

2011

NEITI Human Resource Policy Manual

December 2011



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CHAPTER ONE

1 GENERAL INTRODUCTION

1.1. PROFILE

The Nigeria Extractive Industries Transparency Initiative (NEITI) is a Federal Government of Nigeria Agency charged with the responsibility under the NEITI 2007 Act to among other things develop a framework for transparency and accountability in the reporting and disclosure by all extractive industry companies of revenue due to or paid to the Government of Nigeria.

1.2. NEITI's STRUCTURE

The NEITI Act 2007 which established NEITI stipulates that NEITI Board also known as National Stakeholders Working Group (NSWG) shall be responsible for the formulation of policies, programmes and strategies for the effective implementation of the objectives and the discharge of the functions of NEITI. The Board is headed by the Chairman appointed by the President and Commander-in-Chief with 14 other members, one of whom shall be an Executive Secretary. NSWG members shall comprise of members drawn from the extractive industry companies, civil society, labor unions in the extractive industries, experts in the extractive industry and one member from each of the six geopolitical zones. The Chairman and other members of NSWG other than the Executive Secretary shall serve on part-time basis.

Next to the Board is NEITI Senior Management Team which is responsible for the implementation of policies set by the Board and for the day to day running of NEITI.

The Senior Management team consists of the Executive Secretary and Directors. NEITI is headquartered in Abuja.

1.3. NEITI's OBJECTIVES

The objectives of NEITI as stipulated in NEITI Act of 2007 are as follows:

- a. Ensure due process, transparency and accountability in the payment made by extractive industry companies
- b. Ensure due process, transparency and accountability in the revenue receipts of the Federal Government from extractive industry companies
- c. Ensure accountability and transparency in the prudent management of the revenue accruing from oil, gas and mining payments.
- d. Ensure that all payments due to the Federal Government from extractive industry companies including taxes, royalties, dividends, penalties, levies are duly paid.

1.4. NEITI's FUNCTIONS

- a.** For the purpose of realizing its objectives in accordance with the NEITI Act, NEITI shall perform the following functions:
- b.** Develop a framework for transparency and accountability in the reporting and disclosure by all extractive industry companies of revenue due to or paid to the Federal Government
- c.** Evaluate without prejudice to any relevant contractual obligations and sovereign obligations the practices of all extractive industry companies and government respectively regarding acquisition of acreages, budgeting, contracting, materials procurement and production cost profile in order to ensure due process, transparency and accountability
- d.** Ensure transparency and accountability in the management of the investment of the Federal Government in all extractive industry companies
- e.** Obtain, as may be deemed necessary, from any extractive industry company an accurate record of the cost of production and the volume of sale of oil, gas and other minerals extracted by the company at any period, provided that such information shall not be used in any manner prejudicial to contractual obligations or proprietary interests of the extractive industry company.
- f.** Request from any company in the extractive industry, or from any relevant organ of the Federal, state or Local government, an accurate account of money paid by and received from the company at any period, as revenue accruing to the Federal Government from such company for that period; provided that such information shall not be used in a manner prejudicial to contractual obligations or proprietary interests of the extractive industry company or sovereign obligations of Government.
- g.** Monitor and ensure that all payments due to the Federal Government from all extractive industry companies, including taxes, royalties, dividends, bonuses', penalties, levies as such like are duly made
- h.** Identify lapses and undertake measures that shall enhance the capacity of any relevant organ of the Federal, State or Local Government having statutory responsibility to monitor revenue payments by all extractive industry companies to the Federal Government.
- i.** Disseminate by way of publication of records, report or otherwise any information concerning the revenues received by the Federal Government from all extractive industry companies to the Federal Government.
- j.** Promote or undertake any other activity related to its functions and which, in its opinion is calculated to help achieve its overall objectives as enumerated in Section 2 of NEITI Act.
- k.** Ensure that all fiscal allocations and statutory disbursements due to the Federal Government to statutory recipients are duly made

1.5. VISION

To build a NEITI that is accountable, effective, well-resourced and results-orientated.

1.6. MISSION

To cultivate a culture of transparency, accountability, due process and zero tolerance of corruption in Nigeria's extractive industries to the benefit of Nigerian citizens.

1.7. VALUES

NEITI holds dear the following core values:

- a. Integrity and openness
- b. Courage
- c. Teamwork and collaboration
- d. Efficiency and Responsiveness
- e. Innovation

1.8. NEITI's HUMAN RESOURCES MANUAL

This HR Policy manual has been prepared in order to assist the staff of NEITI to understand NEITI's personnel policies and what is expected of them in their employment with the NEITI.

Amongst other things, the manual contains the general conditions of employment and the rules and regulations of NEITI under which you are employed.

It must be noted from the beginning that the continued employment of all staff and the benefits deriving from such employment will continue to depend upon NEITI's successful operations in attaining its objectives. Therefore NEITI expects dedicated, efficient and productive work from its entire staff in order to operate successfully to accomplish its objectives and to provide the staff with the benefits contained in their employment.

It is necessary for all staff to read and understand these conditions of employment and regulations and to understand that failure to comply with the provisions shall not only hinder the NEITI's progress but will also affect their career.

In addition to these general conditions of employment and rules and regulations, specific rules and regulations referring to particular activities, departments, or projects in which you may be engaged,

will from time to time be made known to you through memos. These should also be obeyed and complied with as and when notified to you.

All exceptions to the rules and conditions herein contained shall be subject to approval by the Executive secretary and/or Board and will be communicated to the staff by the Human Resources Department.

These rules are subject and subordinate to the Federal Republic of Nigeria legislation or any of the state within it.

NEITI wishes all staff the best and successful career

1.9. NEITI's HUMAN RESOURCES POLICY STATEMENT

NEITI believes that contented and qualified employees are a pre-requisite for attaining goals. The mutual obligations and rights of both NEITI and its employees may be summarized as follows:

a. NEITI's Obligations

- i. Shall treat the staff equitably, fairly and with dignity as individuals in a consistent manner.
- ii. NEITI shall provide the staff a fair and competitive total progress covering general policies, pay benefits and working conditions.
- iii. NEITI shall strive in all ways to maintain an open and direct relationship with the staff while being responsive to the employee's needs and ideas which are consistent with the NEITI's objectives.
- iv. NEITI shall encourage staff to participate in full and open communications which will lead to constructive action.

b. Staff members 's Obligations

NEITI on the other hand is entitled to and demands that:

- i. Each staff must demonstrate a sense of personal responsibility for the quality and quantity of work which they produce based on the principle of "a fair day's job for each day's pay".
- ii. Each staff must demonstrate a consistent commitment and effort to keep the NEITI's property and goods which they are entrusted with in good condition.

- iii. Each staff must demonstrate a sincere and active commitment and effort to cooperate and to establish harmonious relationship with supervisors and the management, and to carry out instructions loyally.
- iv. Each staff must feel free to offer constructive suggestions for the improvement of methods, efficiency and working conditions as they may consider as productive.
- v. Each staff must serve NEITI faithfully in any part of the Federation and beyond and to comply with all lawful instructions given to them;
- vi. Each staff must exhibit a high standard of honesty, productivity and efficiency at all times;
- vii. Each staff must project and protect the good image of NEITI at all times.

