bad faith.
  - c) The complaint is being addressed through another resolution approach.
  - d) The complaint has been formally made to the Police.
- Where the CEO elects not to appoint an investigator, written notice will be provided to the employee/complainant stating the reason for the decision.
- 7.5.6.6. The Institute will endeavour to have the investigation concluded within ninety (90) days of receipt of the complaint.
- 7.5.6.7. Upon completion of the investigation, the investigator shall give a written report of the investigation to the CEO and the DA.
- 7.5.6.8. The DA will communicate the outcomes of the investigation to both parties and any resulting remedies or actions.



Title:	HIV/AIDS IN THE WORKPLACE
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Date Approved:	

## 7.6. HIV/AIDS in the Workplace

### 7.6.1. Policy Objective

- To protect people living with HIV/AIDS from discrimination in the workplace in line with the Institute's ethics of non-discrimination and respect for the individual.
- To strengthen HIV/AIDS awareness among employees.

### 7.6.2. Policy Statements

- 7.6.2.1. IHVN will not discriminate against employees living with or otherwise affected by HIV/AIDS. The Institute encourages employees living with HIV/AIDS to work as long as medically able, except where the employee is certified as medically unfit to work by an approved medical practitioner or the Medical board.
- 7.6.2.2. The Institute shall act in accordance with applicable laws when addressing concerns related to HIV/AIDS in the workplace.
- 7.6.2.3. Discriminating against employees living with HIV/AIDS is a sanctionable offence.
- 7.6.2.4. The Institute is committed to the confidentiality of HIV/AIDS affected employees, their families and job applicants; they are under no obligation to disclose their status. However, in the event of disclosure, such information will be treated confidentially, and no disclosure of information will be done without the employee's written consent.
- 7.6.2.5. IHVN is also committed to strengthening HIV/AIDS awareness of employees through campaigns, trainings and programs.

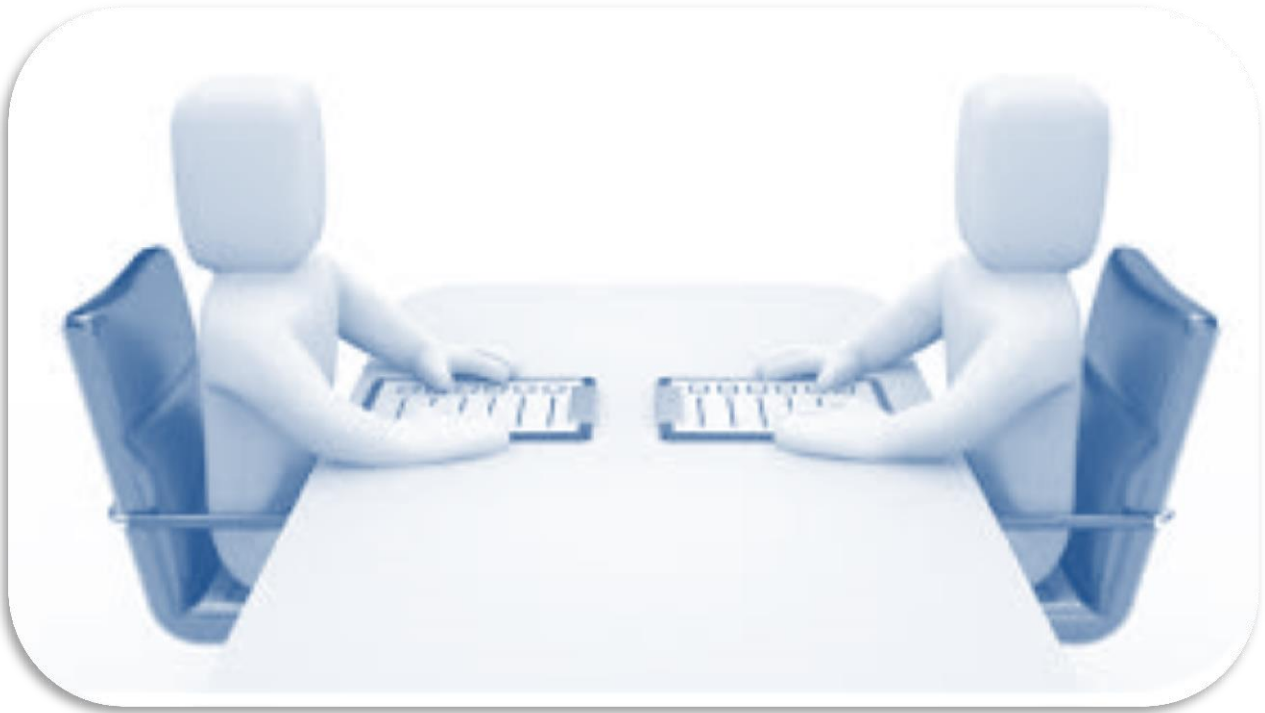
### 7.6.3. Guidelines

- 7.6.3.1. AIDS is a life-threatening disease, but it is not transmitted through casual personal contact under normal working conditions and does not present a risk to the health or safety of co-workers or customers under such conditions. Therefore:
- a) Co-workers of people living with HIV/AIDS are expected to continue normal working relationships with them.
  - b) In principle, people living with HIV/AIDS shall be managed in the same way as employees suffering from other disabling diseases or terminal conditions.
  - c) Employees living with HIV/ AIDS have the same rights and obligations as all other employees.
  - d) Employees living with HIV/AIDS are protected against unfair discrimination.



