



HR POLICY

Effective from Jan 2022

HSE STRATEGY DEVELOPMENT LTD

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1 Employment Procedures

- 1.1 HSE-SDL does not discriminate against persons on whatsoever grounds. Values, ethics, and capacity shall be the guiding principles in employment for the organization.
- 1.2 The organization shall ensure vacancies within the organization as identified by Management and approved by the Board are advertised with minimum costs. Specifically, HSE-SDL shall make the best use of referrals, social media, etc.,
- 1.3 The Job Description for an advertised role shall be agreed upon by HSE-SDL and appropriately communicated to prospective applicants.
- 1.4 Recruitment of staff of the HSE-SDL shall be handled internally by the Organization. The recruitment process shall be coordinated by the Finance and Admin Manager.
- 1.5 Interview panels shall be constituted on a need basis. Each panel shall have a minimum of two (2) members including the Finance & Admin Manager plus any others.
- 1.6 The panel shall make recommendations to the Managing Director (MD) or other designated officer who shall interact with the recommended candidate and take a final decision.

2 Employment and Confirmation of Staff

- 2.1 Based on the approval by the MD in (1.6 above), the HR unit shall issue an employment letter to new staff. All employment letters or contracts must be signed by the Managing Director.
- 2.2 The employment letter shall make provision for the key terms and conditions of the contract of employment including the name of staff, role, employment category, job description, resumption date, remuneration, etc.
- 2.3 Within three (3) months of the resumption of new staff, the HR unit shall obtain references from the staff's referees. These shall include:
 - 2.3.1 The staff's immediate employer.
 - 2.3.2 The mentor to the new staff and,
 - 2.3.3 A professional colleague.
- 2.4 HR shall confirm the employment of new staff within 6 months, and not later than 1 year where the staff was recommended for a longer probation period. The HR shall issue a confirmation of employment letter to the staff duly signed by the Managing Director.
- 2.5 A copy of duly executed employment letters and confirmation letters shall be kept securely in a safe and be treated as highly confidential.

3 Promotion of Staff

- 3.1 Only a confirmed staff shall be promoted as at when due, subject to satisfactory performance during the annual performance appraisal.
- 3.2 Promotion shall be in tandem with approved promotion/remuneration bands in the organization.
- 3.3 Promotion shall not only be based on the number of years already put in by staff on a particular level, but s/he shall also possess the requisite capacity and skills necessary for the expected role.
- 3.4 An acknowledgment copy of all promotion letters shall be kept in the designated safe.

4 Compensation Management

- 4.1 HSE-SDL shall maintain a compensation package that is competitive amongst local comparative organizations while ensuring compliance with the legal and regulatory requirements on compensation.
- 4.2 All changes to staff compensation records shall be in line with the approved compensation structure for HSE-SDL. Changes shall be communicated to concerned staff through a letter.
- 4.3 Salary and benefit payments shall be made on the 26th of the current month and shall be in accordance with the offer for employment and staff conditions of service.

5 Engagement and Compensation of Consultants

- 5.1 The engagement of consultants shall follow the procurement process documented in the Finance policy.
- 5.2 The engagement of a consultant shall be for a short period not exceeding 12 months. Where an extension is required, Management shall consider full-term employment for the consultant where this is more appropriate.
- 5.3 A copy of all duly executed consulting contracts should be kept safe in safe in the Managing Director's office or with the Finance and Admin Manager.

6 Resignation Management

These provisions apply to Exit Procedure and Final Entitlement Processing.

6.1 Exit Procedure

- 6.1.1 A staff who wishes to disengage shall give notice of a minimum of one (1) month. Or pay the office one (1) month's salary in lieu of notice.

- 6.1.2 Management shall be required to give a notice of two (2) months or 2 months' salary in lieu of notice.
- 6.1.3 The disengaging staff attend an exit interview that will be coordinated by the Finance and Admin Manager. This provision does not apply to a staff who was summarily dismissed.

6.2 Final Entitlement Processing

- 6.2.1 Staff exit benefits shall be paid only after all outstanding amounts owed to HSE-SDL have been netted off appropriately.
- 6.2.2 Payment of final entitlement shall be made as quickly as possible, subject to a satisfactory handover by the staff.

7 Code of Conduct

This section provides the minimum standard of professional conduct expected of the staff of HSE-SDL. HSE-SDL's mission, guiding principles, and core values articulate what we stand for, our objectives and how these objectives will be achieved. Our conduct must be inspired by high ethical standards enshrined in this manual as well as other applicable principles, rules, and guidelines which shall be adopted from time to time in pursuit of realizing the objectives of the HSE-SDL. Such conduct should be in tandem with our vision, mission, and core values.

We should seek to avoid even the appearance of impropriety in all our decisions and actions. Specific behaviors include:

- 7.1 Professionalism
- 7.2 Innovation
- 7.3 Loyalty
- 7.4 Excellence
- 7.5 Personal conduct
- 7.6 Sexual harassment
- 7.7 Retaliation
- 7.8 Work-life balance
- 7.9 Diversity
- 7.10 Bribes, kickbacks, and other illegal payments.
- 7.11 Open communication
- 7.12 Conflict of interest
- 7.13 Disclosure of confidential information
- 7.14 Hiring and promotion of relatives.