1.10. AMENDMENTS

Provisions in this Manual are subject to amendment at any time at the discretion of NEITI. Any sections or subsections that require amendments i.e. additions or deletions will be referred to the Human Resources designate who will work with the senior management to pass and obtain due approval from NSWG (Board) before such amendments are effected.

Any modification of the policies and guidelines stated herein shall be made only after due consideration that the proposed modification will bring advantages, benefits and responsibilities to both the staff and NEITI. Notwithstanding the above however, the following situations may necessitate amendments by NEITI:

- a. Changes arising from the Standard Practice Instructions governing the purpose, format, maintenance or distribution of the document.
- b. Changes occurring in the functions and functional alignments and relationships, thereby necessitating the amendment of the procedure/processes and/or the addition, deletion or revision of the functional and policy definition and description or specifications;
- c. Changes in functional or policy contents arise.

In the event of any additions, deletions or revision to the document being required, the assigned Officer or appropriate department head may initiate such amendments. Any amendments to Policies should pass to the Executive Secretary through Director Finance and Administration.

The Executive secretary upon satisfaction of the proposed changes will make a recommendation of the amendments to the Board (NSWG) for approval.

FGN decisions voiding any of the policies in this manual will always supersede any policies herein.

1.11. CATEGORY OF STAFF

All Employees in NEITI are hired under the following categories:

- a. Executive Secretary - The Executive Secretary is the Chief Executive of NEITI or any person acting with proper authorization in his/her place or on his/her behalf.
- b. Senior Management - The Senior Management of NEITI is constituted by the Directors and Executive Secretary
- c. Management Staff - Employees on 14-17 and Executive Secretary
- d. Senior Staff - Employees on Salary Grade Level 7-13
- e. Junior Staff - Employees on Salary Grade Level 01 – 06
- f. Contract/Casual Staff - Contract employees are employees engaged on a temporary period not exceeding six (6) months
- g. Seconded Staff - Personnel employed by either scheduled organizations or approved public services and on temporary release to NEITI.

CHAPTER TWO

2 EMPLOYMENT WITH NEITI

2.1. RECRUITMENT

The Human Resources Department will coordinate recruitment efforts with the appropriate hiring manager for each open position.

NEITI Board (NSWG) shall on the recommendation of the management approve the recruitment of officers on Grade Level 07 and above while the management shall approve for recruitment of staff on Grade Level 01-06 and casual staff.

2.2. NEPOTISM

Relatives of employees of NEITI are generally considered for employment based on their qualifications. However, where the employment of a worker's family member results in the types of prohibited employment relationships stated below, NEITI will not consider or accept applications for employment. Hiring of family members are prohibited if employment results in the creation of:

- a. A supervisory/subordinate relationship between family members. If a direct supervisory or managerial relationship would be established, family members of a current employee cannot be considered for an open position. i.e if one relation is directly supervising or being supervised by the other.
- b. An actual conflict of interest or the appearance of a conflict of interest exists. Generally, this bars employment of an employee's family member who has an auditing or control relationship (e.g., management) to the employee's job.

2.3. MEDICAL EXAMINATION

Applicants who are newly offered employment shall first be required to undergo a medical examination to be conducted by a doctor nominated by NEITI to determine and certify the employee's fitness for employment. Formal employment shall not commence until a Medical Certificate of Fitness has been received. Expatriate staff will be required to produce a Medical Certificate of Fitness from their country of residence. The certificate shall be kept in the employee's personnel file.

2.4. JOB DESCRIPTIONS

NEITI shall review, update or write job descriptions for all positions in NEITI to properly guide the staff in the conduct of their job and to form the basis for performance measurement (Appraisal) as the case may be. Also as the basis for advertising, interviewing, and selection of candidates to employ in those positions.

An updated job description will accompany each staff member's Letter of Employment. Employees should note that job duties may change during the period of their employment and NEITI has the right to make such changes or to reduce or assign additional responsibilities.

2.5. **JOB TESTS**

Job tests may be conducted to verify that the candidates have the proper knowledge of the nature and operational techniques of the vehicles including transmission, tipping, gears, etc. Practical driving tests shall also be conducted for Driver positions to complement job tests and to ensure that only qualified candidates are recruited.

2.6. **JOB INTERVIEWS**

An interview panel will be designated to interview qualified applicants. The hiring Manager and Human Resources Manager will forward the hiring recommendation to the Executive Secretary or designate for approval of the selected applicant.

2.7. **JOB APPOINTMENT LETTER**

NEITI shall issue duly signed employment letters to all job appointed candidates. Copies of employment letters, CV and employment form will be maintained in the personnel file by the Human Resources department. The appointment letter will include details such as job title, employment period, salary agreed upon, duty station and summary of benefits.

2.8. **JOB ACCEPTANCE**

The prospective employee will be expected to confirm in writing his acceptance of the offer and the conditions therein. Acceptance of employment is based on the following conditions:

- a. The staff agreeing to abide by NEITI's conditions of service as contained in this handbook.
- b. Provisions of 2 passport photographs and photocopies of credentials including birth certificate or sworn declaration of age and other documentations as the company may require.

2.9. **PERSONNEL RECORDS**

Employees upon joining NEITI shall be required to provide the following:

a. **Family Information**

The family of an employee shall consist of a spouse and maximum of four (4) children.

- i. A *spouse* is interpreted and considered to be one wife or husband of an employee married to him or her under Christian, Islamic, or recognized Native Law and Custom or under the Act.
- ii. A *child* of an employee is interpreted and considered to be 18 years of age or below and is entirely dependent upon the employee, and is either the employee's direct offspring, or

the employee's stepchild, being the offspring by a previous marriage or a child adopted by the employee in accordance with any statutory provision.

- iii. All family members indicated by the staff must have been registered and supported by birth certificates or sworn declarations in NEITI's Employee personnel file and are subject to management verification.

b. Next of Kin

Next of Kin is interpreted and considered to be the staff's beneficiary and valid only for payment of gratuity or other terminal benefits where the employee is deceased. Every NEIT staff shall furnish two names in order of priority, meaning, the first given name takes precedence. In the absence of the first, the second person becomes effective. Joint next of kin must be so indicated by the staff.

c. Residential Address

d. Other Personnel Records include

- i. Completed Employment Application Form
- ii. Employee's CV
- iii. Employee's signed acknowledgement of receipt of this staff Manual and acceptance of the terms and conditions.
- iv. Annual Performance Assessment(s)
- v. Other Information (as shall be required by the company)

2.10. CHANGE IN PERSONNEL RECORDS

Any change in personal records such as marital status, names of next of kin, etc. must be notified to the Human Resources department within 48 hours. Without prejudice to the foregoing the company shall not entertain.

- a.** Any change in age of an employee from the age declared at the time of employment.
- b.** Any misrepresentation of facts in giving such information or completing such forms, etc. shall be considered as serious misconduct attracting serious discipline which can include dismissal.

CHAPTER THREE

3 TERMS AND CONDITIONS OF EMPLOYMENT

3.1. WORKING HOURS

Resumption time for Business is 9:00am and Close of Business is 5:00pm Monday to Friday. There should be a one hour break to be taken between the hours of 12pm – 2pm.