- 7.6.3.2. Where the employee is unable to continue work due to ill health, the Institute's rules governing invalidation on medical grounds will apply.
- 7.6.3.3. Testing for HIV shall not be conducted without the employee being notified. Pre-employment screening shall be carried out with the consent of the candidates.
- 7.6.3.4. Independent counselling will be offered to employees who have been identified as living with HIV/AIDS.





## GRIEVANCE AND DISCIPLINARY



Title:	GRIEVANCE
Version:	
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## 8. GRIEVANCE AND DISCIPLINARY

### 8.1. Grievance

#### 8.1.1. Policy Objective

- To provide clear and practical guidelines for appropriate handling of complaints, disputes and grievance matters in the work place, towards ensuring fairness and transparency, effective resolution, and fostering healthy working relationships.
- To promote and ensure appropriate professional behaviour amongst employees.

#### 8.1.2. Policy Statement

- 8.1.2.1. IHVN is committed to giving all employees a fair and reasonable method for raising and resolving issues, concerns and grievances.
- 8.1.2.2. The Institute will strive to ensure timely, satisfactory and effective resolution of grievances, whether informal or formal, in line with best practices.
- 8.1.2.3. Grievance and related issues will be addressed as confidentially as possible.

#### 8.1.3. Guiding principles

- 8.1.3.1. Employees are encouraged to build and maintain good working relationships with their supervisors and colleagues, fostering a positive work environment with mutual respect, trust and openness.
- 8.1.3.2. Employees should aim to settle most concerns and grievances using the informal process first, and give their supervisor the opportunity to address such issues at an informal level. Open and timely communication and discussion would allow for issues to be addressed quickly, without recourse to formal processes.
- 8.1.3.3. Supervisors shall take grievance issues or concerns raised seriously and consider all factors. If supervisors require assistance in managing informal grievances, they are encouraged to seek HR advice.
- 8.1.3.4. If attempts to resolve the grievance informally are unsuccessful or the matter deemed too serious to discuss informally, the employee should raise the issue formally in writing to his/her supervisor.
- 8.1.3.5. If the grievance concerns the supervisor, the employee should approach the next level supervisor or the Departmental/Unit Head for guidance and support.
- 8.1.3.6. Once supervisors receive a formal grievance complaint, it is essential they inform HR and involve them as and when required throughout the process.



- 8.1.3.7. Supervisors are responsible for ensuring that any action or decision taken is fair, reasonable, proportionate and justified given the specific circumstances of the situation.
- 8.1.3.8. Supervisors and employees should deal with issues promptly and not delay the process unnecessarily.
- 8.1.3.9. All copies of documentation, including emails related to the grievance (formal and informal) should be securely retained and forward to the HR Unit for retention, upon completion. Records kept shall include the nature of the grievance, all responses received, action(s) taken, and reasons for action(s) taken.
- 8.1.3.10. HR will provide training, coaching, guidance as well as support for supervisors, ensuring they are well equipped to handle grievance matters.
- 8.1.3.11. Grievance Outcomes – Where applicable, depending on the nature of grievance, a hearing board, comprising of the Director of Administration, Legal Officer, Associate Director, HR, and other Senior Management staff appointed by the CEO/COO, shall be convened to determine responsibility and sanctions. Parties to the grievance would be required to meet the with the board separately.

#### 8.1.4. Informal Resolution

- 8.1.4.1. Any employee who feels aggrieved over any matter including but not restricted to promotion, advancement, allowances, training and performance appraisal, should first seek to discuss the matter verbally with his/her supervisor without delay.
- 8.1.4.2. Where the employee is not satisfied with the outcome of the informal approach, he/she may seek to pursue a formal resolution in the manner set out below.

#### 8.1.5. Formal Resolution

- 8.1.5.1. If an employee has attempted to raise and resolve his/her grievance informally without success, the employee should raise it formally with his/her supervisor in writing. The notice should clearly set out the nature of the issue and why the grievance has been made formal, presenting facts, and avoiding insults or provocative language.
- 8.1.5.2. The aggrieved employee shall copy/send a copy of correspondence to the his/her Departmental/Unit Head and the HR Unit. The HR Unit shall monitor and provide appropriate guidance throughout this process.
- 8.1.5.3. Within seven (7) days of receipt of the formal grievance notice, the supervisor shall convene a meeting with the employee, the purpose of the meeting being to discuss the grievance in detail, clarify the exact nature of the grievance and the resolution sought by the employee, and other relevant factors or information.





- 8.1.5.4. Where further information is required, the supervisor may adjourn the meeting in order to seek further information.
- 8.1.5.5. Following this meeting, if the employee and supervisor agree the grievance is resolved at this stage, the supervisor will write the employee confirming their discussions and the agreed outcome ideally within seven (7) days, copying/sending a copy to the HR Unit and the Departmental/Unit Head. The employee shall respond, confirming agreement. Agreement at this stage will resolve the grievance and therefore close the case.
- 8.1.5.6. If the employee considers the decision reached or taken does not resolve his/her concern, the employee shall escalate to the Departmental/Unit Head in the manner set out above. Further escalation, if required, shall be made to the DA and ultimately the CEO.



Title:	DISCIPLINARY POLICY
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## 8.2. Disciplinary

### 8.2.1. Policy Objective

- To establish reasonable and consistent standards of behaviour contributing to effective work and high productivity; correct or eliminate inappropriate behaviour; and ensure the administration of disciplinary measures are fair, equitable and free of prejudice or favouritism.

