

# HUMAN RESOURCE POLICY

OF

The Centre for Information Technology and Development

CITAD



November 2015

## Table of Contents

1.0 GENERAL ISSUES.....	3
-------------------------	---

2.0 LEGAL PLATFORM .....	5
3.0 COMMUNICATION and RESPONSIBILITIES.....	5
3.2 Internet Policy .....	6
4.0 RECRUITMENT, SELECTION, AND PLACEMENT .....	8
5.0 REMUNERATION AND BENEFIT PACKAGE .....	19
6.0 STAFF WELFARE.....	20
7.0 STAFF PERFORMANCE APPRAISAL .....	23
8.0 STAFF TRAINING AND DEVELOPMENT.....	23
9.0 DISCIPLINARY AND GRIEVANCE PROCEDURES.....	25
10.0 TERMINATION OF EMPLOYMENT.....	30
11.0 AUTHORITY FOR INTERPETATION AND AMENDMENT .....	34

## HUMAN RESOURCE POLICIES AND PROCEDURES

---

## **1.0 GENERAL ISSUES**

### **1.1 The aim of the manual**

The Human Resource & Organizational Development Policies and Procedures Manual is CITAD's internal document determining the general framework of human resource management and development as well as staff rights and duties. Its objective is the clarification of the procedures related to every aspect of this function in order to ensure a uniform, equitable and transparent enforcement for all and create a motivated environment.

### **1.2 Structure and Management**

CITAD is made up of the Governing Board and the management team. The Governing Board is responsible for policy formulation and ratification of all programmes and strategies of the organization. The management is responsible for the day to day running of the organization which involves dealing with matters concerning programmes, administration, finance and human resources. It deals with all stakeholders for all matters concerning the organization. The Management team comprises the Executive Director, Treasurer, Programmes Coordinators, Programme officers, the Accountant and Human Resource Manager.

### **1.3 CITAD; Vision, Mission, Values and Objectives**

**Vision:** A knowledge-based democratic society free of hunger

**Mission:** Using ICTs to empower citizens for a just and knowledge based society that is anchored on sustainable and balanced development

#### **Values:**

CITAD lives by the following values:

- Integrity, Accountability and Transparency
- Cost Effectiveness and Excellence
- Teamwork and Self Esteem
- Leadership and Learning
- Networking and Partnership

#### **Objectives:**

The overall aim of CITAD is to provide guidelines informed by both research and practice on how ICTs could be properly deployed for development purposes. Consequently, its specific objectives are:

- Raise awareness about the use of ICTs in development Campaign for an appropriate national policy on ICTs.
- Conduct research on ICTs in development Propagate best practices in ICT applications in development.
- Use ICTs as tools for the promotion of democracy and good governance.
- Run community computer resource centres for people to have access to computing facilities
- Conduct advocacy on the need to integrate ICT skills in the country's education system.
- Monitor the application of ICTs in the society Provide training to disadvantaged groups such as women, children and other marginal groups on ICTs.

#### **1.4 Gender Sensitive Principle**

CITAD aims to have gender sensitive representation at all levels and maintain this balance. The issue of gender sensitivity will be kept in mind at all levels of CITAD's activities, at the recruitment level as well as in the education and in-service training of staff to restore the balance of equity of opportunities.

#### **1.5 Equal opportunity and non discrimination**

CITAD as an organization advocates equal opportunity which implies the absence of discrimination at any level and for any reason. In the same line, CITAD is firmly devoted to establishing and developing equal opportunity in theory and in practice.

1.5.1 CITAD will put into practice the principle in all aspects of the professional life of its employees, from the stage of recruitment up to the cessation of employment, through career management and the **terms and conditions of service.**

1.5.2 CITAD will not discriminate against any individual or group within the organization and with partners with which it works, be they based on gender, race, ethnic group, age, colour, religion, sexual orientation, Physical ability, health, culture, creed, trade union activity or social background.

## **2.0 LEGAL PLATFORM**

### **2.1 Legal guidelines**

CITAD complies at all times with the laws of Nigeria in which it operates. No CITAD staff member will be requested to accomplish actions that will result or might result in contravening the Nigerian laws.

2.1.1 CITAD activities must comply with the laws of Nigeria.

2.1.2 Staff employment terms and conditions will conform to the labour laws of Nigeria. Amendments will be checked where it is deemed necessary.

2.1.3 Any situation resulting in a judicial action will be documented at all stages. The Executive Director will be informed, and will ensure a file is created in a professional and complete manner.

2.1.4 It is the responsibility of the Executive Director to be abreast with any new law or amendment of the social and labour laws that may affect staff employment terms and conditions or the organization's activities.

## **3.0 COMMUNICATION and RESPONSIBILITIES**

Good internal communication to enable CITAD achieve its objectives in the most effective and efficient way and reinforce our common identity, culture, values and principles. To ensure good communication, the following principles will guide our activity:

- a. Communication will be honest, open and responsible
- b. It will be pertinent, consistent and clear
- c. It will be done on time and in the most appropriate way

d. It will be two way

e. It will be polite and respectful of the other party

CITAD's official language will be English and translation will be ensured wherever necessary. Communication skills (e.g. negotiation skills, interpersonal and listening skills, report writing and facilitation skills) will be part and parcel of the personal skills on which every recruitment and evaluation of performances shall be carried out. Appropriate communication tools will be put in place and staff will be trained to use them.

Management will ensure that staff are kept informed of the organization's objectives and achievements. Confidentiality is espoused throughout these procedures, in contracts and must be respected at all times.