3.2. OVERTIME WORK

- a. Overtime duty is considered to be duly authorized official assignment outside normal working hours and on Saturdays, Sundays and public holidays, and will normally attract overtime pay with regard to designated employees.
- b. The requirement to perform official duties outside normal working hours, when necessary-, is part of the normal conditions of service of staff.
- c. Overtime is not payable unless the employee has performed or performs his normally prescribed number of hours of duty per week.
- d. The rates payable shall be as approved from time to time by the Management of which should be on hourly basis.
- e. The payment of overtime work shall only be applicable to employees on grade level 01-06 and secretaries/assistants to Senior Management Staff
- f. In the case of travel outside location, the staff travel allowances apply in lieu of overtime.
- g. There will be no payment of overtime to members of the senior staff but the management is at discretion to approve payment of an inconvenience allowance at rates approved by management.

3.3. IDENTITY CARDS

For ease of identification and security NEITI will issue identity cards to all staff members which they must put on while in the premises of NEITI. Temporary identity cards may be issued to employees on temporary appointment, such as National Youth Service Corps members on primary assignment and students on industrial attachment. Staff leaving the services of NEITI must surrender their identity cards to HR before entitlements are paid. Should an employee lose their identity card, a replacement will be issued on the conditions of sworn affidavit in a court of law or before a commissioner of oaths as to the loss.

3.4. NEW STAFF ORIENTATION

The Human Resources unit will receive, organize and conduct new hire orientation for all

new employees. The orientation will include an introduction to NEITI, the review and signing for this handbook, the applicable benefits, this staff Manual, Policies and Procedures. The purpose of the orientation is to ensure that the employee is informed about the conditions of service and the rewards and sanctions for compliance and non compliance.

3.5. PROBATION

All new employees or existing employees accepting a position whereby responsibilities change significantly will be engaged for a probationary period of Six (6) Months.

Prior to completion of the probation, a Probationary Appraisal Form will be completed acknowledging successful completion, extension, or unsuccessful completion. An employee's supervisor will be expected to complete probationary performance appraisal form using NEITI's standard performance appraisal form. The supervisor is expected to discuss performance matters and employees are expected to participate fully in the performance appraisal process. After the probationary assessment, the management will determine successful completion of the employee's probationary period, an extension of the (probationary period, or termination of employment or reversal to the former position if it still exists.

An employee's probationary period can be extended for 30 days or as deemed by the management. If after the extension an employee is still unsuccessful, termination of appointment shall be applied. A copy of each probation assessment is maintained in the employee's personnel file.

During probation, the contract of employment may be terminated by either party giving the other one (1) month's notice in writing or paying to the other the equivalent of one month salary in lieu of notice.

3.6. CONFIRMATION OF APPOINTMENT

Confirmation of appointment shall depend on satisfactory Probation Performance appraisal report of an employee submitted by his immediate supervisor and Director of the Department to the Executive Secretary. Employees who have completed their probation successfully shall be taken into the Company's permanent employment and issued a letter of confirmation. Every confirmed employee is required to join NEITI's Staff Pension scheme on completion of one year service.

All officers on GL 07 and above shall have their appointments confirmed by the Board (NSWG) while those on GL 06 and below shall have their appointments confirmed by the senior management.

Further requirements for confirmation include the following:

- a. Submission of three satisfactory letters of recommendation to include at least:
- b. One character reference. Under no condition will references from family members and other close relations be accepted as valid for confirmation purposes

- c. One educational reference (for new employees)
- d. Previous employers' reference (for experienced hires)
- e. NYSC Certificate

3.7. ANNUAL PERFORMANCE APPRAISAL

- a. Every staff shall be appraised mid-year and annually. The appraisal shall form the basis of promotions, upgrading, increment or censure. The appraisal shall be by open reporting system for just and fair evaluation based on output, behavioural and management or leadership skills.
- b. Staff performance appraisal will be done twice a year.
- c. Employees are required to complete the Mid-year and Annual Performance Appraisal Form at the end of the year.
- d. As much as possible, performance appraisal shall be conducted along an open and objective line based on pre-agreed targets.
- e. It is the joint responsibility of the employee, his supervisor and the Director of the Department that an appraisal report be properly made out.

3.8. MERIT INCREASE REWARD SYSTEM

Merit increases may be paid based on satisfactory performance on the job as documented by a written annual performance appraisal. Merit increases are not automatic but based on availability of funds. Merit increase may be withheld from an employee whose work is assessed as unsatisfactory. Instead, the employee and their supervisor will discuss how to improve the employee's performance, the period for improvement and the consequences of continued unsatisfactory performance. The amount of the adjustment is based on NEITI Plan for steps or percentage increases.

3.9. PROMOTIONS

NEITI in recognition of excellence and high quality performance at work, rewards eligible staff through promotions. Promotion is not a right but is based on merit guided by established criteria and standards set by the Management from time to time. Thus Promotion opportunities may be available to qualified and deserving employees.

3.9.1. General Criteria and Conditions for All Promotions

Promotions may be considered if the following **General Criteria and Conditions** are met:

- a. A vacancy must exist. Management reserves the right to create vacancies and seek for board approval as and when necessary at the beginning of the year.

- b. Appointment and promotions committee shall be constituted by NEITI's Management to treat all promotions. This committee must be cross functional from each department.
- c. The Directors of Departments shall be responsible for recommending staff of the department for promotion.
- d. The Appointment and promotions committee will evaluate recommendations by Directors of Departments for the approval of the Executive Secretary.
- e. Staff appointment and promotion committee shall evaluate recommendation of Directors of Departments for the approval of the Executive Secretary.
- f. The staff recommended for promotion has passed his or her Performance appraisal as conducted in NEITI annually.
- g. The staff has met the number of years on the previous current level are met
- h. The staff has passed the professional qualification and/or promotion Examinations. Where promotional tests or interview are prescribed, the level of pass as determined by the management of NEITI at the time must be obtained to qualify for promotions.
- i. The staff is a confirmed staff of NEITI.
- j. Employees with exceptional performance will be promoted as and when appropriate provided that the employees must have spent a minimum of two (2) years on the present post.
- k. A budget is provided
- l. Seniority shall be the determining factor where the qualifying factors are considered relatively equal in two (2) or more employees under consideration for promotion into the same post.

3.9.2. Specific Criteria and Conditions for Promotion

- a. The promotion and upgrading of officers on GL 01-06 shall be approved by the Senior Management.
- b. The promotion and upgrading of officers on GL 07 and above shall be approved by the Board (NSWG) on the recommendations of Senior Management team.
- c. Promotion from Grade level 14-17 shall be by Board Approval after a recommendation by the Executive Secretary.