### 8.2.2. Policy Statements

- 8.2.2.1. Employees' performance and conduct should contribute to the achievement of the Institute's goals and objectives. When employee's conduct or performance is unsatisfactory or fails to meet expectations, corrective action may be taken using progressive discipline. Serious offences may result in immediate suspension.
- 8.2.2.2. The disciplinary policy is to ensure that the highest standards of behaviour and conduct are adhered to across the Institute at all times. Therefore, it is essential that any alleged issue of unacceptable behaviour or misconduct is swiftly resolved.
- 8.2.2.3. IHVN's disciplinary procedures will be subject to the laws of the Federal Republic of Nigeria. Strict compliance with the code of ethics, rules and regulations will be expected from all employees.
- 8.2.2.4. Disciplinary sanctions shall be corrective, commensurate to the offence.
- 8.2.2.5. It is the Institute's intent to discipline employees only for "just cause". Just cause includes poor work performance and violation of any of the work place rules.
- 8.2.2.6. Erring employees shall be obliged a "fair hearing" through a disciplinary procedure that recognises "due process" and "just cause" in the conduct of disciplinary proceedings. IHVN recognises erring employee's rights to appeal disciplinary decisions through the Institute's appeal procedure.

### 8.2.3. Guiding Principles

- 8.2.3.1. Disciplinary actions, in general, are considered progressive measures for the correction of deficiencies in employee conduct. Therefore, any administration of disciplinary action should be used to correct undesirable behaviour rather than being punitive in purpose.
- 8.2.3.2. Disciplinary action may be taken against an employee for actions taken outside of work hours, as well as during work time.



- 8.2.3.3. Supervisors are responsible for maintaining discipline among subordinates and ensuring employees abide by rules and reasonable instructions. They must be strict about unsatisfactory behaviour and unacceptable standards of work, but must also ensure that any disciplinary action is justified and fairly administered.
- 8.2.3.4. Supervisors and other responsible persons must conduct thorough investigation of facts and circumstances; they must actively seek information in a fair, objective and non-discriminatory manner.
- 8.2.3.5. In disciplinary cases, action will be initiated by an employee's immediate supervisor after consultation with the Departmental/Unit Head and the HR Unit.
- 8.2.3.6. In cases of minor infringements of rules and regulations, the supervisor should, as soon as possible, issue an oral warning, and then consider the incident closed.
- 8.2.3.7. The disciplinary process shall be guided by justice, fairness, equity and timeliness.
- 8.2.3.8. A warning letter or suspension will prevent an employee from earning salary increment and promotion until it lapses twelve (12) months after the issuance date.

#### 8.2.4. Justice

- 8.2.4.1. Employees shall be protected against abuse of the disciplinary process and miscarriage of justice.
- 8.2.4.2. The disciplinary process shall guarantee the right of employees to appeal against perceived injustice or abuse.
- 8.2.4.3. The disciplinary policy seeks to explore corrective action, however with cases of gross misconduct punitive measures will be adopted.
- 8.2.4.4. Every employee appearing before a disciplinary panel shall be given the benefit of doubt.

#### 8.2.5. Fairness

- 8.2.5.1. Sanctions shall not be imposed on an employee without a formal query and reasonable time for response. The employee's response to the query shall be in writing and shall be signed by the employee.
- 8.2.5.2. Every employee appearing before a disciplinary panel shall be given the opportunity of a fair hearing, except where the employee declines an invitation.

#### 8.2.6. Equity

- 8.2.6.1. Sanctions shall be commensurate with the offence/policy infraction.
- 8.2.6.2. Sanctions shall not be discretionary or discriminatory, but consistent with the disciplinary process.



- 8.2.6.3. Where an employee declines an invitation to appear before a disciplinary panel, the panel shall sit in the employee's absence and the decision of the disciplinary panel shall be binding on such employee.
- 8.2.6.4. All disciplinary panel sittings shall be preceded by a thorough investigation to determine the involvement of the employee in the matter and the report of the investigation shall be presented to the panel.

#### 8.2.7. Promptness / Timeliness

- 8.2.7.1. The hearing process must be concluded with two (2) weeks of commencement of disciplinary process.
- 8.2.7.2. Any further extension of time shall be approved by CEO and shall not exceed two (2) weeks.
- 8.2.7.3. A disciplinary panel meeting shall be convened not more than one (1) week after conclusion of investigations.
- 8.2.7.4. In circumstances involving suspension for investigation, the hearing must be concluded within a maximum of three (3) months from the date of inauguration of the investigation/disciplinary panel.

#### 8.2.8. Conduct of Disciplinary Panels

- 8.2.8.1. Decisions at the disciplinary panel shall be by simple majority. There shall be no veto of a disciplinary ruling.
- 8.2.8.2. Disciplinary matters involving members of a disciplinary panel shall be handled by Executive Management and the HR Unit.