### **3.1 Communication policy**

CITAD wherever required, will publish in newspapers, radio, TV, website e.t.c every project it embarks upon. Reports will be submitted to relevant stakeholders. Annual reports will be produced every year which will be circulated to donors, partners, NGOs and other Organizations. Fliers, hand bills, posters, and banners will also be produced to capture the Organization and projects.

### **3.2 Internet Policy**

Staff will have access to Organization's network and shared computer systems on the organization's network. Staff will also have access to internet.

### **3.3 Email Policy**

All staff will have an email on the CITAD website and will be required to use them for official purposes.

### **3.4 Phone Policy**

A dedicated official telephone will be provided for communication purposes. Where staff are outside the office on a specific project or programme, telephone allowance will be provide on the basis of the project provisions.

### **3.5 Computer Systems policy**

Staff to whom computer is assigned will be responsible for all actions taken while he or she is using that computer. Taking of laptops out of the office is not permitted except for official use. If otherwise, the normal procedure should be followed (as contained in the Asset management policy).

### **3.6 Responsibilities of CITAD:**

CITAD shall give the employee an opportunity to develop his/her talents to the maximum by:-

- (a) Providing necessary facilities, equipment and a conducive work environment.
- (b) Giving fair consideration and equal opportunities to staff in matters of engagement, training and movement within the organization.
- (c) Providing security of employment and good conditions of service thus creating healthy industrial relations /policies which allow employees to raise and discuss when necessary, any individual and/or collective grievances affecting them and their work.

### **3.7 Responsibilities of CITAD Employees:**

CITAD expects from its employees, among other things, the following:-

- a. Sense of responsibility for an involvement in the quality and quantity of work produced by s/he and for which s/he is employed.
- b. Exercise care in the use of machinery, equipment, vehicle, tools, materials and all other facilities provided for use by CITAD. Staff will make payment for negligence, loss or misplacement of any property of CITAD.
- c. Cooperation and establishment of cordial working relationships with fellow employees.
- d. Carry out instructions faithfully.
- e. Maintenance of utmost confidentiality with regard to the handling of sensitive information e.g., staff's personal data, bid information and other information that may be classified as confidential by management.

## **4.0 RECRUITMENT, SELECTION, AND PLACEMENT**

In order to achieve its mission, CITAD will seek to recruit people of the highest standard of competence, capable of implementing the activities related to the advertised job description.

### **4.1 The process of recruiting Board Members**

1. Establish criteria for selecting board members
2. List the skills that will be highly useful to the board
3. Maintain an up-to-date list of potential board candidates, including the particular skills they can bring to the organization. The management and board members will do this. In cases where specific talents are needed, those talents should be considered IN ADDITION TO the qualifications created for all board members.
4. Recruit a Pool of Candidates for Each position.
5. Prospective board members should meet with the board chair and the chief executive, hear an overview of the organization and receive relevant organizational materials describing the organization's products or services, receive a board member job description and a board member application form.
6. Identify if there are any potential conflicts of interest with the candidate, e.g., is he or she on the board of a competing organization, a vendor of the organization, etc.
7. Invite the prospective new member to a board meeting. Notify current board members that a potential new member will be attending. Introduce the member at the meeting and, at the end of the meeting, ask the potential new member if they have any questions.
8. Shortly after the meeting, call the prospective new member to hear if they want to apply for joining the board or not. If so, solicit their completed board member application and provide all applications to the board for their review and election.
9. Notify new members (those who have been elected) and invite them to subsequent board meetings and the board orientation.
10. Board Members must sign a contract, formally taking on the responsibility of governing the organization.

### **4.2 Guidelines for staff recruitment**

CITAD will avoid any form of discrimination; and all employees will be recruited, transferred, or elevated based on their skills and according to the job description, the required profile, and a job evaluation process.

No applicant for recruitment will benefit from a favorable treatment or will suffer from a non-favorable treatment on the basis of discriminatory criteria. CITAD will seek to have a gender balanced team by being gender sensitive in all areas and categories of work. Gender sensitivity will be paramount to all CITAD recruitment process.

Take affirmative action when necessary to increase the number of women among staff, where there is disproportionate number of men.

In the interest of organizational stability and staff motivation, give first opportunity to internal staff to compete for a vacant position whenever such vacancies are available whilst also maintaining a balance between internal recruitment and fresh recruits to promote dynamism.

Overcome temporary staff shortages (e.g. maternity cover) by employing staff from nearby CITAD networks or organizations with similar bias within the country. Use of volunteers will also be an option.

New posts will normally be created within the plans, budget and availability of funds and on a need basis such as new projects.

### **4.3 Classification and Grades of Post**

4.3.1 All appointments shall comply with CITAD's classification of post. The Executive Director will be responsible for classifying and re-classifying of posts on the advice of the Governing Board (GB).

4.3.2 Grade enlargements or expansion shall be subject to a review of the Job Description of the position, a Job evaluation exercise, and a final approval by the Executive Director.

### **4.4 Classification of Staff**

All appointments to CITAD are on fixed term contract. They shall be classified as permanent, short term, interns, consultants and volunteers.

#### **4.4.1 Permanent Staff**

A Permanent staff is one that has been recruited for unlimited period unless either partners decides to terminate the contract.

#### **4.4.2 Part-time Employment**

A part time employee is some who works for less than eight hours per day on specific programmes or project.

#### **4.4.3 Internship**

Interns may be hired on a voluntary basis to gain experience of the NGO sector with an allowance determined by the management team.

#### **4.4.4 Volunteer Policy**

A volunteer provides skills and services to the organization on a voluntary basis either in the office or as an activist supporter or fundraiser. CITAD may pay some honorarium. (Details as contained in CITAD's Volunteer policy).