3.9.3. Conditions not Eligible for Promotion

The following conditions shall not be eligible for promotion:

- a. Staff under probation
- b. Staff on temporary appointment
- c. Staff on contract appointment
- d. Staff on leave without pay
- e. Staff on disciplinary action or pending disciplinary matters shall not be eligible for consideration for promotions.
- f. An unconfirmed staff, who at the time of appraisal, has not served NEITI for a minimum of one year.
- g. A staff whose reduction in rank or salary has occurred within one (1) year
- h. A staff who is on suspension without pay for a period exceeding one year: (1) year
- i. A staff who is on deferment of increment within the last one year (1 year)
- j. A staff who was surcharged within the last six (6) months
- k. A staff who has received a warning in the last six (6) months

3.9.4. Seniority of Staff

Seniority refers to the rank or position occupied by an employee. Where employees are in the same occupational group and on the same salary point, the date of first assumption of such employees shall be considered in determining seniority.

3.9.5. Loss of Seniority

Seniority is broken or lost through none promotion due to poor performance or disciplinary action.

3.9.6. Point of Entry on Promotion

An employee who is promoted shall enter at an appropriate point on the salary scale, which shall not lie below his next incremental step on his former salary scale.

3.9.7. Petitions on Promotion

An employee who feels aggrieved over promotion can have recourse to the established grievance procedures, and has a right to be heard.

3.10. TRANSFER OF APPOINTMENT

NEITI reserves the right to transfer any employee to any of its areas of operation outside of their current duty post or location. NEITI may accept staff on transfer from Federal Government Schedule Service. A staff transferred by NEITI to move to another duty post on permanent transfer is entitled to the following:

- a. A transfer or relocation allowance shall be payable to staff transferred by NEITI at approved rates.
- b. An employee that has been posted outside his normal location or on first appointment shall be paid an accommodation allowance in lieu of Hotel accommodation allowance for the first 30 days, at rates approved by NEITI.
- c. Prior approval by the Executive Secretary *must* be received before transfer arrangements and costs are incurred.
- d. An employee that has made a personal request for transfer, where such transfer is granted would not be entitled to transfer benefits.

3.11. DUTY POST

A duty-post is a position expressly provided for in NEITI's organizational structure which carries duties that must necessarily be performed for the smooth running of NEITI's operations and for which provision has been made in the current establishment budget.

3.12. ACTING APPOINTMENT

An acting appointment may arise when it is necessary for a particular vacant duty-post to be filled.

- a. Temporarily, as when the incumbent is on leave, on course or, on a special assignment,
or
- b. Permanently, as when he has left the service, or to prepare the staff member of the duty-post for higher responsibilities.

3.12.1. Eligibility for Acting Appointment

The most senior employees in the department on approval of the Executive Secretary, may act whenever the need arises subject to:

- a. Confirmation that the employee has the necessary qualification and competence to effectively discharge the responsibilities of the post;
- b. His/her meeting all professional requirements to discharge the responsibilities of the post and exercise supervisory control over the other employees in the Department or Section; and

- c. She/he is not being under significant disciplinary action.

3.12.2. Rotation of Acting Appointment

For senior and General Management, all qualified employees on the same salary grade would hold acting appointment, as they fall in rotation, in order to prepare them equally for higher responsibilities.

3.12.3. Duration for Acting Appointments

The duration of acting appointment in each case shall not be less than four consecutive weeks and not more than six months at a time subject to renewal. The decision whether an acting appointment is necessary or desirable in any particular case shall rest with the Executive Secretary.

Where the need for acting appointment has arisen on account of the incumbent being on leave or course for a period longer than six months and the employee cannot be confirmed on the post, the Executive Secretary shall renew the acting appointment,

Where the acting appointment is into a vacant duty-post, Management shall assess the performance of the staff after six months with a view to:

- a. Renewal of the acting appointment,
- b. confirmation in the substantive post,
- c. Cessation of the acting appointment.

3.12.4. Cessation of Acting Appointments

The acting appointment of an employee shall cease:

- a. On the day the substantive holder resumes duty from leave/course or special assignment;
- b. On the effective date of either confirmation in the substantive post, or of recruitment into vacant duty-post.

3.13. ACTING ALLOWANCE

An employee appointed to act shall be paid acting allowance effective from the date of commencement of his acting appointment to the date immediately preceding the date of cessation of the acting appointment, except that the period of acting shall not less than four weeks and not more than six months.

3.14. PROCEDURE FOR ACTING APPOINTMENT

- a. Acting appointments in NEITI will be processed by the Human Resources Unit, upon the initiative of the respective Director.

- b. On approval by the Executive Secretary, the Human Resources unit shall advise the Finance Unit and the affected staff on the duration of the acting appointment and the allowance to be paid.

3.15. TRAINING AND DEVELOPMENT

- a. NEITI will provide training in appropriate cases for its employees to enhance their competence in the performance of their duties and to prepare them for advancement and other responsibilities.
- b. NEITI encourages all employees to improve their professional skills in order to perform their duties with higher efficiency. In pursuance of this aim, NEITI will re-imburse employees the full cost of tuition and examination fees for professional qualifications obtained on conditions that:
 - i. Funds are available
 - ii. Full details are given to the management before the course is undertaken and this is approved.
 - iii. Reimbursement will be made to the staff only after the staff has provided evidence of expenses incurred at each stage.
 - iv. This benefit applies only to professional courses which will enhance the employee's job in NEITI and does not cover general educational courses and examinations.
- c. Employees are encouraged to attend training courses that are relevant to improving their job skills and knowledge which will benefit them and NEITI. In some cases, NEITI may pay for training if funds are available and the Executive Secretary approves financial support prior to the training.
- d. As part of the annual performance assessment meeting, supervisors should discuss training needs related to an approved work plan. It will be the responsibility of the supervisor to justify recommended training. The Executive Secretary will have final approval of all training that is paid with NEITI Secretary Funds.
- e. Employees may request staff development assistance for training courses, workshops and seminars by submitting a written request to their immediate supervisors who will submit the requests to the Director Finance and Administration. Staff development assistance requests need to be directly responsive to the training priorities outlined above and must include a statement by the employee as to how the assistance will directly improve performance. The Executive Secretary will review the feasibility of funding for essential training requests. Written responses will be issued to each employee who requests training assistance informing them that the request has been approved, not approved or is pending.

3.16. PROFESSIONAL MEMBERSHIP

NEITI encourages professionalism. NEITI shall pay for the registration and subscription fees only for mandatory Educational programme, with maximum of two (2) relevant professional bodies as

determined by the Management from time to time. Such Professional bodies must be those approved by the National Assembly or International Enactment. This support will be limited to a maximum of two programmes organized by these institutions in any financial year and subject to financial viability of NEITI.

3.17. ALLOWANCES FOR COURSES AND CONFERENCES AND DUTY TOURS OF OFFICIAL VISIT ABROAD.

- a. An employee traveling abroad on official assignment shall be entitled to payment of estate allowances to cover board, lodging and incidental expenses at the approved rate. .
- b. Where NEITI provides directly or indirectly (fellowship awards) for board and lodging on such tours, the employee shall be entitled to incidental expenses equal to 40% of the stipulated rates.
- c. Employees returning from NEITI sponsored overseas training lasting not less than one academic year shall be entitled passage allowances to assist them in the clearance of their personal effects/luggage.
- d. When a tour or assignment outside Nigeria is not less than 9 months continuous period, a spouse may accompany the employee at NEITI's expense.