Title:	SANCTIONS
Version:	
Date Revised:	
Approved By:	
Date Approved:	

### 8.3. Sanctions

- 8.3.1. All employees are expected to maintain standards of conduct suitable and acceptable in the work environment. Disciplinary action including dismissal shall be imposed for unacceptable conduct.
- 8.3.2. The following examples of unacceptable conduct do not constitute an exhaustive list. Executive Management in consultation with Associate Director, Human Resources and the Director of Administration, reserves the right to determine other penalties as the need and situations require.
- 8.3.3. They are provided to guide Departmental/Unit Heads and supervisors as a broad indication of what the Institute considers to be unacceptable conduct or performance, and the degree of severity with which different forms of misconduct are regarded.
- 8.3.4. The sanctions applicable for infractions and their corresponding penalties include but are not limited to the following:
1. Oral/ Verbal Warning
  2. Query
  3. Warning
  4. Final Warning
  5. Suspension
  6. Advise to resign
  7. Termination
  8. Dismissal

Table 5. Sanction Grid

S/N	MISCONDUCT	FREQUENCY OF OCCURENCE			
		APPLICABLE SANCTION			
		1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1	General Misdemeanour	1	2	3	6
2	Absenteeism without authority	3	4	6	
3	Negligence/ Dereliction of Duty	4	5	6	
4	Insubordination	4	5	6	
5	Unruly and professional behaviour e.g. loud exchange of words	4	6		
6	Use of foul language	2	4	6	
7	Rudeness to customer(s) (Internal and external)	5	6		



S/N	MISCONDUCT	FREQUENCY OF OCCURENCE			
		APPLICABLE SANCTION			
		1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
8	Fighting, physical assault and breach of peace	6			
9	Deliberate and wilful misrepresentation of facts to external parties that result in financial loss to the firm or cause embarrassment	6			
10	Seeking to influence members of the Institute or other prominent persons to promote individual interests within the Institute	5			
11	Granting without permission, press interviews where the employee's position or the name of the Institute is involved	5			
12	Speaking in public, broadcasting or casting to be published, without permission from the Institute on any matter of a political or administrative nature concerning any aspect of the policy or administration of the Institute.	5			
13	Associating the name of the Institute with any private undertaking, organisation or enterprise without permission	5			
14	Negligence resulting in loss of funds to the Institute or damage and loss to the Institute property.	5			
15	Repeated drunkenness within official premises or while on official assignment	7			
16	Unauthorised financial commitment of the Institute to external parties or customers	7			
17	Disclosure of the Institute trade/operating secrets, strategy manual and documents	7			
18	3 suspensions within a 12 month period	7			
19	Breach of Confidentiality Agreement	7			
20	Serious debt or financial embarrassment	7			
21	Engaging in outside business activities that conflict with the interest of the Institute or interferes with performance of duties	7			
22	Failure to appear or answer questions in any disciplinary proceedings	7			
23	Attempting to or preventing the course of justice	7			
24	Failure to account properly for properties or monies entrusted to an employee by the Institute or held by the employee on behalf of	7			



S/N	MISCONDUCT	FREQUENCY OF OCCURENCE			
		APPLICABLE SANCTION			
		1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Institute				
25	Falsification of facts especially on behalf of customers or for own benefit	8			
26	Acts of corruption or attempts at corrupting others	8			
27	Corruption, dishonesty, false claims against the Institute	8			
28	Falsification and suppression or leakage of records/documents	8			
29	Conviction on criminal charge	8			
30	Absence from duty without permission for more than 30 days	8			
31	Stealing of Institute property, fraud or cash misappropriation	8			
32	Sexual Harassment, discrimination, Drunkenness, Gambling, and Drug abuse/addiction.	8			
33	Any other offence not listed above, but considered detrimental to the interest, operation, good governance or reputation of the Institute	8			

#### 8.4. Disciplinary Procedure

- 8.4.1. Disciplinary process must be initiated by the appropriate persons within seven (7) days of infraction.
- 8.4.2. Any misconduct by an employee shall as much as possible be dealt with under these rules in a prompt and timely manner.
- 8.4.3. Any case of misconduct for which appropriate action or guidance is not provided by these rules shall be reported to the Director of Administration who will provide guidance and directives on how the case should be handled.
- 8.4.4. In any case of misconduct where the disciplinary authority is of the opinion that disciplinary proceedings should be instituted against an employee, the following tools and procedures should be used.



## 8.5. Disciplinary Tool

### 8.5.1. Query.

- 8.5.1.1. Where an employee commits an act of misconduct which constitutes a breach of laid down rules and regulations as contained in the policy, or that is not specifically provided for but no doubt constitutes a misconduct, the employee shall be issued a query and required to make written representation within 48 hours.
- 8.5.1.2. The written query shall describe the problem and demand an explanation why the employee should not be disciplined. The employee must respond in writing to the query within 48 hours of receiving the query and copy the HR Unit.
- 8.5.1.3. Where the response to the query is found to be satisfactory, the employee shall be exonerated. A letter to that effect will be written to the employee and placed in employee's file for record purposes.
- 8.5.1.4. Where the response to a query is found to be unsatisfactory, the appropriate sanction shall apply.
- 8.5.1.5. If the employee fails to respond within the given timeframe or refuses to receive the query, the employee shall be deemed to have admitted guilt and appropriate disciplinary action shall be instituted against the employee.
- 8.5.1.6. For junior and senior employees, queries for lesser offences shall be issued by the Departmental Head while queries for serious offences shall be issued by the Associate Director, Human Resources.
- 8.5.1.7. For senior management employees, queries for all cases shall be issued by the CEO.

### 8.5.2. Verbal Warning

- 8.5.2.1. Where the offence is of a less serious nature or where counselling has not achieved a desired effect, the supervisor may issue an oral warning to the employee.
- 8.5.2.2. In this verbal warning, the supervisor shall describe the problem, specify the improvement areas, establish a timeframe for improvement and advise that the warning constitutes the first stage of the disciplinary procedure, with consequences for further offences. The supervisor shall take note of the date and subject of the verbal warning.