##### **4.4.4.1 Engagement of Volunteers**

The volunteer will be engaged as program officer and his/her job description will be that of the program officer.

##### **4.4.4.2 Training/ Mentorship of Volunteer**

Volunteers engaged by the Organization will be trained and mentored in their various positions by the managers of the various units. Training/mentorship will involve in-house/hands on technical assistance and step down trainings.

A Volunteer development committee led by the Human Resource Officer will co ordinate training of volunteers.

##### **4.4.4.3 Selection, Screening and Supervision of Volunteers**

Volunteers will be engaged and placed on positions as positions provided on the organogram based on need and qualification.

Potential volunteers will be screened by the committee and final selection will be approved by the Executive Director.

In all volunteer activities, there must be a program manager to whom the volunteer has been attached to who will delegate duties and supervise the activities.

A file will be opened for each volunteer and they will be evaluated once a year.

#### **4.4.5 Retainer**

Retainers are individuals or organizations (e.g. legal services, facility managers, hospitals etc) retained by CITAD for a specific purpose or role. They are paid an honorarium/consolidated fee as agreed in their contract. Such arrangements are for a specified period of time where CITAD requires the individual or organization to be available on priority.

#### **4.4.6 Consultants**

These may be hired to carry out specific tasks, when the work to be executed is limited in time and requires particular skills that are not available within the programme itself or because of time constraint, CITAD staff cannot fulfill the given task. In special cases when the work to be executed needs to be done by an external resource person.

(Details as contained in CITAD's Consultants' policy).

#### **4.5 Secondment**

CITAD utilizes the strengths and capabilities that exist in the organization. Secondment provides an opportunity for staff to learn and expose themselves – as the need arises, to different units of the organization.

#### **4.6 Study leave**

CITAD provides the opportunity for staff to go on study leave after serving in the organization for at least 3 - 5 years. Details are as contained in the Study leave Policy.

## **4.7 Creation of Post**

All CITAD positions are created on organizational needs by the Executive Director in consultation with the management team. No line management staff may independently create new posts without formal scrutiny and approval as above.

### **4.7.1 Vacancy**

Vacancy shall be created by virtue of the creation of a new post or departure of staff. All positions that become vacant at CITAD will be advertised internally and externally.

### **4.7.2 Recruitment Process**

The recruitment process for all positions will be overseen by the Management team at CITAD. The Executive Director will be responsible for making the job offer and issuing the relevant contract, as well as creating documentation for the entire selection process.

### **4.7.3 Advertisement and head hunting**

CITAD will advertise for vacant positions both internally and externally to ensure a fair and transparent recruitment process. CITAD may subject to prevailing circumstances opt to first seek internal candidates prior to external advertisement.

## **Guidelines**

- Advertisements will include a short introduction of CITAD, the relevant position, minimum qualifications, and other criteria such as work experience, base location, major areas of responsibility and any other specific conditions.
- Such advertisements will have clear closing dates and addresses (email and/or postal) for applications.
- Advertisements should usually be displayed for a minimum of ten days and appropriately worded to encourage women and other targeted applicants. Adverts should be placed in publications that reach CITAD's targeted applicants.
- In exceptional circumstances where outstanding and obvious internal candidates are identified, merit-based appointments can be made without advertisement – especially if there is a lack of sufficient funds and time for a

full advertising process. Advertisement will usually be displayed for 10 days for both internal and external adverts. This requires the consensus of the Executive Director and the Human Resource Officer to ensure objectivity. It must also have the final approval of the Executive Director.

- Staff applying for internal positions within CITAD should consult the Executive Director and the Human Resource Officer.
- All vacancies for positions should ideally be filled within six months.

#### **4.7.3 Head Hunting:**

Recruitment for leadership positions and specialized functional and thematic roles cannot depend solely on placed advertisements to find the most appropriate candidates, therefore direct and targeted searches for such candidates may be conducted through head hunting.

If such candidates accept CITAD's invitation to apply they will be placed directly on the short list but must still go through the same formal selection procedures applicable to all other applicants.

#### **4.7.4 Media for Advertisement**

CITAD vacancies may be advertised internally and externally in national newspapers, internal networks and/or the website.

#### **4.7.5 Selection Process and Interview**

The short listing process will be conducted internally by a panel or by consultant(s) on a need basis. All short-listed candidates must participate in the selection process including an interview. The Executive Director, the Human Resource Officer and the panel will jointly develop a set of criteria and agree grade/salary structure and pattern of discussion to be followed in the interview. It is a pre-requisite that a well-defined job profile is prepared by the Human Resource Officer and agreed with the Executive Director prior to interview.

#### **4.7.6 Interview Panel**

The panel of interview is the most critical part of the selection process. It may be introduced towards the end of the recruitment process after some of the agreed basic selection processes are completed. This gives panel members an opportunity to consider some of the observations made in earlier processes. An interview panel with appropriate gender and diversity representation will be set up for all positions.

In the case of senior staff selection, an appropriate external panel member, with acknowledged domain expertise (functional or geographic) will be included. In the case of the appointment of front-line staff members, where appropriate, a partner organization may be invited to the panel or to any other part in the selection process. Any potential conflict of interest between panel members and potential staff must always be explored and avoided.

## **4.8 Vacancy/Creation and Advertisement of the Post**

4.6.1 The first step of the recruitment process is the preparation of the vacant job description and the person specification with a deadline for submission of applications.

4.6.2 Job vacancies will be advertised in either newspapers, organization's networks, notice board and/or the website; staff would also be allowed to vie for the position as well.