CHAPTER FOUR

4 SALARY AND WAGES ADMINISTRATION

4.1. SALARY SCALE AND GRADING

- a. NEITI's compensation shall be employed as a tool to attract, retain and maintain right caliber of employees to achieve NEITI objectives.
- b. NEITI shall grade all staff based on Job evaluation of the position, the qualification and the experience of the staff, the responsibility attached to their position, educational qualification and their level of experience. Staff shall be paid according to the salary scales applicable to their posts.
- c. Salary ranges for each position are aligned with NEITI's salary scale. The Remuneration Policy is one of equal pay for equal work regardless of race, ethnicity, religion, or gender. The objective is to support the recruitment and retention of the best and most suitable staff required to meet NEITI's goals and objectives. This is achieved by maintaining a consistent and equitable salary system that fairly regards the different levels of responsibility of staff members and their performances in their jobs.

4.2. STARTING SALARY

The starting salary for newly hired staff will be established based on the following:

- a. The candidate's previous work experience that is relevant to the position;
- b. The qualifications of the candidate including IT skills;
- c. The candidate's salary history;
- d. The current market for the candidate's skills; and
- e. The contractual guidelines related to the work assignment.

4.3. PAY SLIPS

Employees shall be provided with the details and breakdown of their monthly salaries at the point of or prior to the collection of same. (pay slip).

4.4. CONFIDENTIALITY OF SALARY INFORMATION

Adequate care shall be taken to ensure that the compensation information of each employee remains personal information between him/ her and NEITI.

4.5. SCHEDULE OF PAYMENT

Salaries shall be paid on monthly basis in arrears by the end of each month.

4.6. MODE OF PAYMENT

Payment shall as far as possible be made by directly crediting staff Bank Account. In exceptional cases as may be deemed convenient and approved by NEITI cash payments may be made.

4.7. ANNUAL INCREMENT

Annual salary increment is subject to satisfactory performance appraisal and confirmation of appointment.

4.8. INCREMENT DATE

Except as otherwise provided, an officer's incremental date shall be the first day of January of the following year.

4.9. WAGES

Wages shall be paid at the prevailing rate on daily basis to casual workers.

4.10. SALARY REVIEWS

Salary will be reviewed from time to time based on inflationary and industry trends, as well as time frame not exceeding 3 years. This is subject to approval of the board and Revenue Mobilization Board.

CHAPTER FIVE

5 CODE OF CONDUCT

NEITI Code of Conduct Policy stipulates NEITI organization values and the minimum standards of good practice required of all employees in dealings within and outside the Organization. All NEITI staff should be in compliance with the Code of Conduct Act.

5.1. CONFLICT OF INTEREST

- a. On first appointment, an officer shall be required to disclose to NEITI in confidence, all particulars of any business interest he or she possesses. NEITI may, on its discretion, ask such officer to divest his or her self of such interest, if it is likely to conflict with the officer's duties.
- b. Failure to disclose such interest shall be regarded as misconduct and appropriate disciplinary action shall be taken by NEITI against defaulting officers.
- c. All staff of NEITI shall exercise the utmost good faith in all transactions touching upon their duties to NEITI and its property. In their dealings with and on behalf of the institution, they shall be held to a strict rule of honest and fair dealing between themselves and NEITI. They shall not use their positions or knowledge gained there from, in such a way that a material conflict would arise between the interest of NEITI and that of the individual, and any actual or threatened violation of this prohibition shall be promptly disclosed.
- d. Staff of NEITI shall not accept any material gifts, favors or hospitality that might influence or give the appearance of influencing their decision making or compromise their judgment and decisions.
- e. Any actual or threatened violation of this prohibition shall be promptly disclosed.
- f. The following positions of potential divided interest with potential conflict is not acceptable by NEITI and should be reported immediately to the management:
 - i. The existence of any actual or pending employment, appointment, activity, relationship or other position of divided interest with NEITI that might involve obligations or conduct or decisions of such person in conflict with the interests of NEITI.
 - ii. The existence of any actual or pending investment, contract, conveyance, purchase, sale or other transaction directly or indirectly involving or affecting such persons and that might involve material conflict with the interest of NEITI, and
 - iii. The existence of any financial interest, or any relationship with a private or public organization that might cause conflict with the appropriate conduct of research sponsored by NEITI
- g. In the event of a finding of material conflict of interest, the Executive Secretary shall take such action as may be necessary in his or her judgment to eliminate the conflict or otherwise safeguard the interests of NEITI. Where a finding of existing or threatened material conflict

has been made to any Officer, the Officer shall report the facts to the management appropriately for actions to be taken based upon findings.

- h. NEITI staff are expected to promote NEITI's interests and refrain from using their position in NEITI to supplement their incomes directly or indirectly, or to obtain other material benefits including gifts other than those considered tokens.
- i. NEITI Employees are not allowed to hold a second job while in the full time employment of NEITI. An employee of NEITI may perform work or services for other organizations only to the extent that the activity does not interfere with or prevent the employee from devoting the time (working hours) and effort to NEITI business that her/his position requires.
- j. NEITI staff may not, directly or indirectly, be financially engaged or involved in any enterprise or project to which NEITI is providing assistance.
- k. No NEITI staff member should knowingly act in a capacity, or urge NEITI to act in a manner designed to confer any financial or commercial benefit, whether actual or potential, on her – or himself, or on any firm or corporation in which s/he has a significant interest as partner, stockholder, director or officer. If a situation should arise, the individual should disclose the nature of such interest to her/his immediate supervisor who will discuss with the Executive Secretary.
- l. Information obtained because of employment at NEITI that is not generally available to the public should not be communicated to any individual(s) or organization(s) outside NEITI. NEITI reserves the exclusive right to determine what information can or cannot be communicated outside the organization.
- m. Whereas employees are free to participate in the political process, they may not under any circumstances link NEITI to their political activities, or otherwise state or infer that NEITI supports their views or actions.
- n. NEITI strives to be in strict compliance with all laws and regulations that are applicable to its activities. In the event that a regulation is ambiguous or difficult to interpret, NEITI has access to legal counsel to determine compliance with a policy and observance of all laws and regulations. Such advice shall be sought if any questions arise.

5.2. ACCEPTANCE OF GIFTS

- a. In consideration of services rendered, being rendered or to be rendered, employees shall not ask for, receive, consent or agree to receive any gift, commission, employment, service, gratuity, money, property or anything of value for their personal benefit or advantage or for that of their spouses and/or dependants from any person or organization.
- b. Small tokens and reasonable hospitality may be accepted provided they do not place the staff under any obligation and will not be misconstrued. This must not have a monetary value above

N2, 000.00. Any gift or hospitality of more than token value (above N2,000.00) must be reported to the employee supervisor to determine if it may be accepted.

- c. While it is recognized that exchange of gifts is customary during the festive seasons (Christmas/New Year, Id-el-Fitri, Id-el Kabir, Easter etc), employees shall not during these seasons accept gifts of any kind from any person whose value exceeds N20, 000.00.
- d. It will be an offence for any employee to ask for or accept any material gifts or benefits of any kind from any person for himself or for any other person, except for NEITI, on account of anything done or omitted to be done or about to be done by him or by any other person in NEITI.