### 8.5.3. Written Warning

- 8.5.3.1. Where the offence is of a serious nature or where verbal warning has not achieved the desired effect, the employee will be issued a written warning by the Associate Director, Human Resources, after receiving report of the offence from the supervisor or Departmental/Unit Head.
- 8.5.3.2. The formal written warning is given to an employee whose response to a verbal warning has been insufficient.





8.5.3.3. The written warning shall be given to the employee. A copy of this and any other written warnings shall be kept in the department; HR shall place a copy in the employee's personnel file.

#### 8.5.4. Second/Final Warning

8.5.4.1. If the unacceptable performance or misconduct continues or reoccurs, the supervisor or Departmental/Unit Head will consult with HR, and the Associate Director, Human Resources will issue a second and final written warning.

8.5.4.2. The final warning would clearly state that if performance/conduct does not improve to an acceptable level by a specified date, the employee could be suspended or have their employment terminated, depending on the nature of the offence.

8.5.4.3. An employee already issued a first warning will receive a final warning for any indiscipline committed with a twelve (12)-month period.

8.5.4.4. A copy of the final warning shall be kept in the employee's personnel file.

#### 8.5.5. Suspension

8.5.5.1. An employee can be suspended following the outcome of the disciplinary panel or if the offence committed warrants a suspension as recommended on the sanction grid.

8.5.5.2. Suspension without pay shall not exceed sixty (60) days. The maximum suspension period shall be ninety (90) days.

8.5.5.3. In all cases warranting suspension, the employee's Departmental Head shall make a report stating the offence to the Associate Director, Human Resources/DA, who would make appropriate recommendations to the CEO. The CEO would make final recommendations to the Board in respect of senior management employees.

8.5.5.4. Upon approval of the suspension by the CEO, the Associate Director, Human Resources/DA shall immediately notify the employee in writing. Suspension shall take effect from the point of notification.

8.5.5.5. The suspension letter shall be placed in the employee's personnel file.

#### 8.5.6. Suspension for Investigation

8.5.6.1. In a case of serious misconduct requiring investigation, where it is considered that the presence of the employee will jeopardize or interfere with investigation, suspension for investigation will be initiated pending outcome of investigation.

8.5.6.2. Suspension for investigation shall be applicable in the following instances:

- a) Where a matter carries penalty of dismissal but requires thorough investigation; and
- b) Where a matter requires investigation and the presence of the concerned employee may affect or interfere with the investigation.



8.5.6.3. The employee may be required to report daily at a specified place and time, or asked to keep away until the investigation is completed.

#### 8.5.7. Resolution of Suspension for Investigation.

8.5.7.1. At the end of the investigation and disciplinary process, if an employee is found culpable, then applicable sanctions based on the facts of the case shall be retrospective i.e. the penalty/sanction shall take effect from the effective date of the suspension.

8.5.7.2. If the employee is not found culpable, the employee shall be recalled and relevant benefits paid for the applicable period as determined by the disciplinary panel.

#### 8.5.8. Remuneration of Employee on Suspension for Investigation.

8.5.8.1. Employees on suspension shall be entitled to a minimum of one (1) month of full pay within the maximum suspension period of three (3) months.

8.5.8.2. However, withheld salaries shall be refunded if the case is determined in favour of the employee.

8.5.8.3. Where the investigation is not in favour of the employee, the Institute may ask the employee to resign or terminate the employee's contract.

8.5.8.4. Employees that are dismissed from the Institute's employment shall forfeit all accrued benefits.

#### 8.5.9. Advise to Resign

8.5.9.1. An employee shall be advised to resign following misconduct or poor performance as stipulated in the sanction grid.

8.5.9.2. An employee who is advised to resign will be issued a certificate of service.

#### 8.5.10. Termination

8.5.10.1. In some circumstances, termination of appointment with notice or pay in lieu of notice may be considered appropriate. Such circumstances include:

- a) The final step in a chain of disciplinary actions arising from consistently unsatisfactory conduct or poor performance or misconduct;
- b) Serious misconduct for which in the opinion of the Institute, instant dismissal is not appropriate.

8.5.10.2. Employees whose appointments are terminated will be entitled to:

- a) Salary up to the date of termination;
- b) Salary in lieu of earned/accumulated annual leave plus full/pro-rated annual leave grant; and
- c) Payment in lieu of notice.



8.5.10.3. The decision to terminate an employee's appointment must be approved by the CEO.

#### 8.5.11. Summary Dismissal

8.5.11.1. Following due investigation, an employee found guilty of gross misconduct or negligence of a grave nature will be summarily dismissed from the service of the Institute.

8.5.11.2. A thorough investigation shall be carried out and the employee may be suspended pending the outcome of the investigation and the advice of the disciplinary panel before he/she is summarily dismissed.

8.5.11.3. Summary dismissal is without notice or payment in lieu. Where an employee is summarily dismissed, his/her contract of service or employment shall cease without notice or payment in lieu of notice, and the employee forfeits all other benefits.

8.5.11.4. Only the CEO can approve the summary dismissal of an employee. The decision to summarily dismiss an employee shall be communicated to the employee in writing by the Chief Executive Officer.

8.5.11.5. Employees dismissed from the Institute's service are not entitled to a Certificate of Service.

#### 8.5.12. Disciplinary Panels

8.5.12.1. The CEO will constitute disciplinary panels to deal with cases of serious breach of laid down rules and regulations.