4.6.3 In the case of a new position, qualified staff could respond to the advertisement like other applicants and due process must be followed.

## **4.9 Selection Process**

4.7.1 There will be no discrimination against any candidate in line with CITAD's equal opportunities policy.

4.7.2 The first step is the short-listing of applicants who fulfill the required conditions. This would be led by the Human Resource Officer. Short-listing will be done by in-house staff with competencies in the required position.

4.7.3 A panel of no less than 3 staff and/or external professional in the field of the vacancy will carry out the selection process. In the event of disputes, the panel chair will have the deciding vote.

#### **4.10 Job Interview**

4.8.1 The candidates selected at the end of the selection process will be invited for a job interview.

4.8.2 The candidates would be taken through an overview of CITAD's programmes for the first stage of interview for any position.

4.8.3 The second stage of the interview would be appropriate testing on relevant skills required for the post. This include; technical skills, relevant computer skills, leadership, confidence etc. Results from this stage will be used to identify the best three or four candidates who will move on to the final stage.

A variety of methods of assessment may be used, depending on the position:

- A written assignment or similar exercise to assess domain knowledge, writing and analytical skills.
- Group discussion to obtain an understanding of the individual's knowledge, communication skills, interpersonal skills and ability to influence.
- Finally, these three or four candidates would be tested orally to authenticate the claims on their application packs.

#### **4.11 Appointment authority**

All appointments are usually signed off by the Executive Director unless such authority is decentralized to other levels.

All appointments must be recommended first by the panel of interview and approved by the Executive Director.

In the case of transition, disciplinary action or long absence of the Executive Director, authority for staff appointment will automatically fall to the next level of management.

#### **4.12 Offer of Appointment**

4.9.1 The offer letter will state that the offer is being made subject to two satisfactory references (one of which must be a former employer/supervisor). Candidates found sound and suitable, but not offered immediate employment may be considered for vacant positions in future, if such recommendations were made by the panel. This, however, must be within one year of interview.

4.9.2 Letters will state employee contract and terms & conditions of employment to be signed by both parties (the employee and the employer). The employer will keep a copy of the signed contract/terms and conditions of employment on file and the employee will also keep a copy for their records.

### **4.13 Salary on Appointment or Promotion**

As a general rule, new members of staff are appointed on the bottom of the grade for their post. Where an appointment is proposed outside this general rule, the appointing manager will first consult with the Executive Director and final approval will also be made by the Executive Director.

An employee may start on a higher step if s/he has particular training, qualifications or relevant work experience, as compared with existing CITAD employees in similar posts in the Grade concerned.

In determining an individual's salary on appointment, the following factors are taken into account:

- The salaries of existing employees with similar qualifications who are doing similar jobs with competence.
- The value to the organization of the relevant experience of the employee.
- The salary which the new employee has been receiving in his/her most recent job prior to employment with CITAD.
- If a new employee is to be appointed higher than the first step, it is assumed that they meet all the essential criteria and most of the desirable criteria on the person specification.
- If a staff member's job changes significantly, the grade of the post in the salary scales will be re-assessed.

### **4.14 Staff Records**

4.11.1 A personal file shall be opened for all new staff and will be kept confidential. The file will hold the following documents:

- a. Application letter
  - b. Photocopies of educational background (where appropriate) and curriculum vitae
  - c. Two(2) recommendation/reference letters from the last employer or educational institution and any other
  - d. Copy of the contract letter signed by the employee and Executive Director
  - e. A staff data form
  - f. Next of kin nomination form
  - g. Job Description
- 4.11.2 Each new recruit shall be required to complete a ‘staff data’ form, on which personal information shall be recorded.

#### **4.15 Probationary period of employment**

In accordance with CITAD’s practice, all appointments will be subject to the completion of a probationary period of a maximum of six (6) months, during which time the appointment may be terminated by one (1) month’s notice on either side. Objectives will be set for the new staff and these objectives are expected to be achieved within the probationary period.

#### **4.16 Confirmation process**

Staff will be confirmed after successfully undergoing the probation period as stipulated above. A performance appraisal jointly conducted for the staff by his/her Human Resource Officer & ratified by the Executive Director will be done using the CITAD’s performance appraisal form. The form will be completed to ascertain if the appointment should be confirmed. The Executive Director will approve the confirmation and write a formal letter of confirmation to the staff.

#### **4.17 Conflict of Interest**

Staff in CITAD are required to disclose any potential or real conflict of interest with the organization prior to/or after they are recruited. Similarly, CITAD staff with recruitment responsibility (Human Resource Officer, Executive Director and interview panel) must declare any conflict of interest with potential staff as well as individuals for hire in non-staff category.

#### **4.18 Employment of Relatives**

In general, CITAD discourages the recruitment of spouses, partners, parents, parents-in law, children, brothers, sisters, uncles, aunts, nieces, nephews or first cousins of existing staff, in staff and non-staff categories. However, they may be hired under the following specific conditions:

- The relative is the most qualified and suitable candidate for the position.
- There is no direct management relationship.
- They will not work together in the same department. (Especially within a finance function)
- One will not audit/assess the work of the other.
- The same clauses apply in the case of marriage among colleagues after their entry to CITAD.

Failure to provide information on relationships or suppression of such information shall result in disciplinary action on the liable staff.

#### **4.19 Office Romance:**

CITAD views romance in the office, as a private affair, and will not interfere as long as it does not bring the integrity of the organization to disrepute or disrupt work flow and the peace/harmony of the organization.