5.3. NON DISCLOSURE AND HANDLING OF CONFIDENTIAL INFORMATION

Employees must not disclose to any outside party, except as specifically authorized by the Executive Secretary and pursuant to established policy and procedure, any information relating to the data that the employee may have acquired during the course of his employment with NEITI. Upon termination of employment, employees shall not copy, take, or retain any documents containing similar information.

Employees who have access to restricted classified information must ensure that such information is handled at all times in a manner to safeguard it and in accordance with relevant laid down procedures. This regulation applies to any form of information, whether in written or electronic form.

Employees must not disclose any official information about an employee of NEITI except with proper authorization.

This prohibition against disclosing NEITI's restricted information extends for a period of five (5) years from the point of employee's exit from service. The employee's agreement to protect the confidentiality of such information is considered an important condition of employment.

5.4. USE OF COMPUTER RESOURCES AND NETWORKS

- a. NEITI computers and related resources are provided for NEITI staff and other authorized personnel for job related use and should not be used for non-work related purposes. In special circumstances, a department Director may authorize such resources for non-work related purposes.
- b. All passwords are the property of NEITI. Employees are not permitted to use a password, access a file, or retrieve any stored communication unless authorized to do so by a supervising Director.
- c. Only software programs installed or authorized by NEITI's Information Technology personnel are to be used in NEITI computer equipment.
- d. All software license documents and/or media must remain in NEITI's possession at all times.

- e. Illegal duplication of software is prohibited. NEITI staff and other authorized personnel, who make, acquire or use unauthorized copies of computer software, or who without authority install software on NEITI computer equipment, will be disciplined as the management deem appropriate under the circumstances. Such discipline may include termination of employment or engagement.
- f. **Electronic mail**
 - i. Only NEITI employees and other authorized personnel may use NEITI email system.
 - ii. Incidental and occasional personal use of E-mail for non-work related purposes is permitted within NEITI if such use is not strictly prohibited as noted below; however, all electronic communications systems of NEITI and all information transmitted by, received by, or stored in these systems are the property of NEITI. Employees and other authorized personnel should have no expectation of privacy in connection with use of this equipment or with the transmission, receipt, or storage of information in this equipment.
- g. **Computer Use Prohibitions:** Use of NEITI computer resources or networks so as to interfere with or disrupt network users, services, or equipment. Such interference or disruption includes, but is not limited to:
 - i. Harassment of others
 - ii. Running, installing, or distributing a program intended to damage or to place an excessive load on a computer system or network
 - iii. Posting, receiving, or mailing obscene materials
 - iv. Propagation of computer viruses
 - v. Distribution of personal or third party unsolicited advertising
 - vi. Any use in a hostile or threatening manner
- h. NEITI does not condone any of the aforementioned actions defined as prohibited activities. Such actions will be disciplined, as the management deem appropriate under the circumstances. Such discipline may include termination of employment or engagement.

5.5. ACCURATE BOOK KEEPING AND ACCOUNTS

All transactions must be properly authorized, and be accurately and completely recorded in NEITI's books and records, and all assets must be properly protected in or out of use.

5.6. UNAUTHORIZED GUARANTEE OR RECOMMENDATION

Members of staff are prohibited from the use of NEITI's name, letterhead, etc. for their private guarantees in such a manner as to give the impression that such guarantee, or recommendation is given on behalf of NEITI

5.7. PERSONAL APPEARANCE

As a member of NEITI, your outward appearance is extremely important. It not only conveys who you are as an individual but it also speaks volumes about our organization and our level of professionalism. Accordingly, NEITI shall at all times endeavor to ensure that members of staff convey a positive image of the organization. Employees are required to present a neat and decent appearance at all times. This means good personal grooming habits and the proper attire for the employees position with NEITI.

5.8. ABSENCE DURING WORKING HOURS

Employees are required to obtain permission if they wish to take any leave during office hours. Employees are required to give an explanation for absence or late attendance, and inform their supervisor as soon as possible if they are unable to attend to duty.

All absence from the office must as far as possible be documented and record kept in the Personal file by Human Resources

5.9. CRIME

It is the duty of all employees must report to their supervisors, all instances of crime, as well as those of suspected or intended crime, against NEITI, as soon as they become aware about them.

5.10. OFFICIAL CHANNELS OF COMMUNICATION

All memoranda, request or complaints must be channeled to or through the immediate supervising officer. The information flow should be from top to bottom or from bottom to top.

5.11. DRUG FREE WORKPLACE

The use, manufacturing, sale or distribution of illegal drugs, or working under their influence on NEITI premises or while operating a NEITI vehicle is strictly forbidden and are grounds for immediate dismissal. Employees should not operate a NEITI vehicle while under the influence of a legal drug, which may cause drowsiness or other side effects that may be dangerous under certain circumstances.

Alcohol is not to be consumed during work hours. Any employee found in possession of alcohol or illegal drugs may be subject to disciplinary action, including dismissal and possible legal action.

5.12. SMOKE FREE WORKPLACE

Smoking is prohibited in all NEITI owned leased or controlled facilities and vehicles. This includes all corporate and administrative and other offices. Employees are asked to smoke outside such facilities.

5.13. HARASSMENT AND DISCRIMINATION

All employees have the right to a workplace that is free from any type of harassment (sexual or nonsexual) or discrimination (verbal or nonverbal) resulting in fear, pressure, or discomfort that is caused by another employee. Employees who are found to engage in any form of harassment or

discrimination (including the retaliation as a result of a formal complaint being filed) will be subject to immediate disciplinary action up to and including termination.

5.14. WORKPLACE VIOLENCE

NEITI does not tolerate any acts or threats of violence committed by or against employees. NEITI will discipline or terminate any employee found to have violated this policy. NEITI also will not condone any acts or threats of violence against NEITI employees or visitors on NEITI premises at any time or while engaged in business with or on behalf of NEITI, on or off NEITI premises. Any employee carrying firearms or other weapons, concealed or otherwise, in NEITI offices will be subject to immediate dismissal.

5.15. LOSS OF PROPERTY:

Employees must hand over all items or of property found on the premises of NEITI which have no apparent owner to the Team leader HR/ADM.

5.16. SAFETY AND FIRE PRECAUTION

All safety and fire regulations must be adhered to by all staff and visitors of NEITI The following fire precautions must be observed:

- a) There should be a means of escape that is accessible in all circumstances.
- b) Doors through which employees need to get out must not be locked while they work on the premises;
- c) There should be a free passage way for means of escape;
- d) Fire-fighting equipment properly maintained must be readily available.
- e) All members of staff should be made aware that the cost of any damage caused due to fire either through their carelessness or malaise would be charged to the member of staff responsible.

5.17. BREACH OF CODE OF CONDUCT

Breach of any part of the code of conduct shall attract appropriate disciplinary action as determined by the management under Conduct and Discipline not excluding the decision to terminate appointment.