8.5.12.2. In constituting a disciplinary panel, at least one member of the panel shall be from a department other than that of the alleged offender.

8.5.12.3. In all cases, no member of a disciplinary panel shall hold a lower grade or rank than the alleged offender.

8.5.12.4. The composition of disciplinary panels shall be as follows:

- a) For junior employees, disciplinary panels for offences that will not lead to a written warning or suspension shall comprise of the Departmental/Unit Head and the Associate Director, HR.
- b) For junior employees, disciplinary panels for offences that will result in a written warning, suspension, termination or dismissal shall comprise of at least three members - the Departmental/Unit Head, the Associate Director, HR and a supervisor/senior employee in functional relationship with the affected employee as appointed by the CEO.
- c) For senior employees, disciplinary panels for offences that will not lead to a written warning or suspension shall comprise of the Departmental/Unit Head and the Associate Director, HR.



- d) For senior employees, disciplinary panels for offences that will result in a written warning, suspension, termination or dismissal shall comprise of at least three members - the Departmental/Unit Head, the Associate Director, HR, and the DA or another Departmental Head as appointed by the CEO.
- e) For all offences of senior management employees, the CEO and Executive Directors shall adjudicate, or may constitute a panel with the CEO as the Chairman and at least two other members appointed by the CEO or the Board.

#### 8.5.13. Defence

- 8.5.13.1. The disciplinary panel may take oral or written evidence and shall notify the alleged offender to provide any of such evidence in his/her own defence.
- 8.5.13.2. The employee may, if he/she so desires, and subject to the panel's approval be accompanied by a representative, while presenting his/her defence.
- 8.5.13.3. Where the employee refuses to appear before the disciplinary panel or refuses to submit any written response to queries issued, the disciplinary panel shall continue with its investigations and the employee shall bound by the decision of the committee.

#### 8.5.14. Findings

- 8.5.14.1. All members of the disciplinary panel shall sign the finding report. However, failure to sign on the part of any member shall not invalidate the report.
- 8.5.14.2. A dissenting member of the disciplinary panel may decide to sign a dissenting report by simply stating the dissent on the main report and signing accordingly.
- 8.5.14.3. It is the duty of the disciplinary panel to determine culpability and recommend appropriate disciplinary action.

#### 8.5.15. Disciplinary Action

- 8.5.15.1. The disciplinary authority shall be guided by the disciplinary panel's report when handling disciplinary cases, but shall not under any circumstance be limited by the scope of the report.
- 8.5.15.2. The HR Unit shall ensure the implementation of the authorised disciplinary action.
- 8.5.15.3. In respect of matters of criminal nature, legal advice shall be sought where necessary and appropriate.

#### 8.5.16. Disciplinary Appeals

- 8.5.16.1. An employee shall have the right to appeal against a disciplinary sanction recommended for him/her within five (5) working days.



- 8.5.16.2. Appeals from junior employees should be addressed to the Associate Director, HR and thereafter to the CEO. If the Associate Director, HR was a member of the disciplinary panel, the appeal should proceed directly to the CEO.
- 8.5.16.3. Appeals from senior and management employees should proceed directly to the CEO.
- 8.5.16.4. A termination or dismissal sanction must be appealed within 2 (two) working days. An appeal against a termination or dismissal sanction shall be made directly to the CEO. The CEO will make a final decision on any appeal received.
- 8.5.16.5. The employee shall be allowed access to all documents that are relevant to his/her petition or appeal.





TRANSITION



Title:	CESSATION OF EMPLOYMENT
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 9. TRANSITION

### 9.1. Policy Objective

- To establish the Institute’s stance on cessation of employment through the various exit means; provide clear guidelines on the management of employee exit; ensure good practices as well as legal compliance in employee exits, minimizing litigation and related risks; and provide a standardised approach for an orderly hand over process within the Institute.

#### 9.1.1. Policy Statement

- 9.1.1.1. All employee separations shall be handled in a fair and professional manner, and in compliance with the provisions of the Labour Law, employment agreement and other relevant legislations.
- 9.1.1.2. The Institute recognises two types of cessation of employment – voluntary and involuntary. Voluntary cessation occurs when an employee leaves a job on his or her own initiative, as with resignation or retirement. Examples of involuntary cessation include termination, dismissal, death and invalidation on medical grounds.
- 9.1.1.3. An employee’s contract of employment shall not be terminated for any reason without prior review by the HR Unit.

#### 9.1.2. Guiding Principles

- 9.1.2.1. An employee will be deemed to have resigned or terminated employment when he/ she decides to sever his/her employment with the Institute and communicates the intention in writing to the CEO through his or her Departmental/Unit Head.
- 9.1.2.2. The employee shall be required to give appropriate notice or payment in lieu of such notice in line with his/her terms of employment.
- 9.1.2.3. The Institute reserves the right to terminate an employee’s appointment by giving notice or payment in lieu of notice.
- 9.1.2.4. An exit interview shall be conducted for departing employees to get feedback on their experience in the organization, and recommendations or suggestions for improvement. Feedback from exit interviews shall be treated as confidential.



9.1.2.5. The departing employee shall fill Clearance Form which must be duly signed by all the relevant Officers before the payment of final entitlements.

## 9.2. Cessation of Employment

Cessation of employment for an employee can be initiated by either the Institute or the employee. Employees must settle outstanding liabilities on cessation of employment as a condition of receiving due entitlements.