#### **4.20 Orientation and Induction**

CITAD views orientation as an important way of introducing new staff to its vision, values, objectives and practices. It is intended to clarify expectations, thereby ensuring quick integration into the organization and a better working experience. It is the right of every staff member to receive a structured orientation when they join CITAD.

The aim of the induction process is to provide knowledge relating to CITAD, to help build effective working relationships and to negotiate performance-related and other expectations between the new staff and the organization. They should be proactive in seeking information and in making use of existing resources, such as the resource centre, internet and more experienced staff of the organization.

#### **Guidelines**

The following should guide the induction plans of new recruits:

##### **4.20.1 Phase 1: Providing knowledge about CITAD**

- The first phase of orientation is to build knowledge relating to CITAD as well as the relevant CITAD Programmes.  
It will include: an introduction to CITAD's history, mission, values, approach to work and philosophy, emphasizing how CITAD fits into both the global and country specific scene and information relating to CITAD's organizational structure and its boards.

- Information on CITAD policies, procedures, rules and overall accountability systems, practical information on how internal systems work (e.g. remuneration, leave, insurance and pension schemes, performance management systems, and safety and security procedures) what roles they play and how they relate to each other.

#### 4.20.2 **Phase 2:** Supporting staff to build effective work relationships

The main objective here is to help build effective work relationships with essential national and international stakeholders. This may include:

- Introduction to colleagues plus general interaction in the office
- Determining mutual expectations of leadership/staff.

#### 4.20.3 **Phase 3:** Bringing clarity on performance expectation and overall role accountability

- A written hand-over note and period of overlap of at least one week with the person who last held the position where it is an existing job.
- Providing in-depth orientation to the job including a discussion of role and minimum accountability.
- Assessing training and development needs.
- The new staff will be required to read all essential organizational documents such as brochures, policies, strategic plan, annual reports and other relevant documents of the organization.

The orientation/induction can be conducted by the Executive Director or his designate.

## **5.0 REMUNERATION AND BENEFIT PACKAGE**

CITAD will endeavor to provide salary scales/packages that attract, retain and motivate competent employees.

5.0.1 The salary system will be simple and clear. It will comply with the Nigeria law. The system will not be discriminatory and shall be evenly applied to all staff, irrespective of gender race, religion or any other discriminatory criteria.

5.0.2 The salary system shall be just, adequate and equitable.

5.0.3 Payment of monthly salary shall be accompanied by pay slip.

5.0.4 Salaries shall be paid in arrears on a monthly basis (on last the Friday of each month).

5.0.5 The salary system in place will be applied to all staff, irrespective of his/her status within the organization with the exception of the following:

- Consultants
- Interns
- Volunteers

## **5.1 Salary Review**

Depending on the resources of the organization, there will be one major salary review once in every three years. However, when there is a major change in the cost of living of Nigerians, the review could be held more frequently.

## **5.2 Salary Advance**

5.3.1 Staff members will be eligible for salary advance in exceptional cases.

5.3.2 Such requests must be made in writing to the Executive Director

5.3.3 The amount of the salary shall not exceed the staff member's monthly salary and shall be deducted from the following month's salary.

## **5.3 Salary Deductions**

5.4.1 Salary deductions may be made for the following reasons:

- Taxes, levies and other statutory deductions e.g. the pension, insurance etc
- Salary advance or loan

5.4.2 All deductions must be reflected in the pay slip and at least 33% of a member of staff's monthly take home salary shall be left for the staff's upkeep.

## **6.0 STAFF WELFARE**

CITAD recognizes that staff welfare is of the utmost importance. CITAD shall identify with staff in times of emergencies and celebrations to increase staff morale, job satisfaction and enhance organizational image among staff.

### **6.1 Pension Benefits**

CITAD in accordance with the Nigerian Pension Reform Act 2004, Act No. 2 will deduct 8% of each employee monthly emolument and contribute 10%. This brings the total monthly deduction to 18% as organization/staff monthly pension contribution. The amount so deducted will be saved and accessed by staff in accordance with provision of the Nigerian Pension Reform Act 2004. It shall be the duty of each staff, to provide details of their Pension Fund Administrators to the Senior Programme Manager upon assumption of duty.

### **6.2 Personal accident and injury insurance**

CITAD will ensure that staff are registered with insurance provider against death or disablement while in active service. This policy does not cover accidents caused by dangerous pursuits (such as mountain climbing or motor racing) or self injury. Insurance rates are as follows;

### **6.3 Staff loan**

6.4.1 CITAD does not give loans. However, salary advance requests can be made to Treasurer via approval by the executive director. No advance may exceed the sum total of the staff member's accrued monthly salary. A repayment schedule must be agreed in writing at the time of advance loan issue and a copy passed on to the Accountant in order to ensure deductions.

### **6.4 Leave and Official Holidays Annual Leave**

Officers in the junior cadre are entitled to two weeks (fourteen working days) leave with pay after they have completed one full year of employment with CITAD.

Officers in the senior cadre are entitled to three weeks (21 working days) leave with pay. Request for leave, except for urgent situations, must be made at least one week before the actual date intended for the leave. At the end of any particular year, any unused leave shall be forfeited where a public holiday falls within an approved annual leave period, that holiday shall not be considered as part of the annual leave. Approval for leave period rests with the Executive Director and management except, otherwise while leave days must be mutually agreed upon. All staff are to write a handover note stating outstanding assignments, cover arrangements (as agreed by line Executive Director) and contact details during the leave period. Employees on probation are not entitled to any leave days.

### **6.5 Compassionate Leave**

All regular employees may be granted up to one week (five working days) of compassionate leave per year with full critical illness or death of the immediate family member. All compassionate leave must be requested for in writing and should receive the approval of the Executive Director.