CHAPTER SIX

6 CONDUCT AND DISCIPLINE

6.1. INTRODUCTION

Proven violation of standards and policies by any employee, regardless of their position, will lead to appropriate disciplinary action as an effort to correct and improve the employee. Depending on the seriousness of the case, a disciplinary action may be cause for legal action. In case of poor job performance, it is important that the supervising officer satisfies himself that all steps have been taken before using the disciplinary procedure.

6.2. OBJECTIVES

The objectives of the disciplinary regulations are:

- a. To promote good conduct of staff of NEITI
- b. Enhance NEITI's image
- c. To guarantee a happy and peaceful working atmosphere;
- d. Ensure fairness and justice
- e. To build up and preserve a core of staff who accept discipline as a vast and essential ingredient for high productivity towards achieving excellence.

6.3. PROCEDURE

Any case which comes to the attention of the disciplinary authority, if the disciplinary authority is of the opinion that disciplinary proceedings should be instituted, the following procedure should be followed:

a. Counseling and Oral Warning

This should be given by the employee's immediate supervisor. It should be given verbally and in private. The employee should be told clearly what he or she has done and the consequence of reoccurrence. The supervisor should make a note of the discussion and have the employee sign for mutual record. This stage is known as counseling state.

b. Query and Written Warning

An employee who has had counseling and oral warning but continues to fail to meet the required standards would be given a query outlining the complaints against him or her and required to make written explanations. The employee's Director in conjunction with the Human Resources will cause the query to be written and issued by Human Resources.

Based on the written response or explanations given and on the evidence available, the departmental Director and Human Resources may review and dismiss the case or Human Resources may write and issue a written warning. The written warning must set out what the staff has done and precisely what they must do to improve. The warning should also include when their performance or conduct will again be reviewed and the consequence of continued failure to meet standards. A copy of the warning letter or letter dismissing the case whichever one applies should be placed in the staff's personnel file.

c. Final Query and Warning

A continued failure to meet standards should result in Human Resources issuing a final query to the staff detailing what the employee had done wrong, what they must do to meet the necessary standards, the period of time within which the employee should reach the standard required and precisely what action will be taken if the standards are not met. The employee should be given a full opportunity to explain their case by replying the query in writing with any extenuating circumstances being taken into consideration.

Considering the extent of the culpability of the employee, Human Resources can recommend the following actions to the Executive Secretary for approvals:

- i. loss of privileges
- ii. transfer to other work
- iii. suspension without pay
- iv. down grading
- v. termination

d. Refusal to answer Query

If the employee should fail to comply with the request to answer a query within the time given or refuses to receive the query, he shall be deemed to have admitted guilt and summary disciplinary action may be instituted against the employee as appropriate.

e. Major offence/suspension

Where an employee is considered to have committed any breach of rules or discipline which might make him or her liable for summary dismissal, and if their presence is determined to inhibit investigation, the staff may be subjected to immediate suspension without pay pending investigation. If after investigation, they are reinstated, then payment of wages will be made in full for the period of suspension. If the staff is summarily dismissed, they will only be entitled to wages up to and including the date and time of the original suspension.

f. Summary Dismissal

The law provides that employees may be summarily dismissed for certain offences covered by the broad headings of gross misconduct. Therefore, irrespective of this procedure laid down in

Stages a – e above, an employee shall be liable for summary dismissal in the following misconduct against NEITI:

- i. dereliction of duty
- ii. falsification of NEITI's records/documents or aiding and abetting same
- iii. stealing or aiding and abetting same
- iv. divulging confidential information
- v. refusal to obey lawful instructions
- vi. sleeping on duty
- vii. drunkenness or drug abuse/addiction
- viii. willful misrepresentation of facts or information required by and or given to NEITI.
- ix. malicious damage to NEITI's property
- x. conviction for a criminal offence
- xi. gross insubordination or disrespect to a member of management, senior staff or any other staff placed in higher authority.
- xii. fighting, assault or engaging in disorderly behaviour during working hours in the office premises or within its immediate surroundings.
- xiii. deriving benefits in the course of official duties from acts likely to result in a conflict of interest between personal interest and that of NEITI.
- xiv. disloyalty, including failure to disclose any misconduct committed or about to be committed against NEITI and known to the employee;
- xv. gambling.
- xvi. Any other misconduct as determined by the management and approved by the Executive Secretary

These examples of serious misconduct are not exhaustive. Any conduct likely to endanger the company's property, well being and operations or the safety of others may constitute serious misconduct.

Any employee summarily dismissed will only be entitled to pay up to the last day worked and shall forfeit all other company's benefits and privileges.

6.4. DISCIPLINARY PANEL

If the management considers that a case is a serious breach such as violation of the code of conduct or any breach for that matter, they may constitute a disciplinary panel along the following guidelines to conduct investigations, report findings and make recommendations:

- a. A panel of at least Four (4) persons which shall be set up by the appropriate disciplinary authority/approving authority.
- b. The chairman of the panel shall be a person at a higher senior staff grade level than the alleged offender, and shall not be a grade level lower than GL 12 for staff below GL 10 or below GL 17 for a staff on GL 10 and above.

- c. At least one member of the panel shall be
 - i. From the department other than that of the alleged.
 - ii. A female employee if the alleged offender is a female.
- d. In all cases, no member of the panel shall hold a lower rank than the alleged offender.
- e. Provided that there are at least three members of the panel present including the Chairman, failure of any member to attend the panel will not invalidate the panel's decision or recommendation.
- f. Where there appears to be a tie in reaching a finding among the members of the panel, after a matter has been put to vote, then the Chairman shall have an additional or casting vote.
- g. The panel may take oral or written evidence and shall notify the alleged offender to give either of such evidence in his own defense.
- h. Where the employee refuses to appear before the panel or refuses to submit any written response to queries issued, the Panel shall continue with its investigations and the employee shall be bound by the decisions of the panel.
- i. All members shall as much as possible; sign the report of the panel, but failure to sign on the part of any member shall not invalidate the report.
- j. A dissenting member of the panel may decide to sign a dissenting report or simply minute the dissent on the main report and sign accordingly.
- k. It is the duty of the panel to apportion blames and recommend punishment.

6.5. DISCIPLINARY ACTION

- a. The disciplinary authority shall, in meting out discipline, be guided by the panel report, but shall not, under any circumstance, regard its power as being confined or restricted within the scope of the report.
- b. The HR & Admin unit shall implement the appropriate disciplinary action.

6.6. LATERAL DISCIPLINE

Lateral discipline occurs where an officer in one Department initiates a query on another employee in another department whose act is in breach of laid down rules and regulations and follows the following procedure.

- a. The initiating officer shall verbally or in writing bring the act of misconduct to the attention of the Director of Department through the HR and Admin Unit.
- b. The Director of the staff concerned shall then follow the established disciplinary procedure in NEITI

6.7. DISCIPLINARY ACTION ON MATTERS OF CRIMINAL NATURE

In respect of matters of criminal nature legal advice where necessary and appropriate shall be sought.

6.8. DISCIPLINARY ACTION AGAINST A FEMALE EMPLOYEE ON MATERNITY LEAVE:

Any disciplinary proceedings against a female employee which would otherwise have been taken during/after the period of her maternity leave shall be postponed until her maternity leave and any further sick leave that may be granted to her has expired.