These above-listed items in (7) and others are fully covered in the HSE-SDL staff manual under Section B. Every staff is expected to get a copy of the staff manual along with his/her engagement letter. Every staff is expected to properly read and digest the various provisions in this document and other referenced documents.

8 Leave

The provisions in this section guide the administration of leave-in HSE-SDL as follows:

8.1 General Provisions

- 8.1.1 All staff shall go on leave within every leave year (January – December) as at when due for health and productivity reasons in accordance with the leave roster drawn up.
- 8.1.2 At the beginning of each, but no later than January 31, the HR department shall prepare a leave roster for the HSE-SDL and shall track its implementation.
- 8.1.3 No employee shall be allowed to take working leave, i.e., he/she is reporting for duty during his/her approved leave period, except at the request of management.
- 8.1.4 On resumption from leave, the employee shall complete the necessary documentation to indicate the exact date of resumption. This documentation shall be approved by the Managing Director or any other officer so designated.

8.2 Leave Types

Permanent staff in HSE-SDL shall be entitled to the following types of leave as may be appropriate.

8.2.1 Annual leave

- 8.2.1.1 An employee who has worked continuously for 12 months shall be entitled to their full annual leave.
- 8.2.1.2 A new hire that has spent less than six (6) months in service shall not be permitted to go on leave during the current leave year, except at the discretion of the Managing Director.

8.2.2 Compassionate leave

- 8.2.2.1 On bereavement of a close relative (i.e., spouse, child, or parent), an employee may be granted compassionate leave for a period of up to five (5) working days in one calendar year.
- 8.2.2.2 Compassionate leave may be approved by the Managing Director acting on the advice of the Finance and Administration Manager.

8.2.3 Maternity leave

- 8.2.3.1 A female staff who is pregnant is entitled to sixteen (16) weeks of maternity leave starting 4 weeks before her expected date of delivery.
- 8.2.3.2 No staff shall take both annual leave and maternity leave in one year.
- 8.2.3.3 Where the annual leave has already been taken before the maternity leave is due, that part of the maternity leave that equals the annual leave shall be without pay.
- 8.2.3.4 Where a staff does not qualify for maternity leave owing to the number of months spent in the organization, the Managing Director shall have a final decision regarding granting of special consideration.
- 8.2.3.5 A staff applying for maternity leave shall support the leave application with a maternity leave certificate issued by a registered medical practitioner or any government hospital.
- 8.2.3.6 Any female employee who is nursing a child shall be granted two (2) hours before the normal closing time every working day as off-duty. This shall be allowed for a maximum period of six (6) months from the date of delivery of the child.

8.2.4 Paternity Leave

- 8.2.4.1 A male staff whose wife is put to bed shall be given fourteen (14) days of paternity leave.
- 8.2.4.2 Where a staff requests additional days of paternity leave, the extra days shall be deducted from his annual leave.
- 8.2.4.3 A staff applying for maternity leave shall support the leave application with a maternity leave certificate issued to his spouse by a registered medical practitioner or any government hospital.

8.2.5 Examination leaves

- 8.2.5.1 A staff shall notify the Office about the course of study he is enrolling for and obtain the approval² of HSE-SDL thereto.
- 8.2.5.2 A staff shall be granted leave to enable him to take examination subject to a maximum of ten (10) working days in any calendar year. Examination leave days of more than ten (10) days shall be deducted from the annual leave of the affected staff.

8.2.6 Sick leave

- 8.2.6.1 Absence from duty by staff on the ground of ill health shall be regarded as absence on sick leave, subject to the provision of a medical certificate within three (3) working days of the date of issue as evidence of illness.
- 8.2.6.2 Where a staff does not follow these procedures, s/he may not be paid for absence from duty

8.3 Handover Notes

The following provisions shall apply to a staff proceeding on leave:

² Examination leave may be approved by the Managing Director.

8.3.1 Leave of between 3 – 5 working days.

8.3.1.1 The staff shall prepare a memo to guide the officer relieving him.

8.3.1.2 The staff shall agree to the content of the memo with his/her supervisor or the staff relieving him/her where the supervisor is not available.

8.3.2 Leave for more than 1 week.

8.3.2.1 The staff shall prepare a comprehensive handover note and shall discuss the same with their immediate supervisor and the officer relieving him/her.

8.3.2.2 The staff proceeding on leave shall ensure the complete transfer of responsibilities to the relief staff with respect to relevant documents, information, and documents.

9 Performance Management

The essence of performance management is to ensure that staff is appropriately rewarded for performance while also building capacity. Performance management in HSE-SDL shall be guided by the following:

9.1 General provisions

9.1.1 Each staff shall between January 2 to 20 of each year (or within the 1st 3 weeks of joining the HSE-SDL, whichever is earlier), set out his/her plan of activities for the forthcoming year and agree same with his/her superior.