## **6.6 Sickesses and Injury**

Should staff be unable to work for any reason, due to sickness, such staff are required to notify the Executive Director by mid-day on the first day of absence, or as soon as possible thereafter. Staff are entitled to 10 days sick leave with pay per year, but when sickness persist such staff can proceed on leave without pay for the remaining sick period. A medical certificate from a medical practitioner approved by the Executive Director must support absence from work due to illness. Failure to provide notification or certification, without good reason, salary for the relevant number of days will be withheld.

## **6.7 Maternity Leave**

All female employees who have completed one (1) year (12months) service are entitled to twelve (12) weeks ordinary maternity leave. Ordinarily, maternity leave is to be taken four (4) weeks before the expected date of delivery (EDD) and eight (8) weeks after.

Also additional maternity leave of four (4) weeks can be taken at the end of the ordinary maternity leave; additional maternity leave shall be without pay. Pregnant employee shall submit to the Executive Director/management a certificate from the registered medical practitioner stating that they are pregnant, and specifying the day date on which it is expected she will deliver (EDD). Maternity leave application shall be made three (3) weeks before commencement.

## **6.8 Paternity Leave**

Staff are entitled to 10 days paid paternity leave, which should be taken within three months of the child's (children's) birth once a year. These 10 days can be shared amongst the staff of CITAD Nigeria staff over one year.

## **6.9 Casual Leave**

There will be 6 days casual leave for family emergencies for each staff. This leave days can only be accessed after staff has expended all his/her leave days appoint able.

## **6.10 Hours of Work**

Normal hours of work will be 8:00am to 5:00pm, Mondays to Thursdays and 8.00am to 12 noon on Fridays. The distribution of weekly working hours may be varied from time to time according to operational requirements, ensuring that 40 working hours are achieved weekly.

## **7.0 STAFF PERFORMANCE APPRAISAL**

7.1.1 Staff appraisals or performance evaluation gives staff the opportunity to analyze the steps constraints and bring solutions for a better output in the future. This appraisal will be conducted once in a year for all staff.

7.1.2 The appraisal will also assess and track the personal development needs of staff. All staff will be appraised annually on their performance at work.

7.1.3 Pre-designed forms shall be used for the appraisal and staff will be reminded of the appraisals two weeks before the due date and a deadline given to all concerned for the appraisal to be completed.

7.1.4 The completed form will form part of the staff personal file.

## **8.0 STAFF TRAINING AND DEVELOPMENT**

### **8.1 Personal Development Plans**

CITAD recognizes that human resources are its most important asset and that the only way to fulfill its mission is by attracting and retaining professionally competent and motivated staff.

In order to continuously develop the technical and managerial skills of its staff, CITAD will establish training and development opportunities for its staff. However, the main objective for offering training opportunities is to fulfill the needs of CITAD by developing the staff to be more effective. Therefore, training will not be regarded as an entitlement and shall not guarantee promotion or increment of salary. CITAD will concentrate on short term training involving workshops, seminars, mentoring, coaching, exchange and peer visits to other NGOs, etc. as the opportunity comes up.

### **8.2 Mentoring/Coaching**

#### **8.2.1 Mentoring**

- a. Mentoring is an integral component of the human resource management strategy and participants are encouraged to benefit from the advice of experienced managers acting as mentors. It is a supportive learning relationship between an individual—the mentor—who shares his or her knowledge, experience and insights with another less-experienced person—the “learning associate”—who is willing and ready to benefit from this exchange.
- b. The nature of the relationship varies with the personal styles of the partners. Ideally, mentoring should be a simple and uncomplicated process based on mutual respect, trust and interest. Mentoring relationships should be founded on realistic expectations on both sides and be adaptable to changes in circumstances.
- c. Mentoring relationships should not necessarily be restricted within an organization. It could involve mentors chosen from the same sector/profession. These mentors must be seasoned professionals who have had some cognate years of experience in the sector/profession.

### **8.2.2 Participation in a Mentoring Relationship**

- a. Mentors could be identified by the staff, Human Resource Officer or Executive Director. However, the above persons must be in agreement before a mentoring relationship can be successful.
- b. Identification of the need for a mentor could be as a result of the performance appraisal duly conducted and gaps identified, development of a staff in a particular skill or career direction (for succession planning) & induction of a new staff in technical area necessary for success on the job.
- c. Impact of the relationship should be measured at appraisal periods by the appraisee and supervisor.
- d. Anyone willing to make a positive effort and contribution may participate in a mentoring relationship, either as a mentor or as an associate depending on their particular needs and experience.

To benefit fully from the mentoring relationship, both mentor and associate must be willing and able to invest the time and effort required.

## **8.2.3 Mentoring/Coaching Benefits**

### **A. For Associates:**

- sound advice
- guidance and encouragement
- exposure to the decision-making and leadership styles of more senior staff
- exposure to organizational knowledge
- networking opportunities
- aid in developing new skills

### **B. For Mentors**

- Exposure to new and different thinking styles, knowledge and perspectives
- helping to develop future leaders
- honing leadership skills
- personal satisfaction
- occasion to reflect on important issues, both personal and organizational

### **C. For Organizations:**

- more knowledgeable employees with broader perspectives
- a visible commitment to developing and retaining leaders
- improved communications and sharing values
- a more motivating and effective workplace
- good role models for employees

## **9.0 DISCIPLINARY AND GRIEVANCE PROCEDURES**

### **9.1 Disciplinary and Grievance Procedure**

A disciplinary procedure in CITAD is aimed at encouraging staff to achieve and maintain high standards of behavior and performance. They also aim at ensuring that disciplinary offences are dealt with fairly and consistently.