### 9.2.1. Resignation

9.2.1.1. In resignation, cessation of employment is initiated by the employee. The employee is expected to submit a written notice of resignation.

9.2.1.2. Employees must give one (1) month notice or pay one (1) month basic salary in lieu of notice. For management cadre employees, three (3) months' notice is required or one (1) month salary in lieu of notice.

9.2.1.3. Proper hand-over is required of employees resigning their appointment.

9.2.1.4. All resignations should be channelled through the employee's Departmental/Unit Head to the HR Unit.

9.2.1.5. An employee's resignation shall be accept provided:

- a) There is no pending investigation concerning fraud, or any serious misconduct.
- b) The employee is not resigning to escape such an investigation.
- c) The employee is not on suspension in respect of any case still under investigation.
- d) The employee has not committed (or been found guilty of) any offence that would earn a termination of appointment or summary dismissal.

### 9.2.2. Retirement

9.2.2.1. The statutory retirement age is sixty (60) years.

9.2.2.2. Employees due for retirement from the Institute shall be given six (6) months' notice in writing by the HR Unit, and a reminder thereafter three (3) months before the date of retirement.

9.2.2.3. The retiring employee shall be entitled to retirement benefits in line with the Institute's policy.

### 9.2.3. Termination

9.2.3.1. The Institute may terminate an employee's appointment and is liable to pay the employee in lieu of notice if the employee is not given notice.

9.2.3.2. The Institute reserves the right to terminate an employee's appointment if at the end of the grant, the employee's position is not funded by the donor agency. An





employee's appointment may also be terminated due to elimination of a roles or reduction of staff, reorganization, and similar or related factors.

9.2.3.3. Termination may also occur as the final step in a chain of disciplinary actions arising from consistent unsatisfactory behaviour, poor performance or misconduct.

9.2.3.4. Employees will receive one (1) month notice for termination of employment.

#### 9.2.4. Death of An Employee

9.2.4.1. The death of an employee brings an end to the employment relationship and the Institute recognises this time as a painful period for the family of the deceased.

9.2.4.2. On confirmation of death, the HR Unit shall publish the obituary announcement.

9.2.4.3. Where an employee dies, his/her entitlements under the group life insurance policy shall be paid to the employee's estate.

9.2.4.4. The Pension Fund Administrator (PFA) shall apply the amount paid into the Retirement Savings Account (RSA), including the contributions and accruals on investment in favour of the beneficiary under a will or the spouse and children of the deceased; in the absence of a wife and children, the recorded Next-Of-Kin (NOK); or in the absence of the NOK, to any person appointed by the probate registry as the administrator of the estate of the deceased.

9.2.4.5. Support in the form of burial expenses up to a maximum of N200,000 shall be given to the immediate family members (spouse and children) of the deceased, in addition to providing a burial hearse.

#### 9.2.5. Job Abandonment

9.2.5.1. Where an employee is absent from duty without prior approval or no information/explanation is received about the absence, the supervisor shall that same day make efforts to reach the employee by phone. The employee's next of kin should be contacted.

9.2.5.2. In this regard, every Department shall maintain a database of employees' residential addresses, phone numbers and those of their next of kin.

9.2.5.3. Where the employee cannot be reached by phone, the supervisor shall designate another employee to visit the absentee employee at the last known address.

9.2.5.4. After 72 hours of absence without explanation and efforts to reach the employee/next of kin proves abortive, the employee shall be deemed to have abandoned the job and the steps outlined in termination of appointment shall be followed to formalise the exit.



## 9.2.6. Invalidation on Medical Grounds

- 9.2.6.1. An employee shall be disengaged on the grounds of medical invalidation if the Institute's medical board certifies the employee permanently unfit for work in the Institute, and shall thereafter be compensated according to the Institute's policy.
- 9.2.6.2. The employee will be entitled to all remitted pension contributions.

## 9.2.7. Dismissal

- 9.2.7.1. The Institute may without notice, payment in lieu of notice, or payment of any benefits, dismiss from its employment any employee found to have committed an act of gross misconduct.
- 9.2.7.2. The employee shall be given a fair hearing prior to a dismissal.

## 9.3. Handover Process

### 9.3.1. Handover Reports

- 9.3.1.1. Employees exiting shall prepare and submit a well-documented handover note to their supervisors.
- 9.3.1.2. The handover note shall be jointly signed by the exiting employee and the employee taking over. A copy shall be forwarded to HR Unit.
- 9.3.1.3. Supervisors shall ensure that their direct reports carry out a proper handover, to ensure continuity and avoid interruptions to work and operations.

### 9.3.2. Return of IHVN's Property

- 9.3.2.1. Supervisors shall ensure that all the Institute's properties in the custody of the exiting employee are handed over before they sign off on the clearance certificate.
- 9.3.2.2. HR shall provide a checklist of property to exiting employees for sign off by relevant officers. Items to be handed over include:
  - a) Company vehicle/motorcycle;
  - b) Laptops and other office equipment like projector, etc;
  - c) Employee ID Card;
  - d) Employee Handbook;
  - e) Work tools;
  - f) Keys; and
  - g) Any other items given to the employee in the course of employment with the Institute.



### 9.3.3. Certificate of Service

- 9.3.3.1. When an employee leaves the service of the Institute, he/she will be given a Certificate of Service on a standard form stating the employee's name, job title, date of engagement and date of disengagement.
- 9.3.3.2. No other information will be given on the certificate than a note that a prospective employer may apply to the Institute for any further information, which could at the discretion of management be given strictly in confidence.
- 9.3.3.3. Employees dismissed from service are not entitled to a Certificate of Service.