9.1.2 HR shall provide guidance on areas to be covered by the plan, broad KPIs focus, weights, etc.,

9.1.3 Each staff shall ensure participation in the annual performance appraisal.

9.1.4 During the evaluation, the supervisor shall rate the job holder and agree on such rating with him/her. The result of the evaluation shall be forwarded to the Ranking Committee³.

9.1.5 The Ranking Committee shall meet and take a final decision on the result of the performance appraisal for HSE-SDL.

9.1.6 The result and recommendations of the ranking meeting shall be communicated to staff within 1 month from the date of the conclusion of the initial evaluation.

9.1.7 Adequate safeguards shall be set to provide mentorship to staff that failed short of the appraisal before a major remedial action is undertaken which shall be after failing 2 consecutive evaluations.

9.2 Guiding principles for setting goals by jobs holders

The goals defined by the job holder and approved by the supervisor shall be *SMARTS compliant*.

Goals shall be:

³ The Ranking Committee comprises the Managing Director and the heads of the various units in HSE-SDL.

- 9.2.1 Specific – clearly defined.
- 9.2.2 Measurable – discrete measure of the unit that can be used to determine the extent of achievement of the target.
- 9.2.3 Achievable – easily assessed and requiring little or no discretion to determine the extent of achievement.
- 9.2.4 Realistic – reasonable, practicable targets that can be achieved.
- 9.2.5 Time-bound – delivered within the specified timeframe/financial year period; and
- 9.2.6 Stretch – tasking to achieve and challenging to the individual.

9.3 Performance appraisal appeal

Where a staff disagrees with the result of the appraisal by his/her superior, the following processes shall apply:

- 9.3.1 The affected staff shall within 10 days from the date of receiving the report of the performance appraisal, request a discussion with his/her reviewer to enable him/her to raise his/her concerns with a view to a further review by the reviewer/superior. The request shall be communicated to the superior via an official email, copying the HR.
- 9.3.2 Where step (i) above yields no result agreeable to the parties, the affected staff shall complete a Performance Appraisal Appeal Form (PAAF) and submit same through the Finance and Admin Manager within 10 days of completion of the preliminary appraisal process.
- 9.3.3 The Finance and Admin Manager shall forward completed PAAF to the Ranking Committee to be discussed at the ranking meeting.
- 9.3.4 All disputes regarding performance appraisal shall be finalized by the Ranking Committee.

10 Terminal Benefits

- 10.1.1 A permanent staff who has put in a minimum of two (2) consecutive years, shall be entitled to a gratuity⁴ on exit from HSE-SDL.
- 10.1.2 A staff (permanent or contract) shall be entitled to terminal benefits.
- 10.1.3 HSE-SDL shall ensure that existing staff are adequately supported in processing their terminal benefits, subject to deduction of receivables by HSE-SDL.

11 Per Diem

11.1 Definition

⁴ Gratuity shall be an additional one (1) month apart from the salary already earned for the period worked. This shall be an additional two (2) months' salary for management staff.

11.1.1 From time to time, staff of HSE-SDL in the performance of their duties may be made to stay out of their location for the night(s).

11.1.2 Per diem shall be paid to staff to cover staff's feeding and other incidentals.

11.2 Payment of Per Diem

11.2.1 Per diem is payable only to staff of HSE-SDL as shall be approved by the Programme Director.

11.2.2 Per diem is payable for the night(s) spent by a staff of HSE-SDL on official assignment outside Abuja where her office is situated.

11.2.3 Per diem shall be paid in advance of the applicable meeting/travel.

11.2.4 Disbursement of per diem shall happen within 24 hours before the trip and not earlier.

11.3 Applicable Rate

11.3.1 International Assignments

11.3.1.1 Managing Director – USD125/night.

11.3.1.2 Other Staff - USD100/night.

11.3.2 Local Assignments

11.3.2.1 All staff (Kano, Lagos, and Port Harcourt) – N30,000/night.

11.3.2.2 All staff (other location) – N25,000/night.

11.3.2.3 Per diem for all local assignments shall be paid in Naira.

11.4 Retirement of Per Diem

11.4.1 Staff are not required to retire per diem. However, staff shall make retirement for all trips attaching relevant support documents. (Receipts, boarding pass, etc.)

11.4.2 If a staff couldn't attend a meeting/make a trip for which per diem was already approved and disbursed, the staff shall retire the amount for per diem and unutilized funds to HSE-SDL's designated bank account within 48 hours

12 Payroll and Statutory Deductions

12.1 Salaries shall be paid in arrears on the 26th day current month.

12.2 HSE-SDL shall deduct and remit to the appropriate regulators based on the relevant provisions of the laws the Federal Republic of Nigeria.

12.2.1 Pay as You Earn (PAYE) in line with Personal Income Tax (Amendment) Act, 2011.

12.2.2 Contributory pensions @ 8% of monthly emolument due to staff.

12.2.3 National Housing Fund (NHF) @ 2.5% of basic salary

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