Grievance procedures are procedures whereby staff can raise their dissatisfaction in respect to decision taken on them. They aim at settling grievances fairly and

quickly and also help prevent minor disagreements developing into more serious disputes.

CITAD encourages a climate of mutual respect, openness, and understanding among all staff. It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere. Even though the continuous effort is made to integrate the organizational culture where the above traits are prevalent, situations may arise where matters need to be handled procedurally. It is with regard to this that the following provisions are stipulated in this policy manual.

## **9.2 General Obligations of Staff**

The purpose of this section is to state unacceptable conducts while working with CITAD. These will help staff to refrain from unlawful acts, which may lead to disciplinary actions being taken. It should be stated that the list below is by no means exhaustive and should not be used as supporting evidence for defense. Staff shall have the following obligations:

- To perform in person the work specified in the job description and performance plans.
- To follow instructions given based on the terms of employment.
- To handle with due care all instruments and tools entrusted to them for work.
- To report for work always in a fit mental and physical state.
- To give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health.
- To observe work rules and directives issued by the organization.
- Not to engage in any outside employment without approval of the Executive Director.
- Not to actively engage in partisan politics as CITAD is a non-political organization.

- To show an acceptable, disciplined conduct during interactions with partner organizations, the community and other stakeholders.
- Not to intentionally commit in the place of work, any act, which endangers life or property
- Not to take away property from the work place without due authorization.
- Not to be repeatedly late for work.
- Not to be absent from work without permission and outside the rules of the organization.
- Not to create or engage in brawls or quarrels in the workplace or at any CITAD event or function.
- Not to accept gifts of remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty.
- Not to use information known to them by reason of their official position to their private advantage.
- To keep confidential information in line with contractual terms.

### **9.3 Offences**

Offences, which subject a staff member for disciplinary measures, shall include:

1. Repeated lateness and absence from work.
2. Insubordination
3. Disorderly or indecent behavior.
4. Negligence in job or in handling property.
5. Assault or intimidation of other staff members
6. Sabotage or willful damage
7. Theft of CITAD's money or property
8. Fraud or dishonesty
9. Abandonment of post

10. Giving false information in respect of educational qualifications or experience, or at investigations authorized by CITAD.
11. Breach of CITAD's work rules
12. Unwillingness to perform prescribed duties in a satisfactory manner.
13. Willful damage to property.
14. Double employment without permission
15. Unauthorized disclosure of any confidential or classified information.
16. Abuse of authority: sexual harassment, corruption etc
17. Use of abusive language
19. Conflict of Interest

#### **9.4 Disciplinary Procedure Guidelines**

For the purpose of disciplinary measures, offences shall be classified as major offences and other offences. Depending on the gravity of the offence, various penalties may be imposed as follows:

- Summary dismissal
- Termination
- Suspension with or without pay
- Written warning
- Verbal warning

Before summary dismissal, termination and suspension with or without pay is effected, the employee shall be afforded the opportunity to defend himself before a committee to be constituted by the Management. The committee shall make recommendations to the Management who shall approve or disapprove the recommendation for dismissal. During specific investigations CITAD may suspend the service of a staff member.

**Major offences that shall be the causes of summary dismissal or termination include the following but not limited to:**

- Job Abandonment (Absence from work for 3 (three) days consecutively without permission or notification).
- Theft of CITAD's money or property
- Fraud or dishonesty
- Sabotage or willful damage to CITAD's property
- Double employment without permission
- Giving false information in respect of educational qualifications or experience or at investigations authorized by CITAD.
- Reporting for work under the influence of alcohol or drugs (including at times when on tour)
- Physical violence against another member of staff or partner organizations
- Deliberate refusal to answer to queries duly given
- Undisclosed record of conviction for a criminal offence
- Sexual harassment,
- Proven case of Child Abuse
- Abuse of authority

**A written warning shall be given for the following offences in the following cases:**

- Insubordination: refusal to follow instructions/decisions that are in line with the policies and values of the organization
- Negligence in job or in handling property, as per assignment and rules and regulations of CITAD.
- Repeated tardiness in coming to work or leaving earlier than the office closing hours.
- Unwillingness to perform prescribed duties in a satisfactory manner.
- Repeated queries up to 3 times on any act as mentioned above.

**A verbal warning shall be given for the following (but not limited to) first time offences as stated below:**

- Insubordination: refusal to follow instructions/decisions that are in line with the policies and values of the organization.
- Negligence in job or in handling property, as per assignment and rules and regulations of CITAD.
- Repeated tardiness in coming to work or leaving earlier than the office closing hours.
- Unwillingness to perform prescribed duties in a satisfactory manner.
- In the event of unsatisfactory work or conduct the procedures as stipulated in your contract of employment will apply. Please make reference to staff contracts for clarification on this.

#### **9.4 Gross Misconduct**

In the event of gross misconduct by the employee or conviction of a criminal offence of such kind as to make the employee concerned unsuitable for the particular duties that he or she is required to perform or unacceptable to other members of staff; an employee may be summarily dismissed (i.e. following due processes of investigation and a disciplinary interview the employee may be dismissed without notice or pay in lieu of notice). In such cases, the employee will retain the right to appeal against the decision. In the period up to the appeal decision being communicated, the employee will not be paid. However, if the appeal is successful and the employee is reinstated, he/she will be reimbursed for the salary loss. In the event of suspected gross misconduct, the staff member may be suspended from work on full pay pending a full investigation of the situation.