### 9.3.4. Exit Interview

- 9.3.4.1. An HR officer (or another appointed officer, ideally someone other than the employee's supervisor) shall conduct an exit interview for employees exiting via resignation, retirement or termination.
- 9.3.4.2. The HR Unit shall provide guidelines for the conduct of exit interviews, for standardization and consistency.
- 9.3.4.3. Key objectives of the interview shall be to ascertain the employee's reasons for exiting, and get feedback on the employee's work experience in the organization as well as suggestions for improvement. This may provide invaluable insights for strengthening employee engagement and retention.



Title:	POLICY ON TERRORISM/DEBARMENT
Version:	
Date Revised:	
Approved By:	
Date Approved:	

## 10. POLICY ON TERRORISM/DEBARMENT

### 10.1. Policy Objective

- The objective of this policy is to demonstrate an avowed commitment to the war against terrorism and ensure that either the Institute or its employees, suppliers and contractors are not in any way involved in funding or supporting individuals or groups that support or engage in any form of terrorism or terrorist activities.

- The definition of acts of terrorism and scope in this policy will be guided by the laws of the Federal Republic of Nigeria viz: The Terrorism Prevention Act, 2011 [which has been amended by the Terrorism (Prevention) (Amendment) Act, 2013, which provides for measures for the prevention, prohibition and combating of acts of terrorism, the financing of terrorism in Nigeria and for the effective implementation of the Convention on the Prevention and Combating of Terrorism and the Convention on the Suppression of the Financing of Terrorism. It also prescribes penalties for violating any of its provisions.

#### 10.1.1. ELIGIBILITY/SCOPE

10.1.1.1. This policy applies to all full time employees of the institute, as stated in the Employee Conditions of Service and Handbook, full time employees of IHVN shall be staff who work 100% work effort and are eligible for the institute's benefits and also in adherence to the hours of normal work therein stated. This policy also applies to contractors, suppliers, consultants and all third parties engaged by IHVN in its day to day activities and programs.

#### 10.1.2. GENERAL GUIDELINES

10.1.2.1. The Institute of Human Virology, Nigeria is strictly against dealing with any individual or group or organization that is linked either directly or indirectly with any terrorism related activities by the Government of Nigeria.

10.1.2.2. IHVN shall endeavor to confirm the identity, credentials and good standing of the individuals and organizations in her employs or does business with to ensure that they have no link with individuals or groups/organizations that are involved in any form of terrorist activities.



10.1.2.3. IHVN shall ensure that it does not knowingly transfer funds to known or suspected individuals or groups involved in terrorist activities and will exercise every reasonable care to ensure that its funds and program activities are not misused to further terrorism or in any way support terrorist activities by any individual or group.

10.1.2.4. IHVN shall endeavor to ensure that all contractors and suppliers will sign undertakings that they do not patronize nor will do business with any individual or known terror group. This undertaking would have the force of law and any organization that is in breach of this, will have the contract determined immediately and such organization blacklisted permanently from future dealings with the Institute.

10.1.2.5. All employees of IHVN will be required to sign an undertaking that they do not have any link whatsoever, either directly or indirectly, with any individual or group that is involved in any form of terrorist activity whatsoever. The employee stands the risk of immediate termination of employment in the event that s/he is found to have been relating in any way with such individuals or group either presently or in the past.

10.1.2.6. IHVN through its relevant departments/units including but not limited to Finance, Compliance, Supply Chain, Grants Management and Human Resources will ensure that this policy is circulated to all contractors and suppliers as well as employees.

10.1.2.7. The Supply Chain and Finance departments shall ensure that payments for projects and supplies are made through reputable banks and other financial institutions after due verification of the account holders.

10.1.2.8. The Human Resources unit shall ensure that during the induction process for new staff, this policy is brought to their knowledge specifically and must also be an integral part of the Employee Conditions of Service and Staff Handbook.



# APPENDIX

## HUMAN RESOURCES POLICY ACKNOWLEDGEMENT<sup>1</sup>

The success of IHVN depends on the competence, conduct and integrity of its employees.

To maintain the highest ethical standards and levels of conduct, it is required that you carefully read, understand and comply with the policies contained in the Human Resources Policy Manual. This policy document represents the minimum expected standards of behaviour.

The guidelines contained in this document cannot possibly cover all situations but are intended to guide employees on ethical standards, conducts and general human related issues. Questions on any aspect of this document should be first directed to your supervisor or a member of the HR Unit.

The Human Resources Policy Manual does not provide a guarantee of continued employment or any terms, privileges or conditions of employment in the IHVN.

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<sup>1</sup> Every employee must have a signed copy of this document in his/her personnel file.



ACKNOWLEDGEMENT OF RECEIPT OF IHVN HUMAN RESOURCES POLICIES

Indemnity Declaration

I, the undersigned hereby declare that;

1. I have read and understand the contents of the Human Resources Policy Manual.
2. I understand that I am bound by the provisions contained therein, and as may be amended from time to time. the minimum standards of behaviour required of me.
3. I agree to abide by the policy guidelines as a condition of my employment at IIHVN.
4. I promise to keep confidential all information considered to be classified/restricted both during and after my employment with IHVN.

Name of Employee: \_\_\_\_\_

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

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

Please sign and return to the HR Unit.