#### **10.0 TERMINATION OF EMPLOYMENT**

The employment of a staff member in CITAD can be terminated upon the initiation of the organization or the staff member and in accordance with the provisions stipulated in the law of the country. The following grounds shall constitute reasons for the termination of the service of a staff member: Redundancy, Retirement, Probationary termination, Disciplinary termination, Resignation, Health problems, Cessation of the organization partially or wholly, Inability to perform prescribed

duties in a satisfactory manner, Imprisonment or conviction of an offence and Expiry of contract of temporary employment.

### **10.1 Redundancy**

- The service of a member of staff can be terminated with notice when the operation of the organization requires the cancellation of the post of the staff member, re-classification of posts or reduction of posts or work force.
- The notice of termination shall be made in writing and state the reasons for, and effective date of termination.
- It shall be the ED's authority to issue such termination letters to staff.
- Letters of termination shall be handed to the staff member in person. In case of refusal or impossibility to find the staff member, the letter shall be posted on the notice board for ten (10) consecutive days.
- The period of notice for such termination shall be:

One month in the case of a staff who has completed his/her Probation and has served less than one year. Two months for staff members with more than one year's service.

### **10.3 Probationary Termination**

10.3.1 CITAD can terminate the employment of a staff member on probation before the probation period expires.

10.3.2 The decision for termination must be based upon an objective assessment of the performance of the staff member and such an assessment must be formal.

10.3.3 The Executive Director will make such termination in writing to the staff member. 10.3.4 A month's prior notice shall be given in such cases.

### **10.4 Disciplinary Termination**

10.4.1 Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the provisions stated in staff's contract of employment (as stated above).

10.4.2 Termination due to other offences, not resulting in summary dismissal, shall take place with prior notice up to a maximum of one calendar month.

## **10.5 Resignation**

10.5.1 All staff shall have the right to resign from their services in writing with a notice period as stipulated in contract terms between one month and three months. Untaken leave days accrued may be added to the notice period. Staff may resign their appointments by making payment in lieu of notice. This will be calculated as basic salary for the number of months of notice. The letter should be addressed to the Executive Director.

10.5.2 CITAD shall have the option of accepting, rejecting or negotiating resignations.

10.5.3 A staff leaving without giving notice or payment in lieu of notice as stipulated in the staff manual would be in the breach of contract and CITAD will

- Withhold any benefits due to staff or,
  - Notify the former staff's new employers' of the breach;
- or
- Take the former staff to court.

10.5.4 Absence from work without good reason (as stipulated above) for at least three consecutive working days shall be considered resignation without notice and the right to terminate the employment of the staff member in accordance with the disciplinary provisions stipulated in this manual.

10.5.5 Notice of termination would be confirmed in writing and a period of one month notice must be given to the staff concerned.

Employment may also be terminated by payment of salary in lieu of the prescribed period of notice by either party.

## **10.6 Termination due to ill health/Terminal Illness**

10.6.1 The employment of a staff member can be terminated if he/she is for reasons of health or disability, unable to carry out his/her obligations under the terms of employment.

10.6.2 The employment of a staff who absents him/herself beyond a period of one year, shall be subject to termination due to health problems.

10.6.3 The Executive Director shall have the right to initiate termination of the services of a staff who is incapacitated by reasons of mental or physical conditions. However before such termination is initiated effort shall be made to find a post, which can be compatible with the staff member's health and qualifications.

10.6.4 The initiation of such termination shall begin with sending a confidential letter to the staff stating the reasons for the termination and asking the staff member to respond within two weeks.

10.6.5 In case of not responding, the staff member can immediately be terminated.

10.6.6 In case of disagreement, the Executive Director can designate a medical practitioner to examine the staff member and based on the report take a decision.

10.6.7 If the staff does not accept the decision of the Executive Director, he/she can take the matter to the appropriate legal authority.

10.6.8 The case of injury while in active service the Nigeria labour laws will apply.

10.6.9 The staff treatment clause of 'up to six months' is not an annual clause nor is it time bound.

## **10.7 CITAD HIV/AIDS Policy**

10.1 CITAD will create an enabling environment to foster behavior staff to adopt appropriate behavior that prevents HIV infection

10.2 The rights of staff infected or affected by HIV//AIDS will be protected and no staff will be discriminated or stigmatized based on HIV status

## **10.8 Cessation of the Organization**

If an event, which entails cessation of the organization in part or whole occurs, the provision of the Labour law shall be applied and CITAD's termination policy.

## **10.9 Poor Performance**

10.9.1 The employment of any permanent or contract staff may be terminated due to inability to perform prescribed duties in a satisfactory manner.

10.9.2 A staff should be informed of his/her poor performance verbally as well as in writing before the Executive Director proposes termination.

10.9.3 The decision to terminate a staff member shall take place with one month's prior notice.

## **10.10 Imprisonment/Conviction of an Offence**

10.10.1 All staff must report to the Executive Director or his/her designate any charges brought against him/her for criminal offences

10.10.2 Absence from work due to a sentence of imprisonment other than that passed whilst staff is engaged in lawful performance of CITAD's duties shall be subject to termination.

10.10.3 Moreover, a staff's employment shall be terminated if s/he is convicted for an offence where such conviction renders him/her unsuitable for the post held.

## **11.0 AUTHORITY FOR INTERPETATION AND AMENDMENT**

The authority to interpret or amend any of the provisions stipulated in this HR policy manual shall be vested in the Board of Trustees through the Executive Director of CITAD. Management however reserves the right to recommend for amendment/review any section(s) of all policies (HR, Finance & Accounting Policy manual, Procurement and Asset management policy) of the organization whenever the need arises.

*Hyman*

30/11/2015