6.9. DISCIPLINARY ACTION WHILE CRIMINAL PROCEEDINGS ARE PENDING:

Where criminal proceedings are instituted against an employee in any court of law, disciplinary proceedings upon any grounds involved in the criminal charge may be taken only after the conclusion of the criminal proceedings and the determination of any appeal. Nothing in this rule shall prevent NEITI from taking disciplinary action against an employee on grounds other than those of the criminal charge pending before the court.

6.10. SUSPENSION PROCEDURE:

If disciplinary proceedings for an employee's dismissal are instituted or about to be instituted or if criminal proceedings are instituted against an employee, and if the disciplinary authority considering the interests of NEITI require that such employee should cease forthwith to exercise his functions, the disciplinary authority may:

- a. If the employee holds a permanent appointment, suspend him with half pay or without pay;
- b. If the employee holds a temporary appointment, terminate his/her appointment by payment of the appropriate remuneration in lieu of notice; but if such criminal proceedings result in his acquittal or if such disciplinary proceedings result otherwise than in his dismissal, he/she shall be re-engaged from the date of such result or from the day following the expiration of the period for which he/she was paid remuneration in lieu of notice, whichever is earlier.
- c. If an employee is suspended, he shall be informed and the suspension shall date from time that he is so informed.
- d. If the criminal proceedings against suspended employee result in his/her acquittal or if the disciplinary proceedings against him result otherwise than in his/her dismissal, he/she shall be reinstated in his office by the disciplinary authority, provided the position is still vacant, with effect from the date of the outcome of such proceedings.

6.11. DUTIES OF SUSPENDED EMPLOYEES:

An employee who is under suspension shall provide point of contact and not leave his/her duty station without the permission of the Director of the Department/Executive Secretary as the case may be and shall keep the Directors/ES informed of the address at which instructions to him can be delivered.

If an instruction is sent to such address and he/she fails to comply with such instruction within 24 hours of the delivery he/she shall be regarded as being absent from duty without *authority*.

6.12. DURATION OF SUSPENSION

Suspension by the disciplinary Authority may be more than one month with a possible extension of up to three months which will be communicated to the staff in a situation where the case is referred to the board.

6.13. SALARY DURING SUSPENSIONS

An employee who is under suspension would not be entitled to any pay during the period of suspension. However, depending on the circumstances and as approved, he/she may be paid half salary during the period of suspension. If the staff suspended on half pay is not found guilty, the withheld salary will be refunded to the staff.

6.14. DISCIPLINARY ACTION AFTER ACQUITTAL ON A CRIMINAL CHARGE:

An employee acquitted of a criminal charge in any court of law shall not be dismissed or otherwise punished on any charge upon which he/she has been acquitted, but nothing in this rule shall prevent his/her being dismissed or otherwise punished on any charge arising out of his/her conduct in the matter, unless such charge raises substantially the same issue as those on which he/she has been acquitted. In the event of the acquittal or of the discharge, whether amounting to an acquittal or not, of an offence (being a criminal offence as defined for the purpose of these Rules), the Director/ES shall consider whether disciplinary proceedings should be instituted or continued against such employee, but before instituting or continuing disciplinary proceedings against such employee in pursuance of this Rule, he/she shall obtain legal advice from the Legal Unit of NEITI as to whether or not disciplinary proceedings can properly be instituted or continued under these Rules.

6.15. PAYMENT OF SALARY ON CONVICTION:

An employee adjudged by a court of law to be guilty of a criminal offence (being a criminal offence as defined for the purpose of the Rules contained in Section 9), shall cease to receive any emoluments from the date of such judgment, pending the decision of the disciplinary authority.

6.16. DISCIPLINARY ACTION AFTER CONVICTION:

If an employee is convicted of a criminal offence (being a criminal offence as defined for the purpose of the Rules contained in Section 9) the approving authority may inflict such punishment on the employee as may seem proper to him/her without following the procedure prescribed in Section 9.4

6.17. ABSENCE WITHOUT LEAVE OR REASONABLE CAUSE:

Without prejudice to the power to institute disciplinary action in respect of any absence from duty without leave or any reasonable cause, where a staff fails to notify NEITI or obtain permission within 5 days, the approving authority may suspend him without pay prior to the procedure prescribed in Section 9.5 provided that if the employee can later satisfy the approving authority that the circumstances of his absence, and of any failure to inform the approving authority may without prejudice to the power to institute disciplinary proceedings in respect of the absence revoke the suspension.

6.18. DATE OF DISMISSAL

The date of dismissal of an employee shall be the date approved by the approving authority ordering his dismissal.

6.19. EFFECT OF DISMISSAL

An employee who has been dismissed shall not be eligible for any benefits.

6.20. APPEAL

An employee shall have the right to appeal against any disciplinary sanction within two working days using appropriate channels, to the next higher level of authority other than the disciplinary authority. If he or she does not obtain satisfaction s/he shall proceed progressively to the highest level in accordance with the NETI's grievance procedure. He shall be allowed ready access, to all documents that are relevant to his petition/appeal.

The Executive Secretary will make a final decision on any appeal received.

6.21. GUIDANCE ON APPROVING AUTHORITY

The following guidance may be applied regarding approvals on discipline:

- a. Only the Executive Secretary may approve the suspension, Termination OR dismissal of an employee.
- b. Where in doubt an appointing authority should have disciplinary power over those levels of staff, which it appoints. The recommended delegation of disciplinary power is set out below:

6.21.1. Directors of Department

Directors of Department shall have the power to:

- a. Reprimand all employees in the Department.
- b. Recommend suspension without pay, withholding or deferment of increment, surcharge, demotion and appointment termination of officers in the Department on GL 01 - 06 to the Executive Secretary.
- c. Recommend suspension without pay. withholding or deferment of increment, demotion and termination of officers on GL 07 - 12 in the Department to the Executive Secretary
- d. Make reports on staff GL13 – 16 to the Executive Secretary

6.21.2. Executive Secretary

The Executive Secretary shall have the power to:

- a. Power to reprimand and suspend all employees within NEITI
- b. Power to approve suspension and other disciplinary actions in respect of staff on GL 01 -07 and GL 08- 10.

- c. Power to approve the termination of any employee on GL 01 - 06 in NEITI and to chair the appropriate disciplinary committee to determine appointment termination of all staff
- d. Power to recommend termination/dismissal and other disciplinary action in respect of staff on GL 07 - 17 to the Board. (NSWG)

6.21.3. The Board (NSWG)

The Board retains the power to approve dismissals, terminations and other forms of disciplinary actions of senior and management staff recommended to it by the Executive Secretary

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CHAPTER SEVEN

7 GRIEVANCE PROCEDURE

7.1. INFORMATION RESOLUTION

Any employee who feels aggrieved over any matter including, but not restricted to promotion, advancement, allowances, training, performance appraisal and disciplinary action, should first seek to discuss the matter verbally with his/her immediate supervisor, without delay. Where the employee is not satisfied with the outcome of the verbal discussion, he may seek to pursue his appeal in the manner set out below.

7.2. PETITION SUPERIOR AUTHORITY

- a. The aggrieved employee may set down his grievances in writing, supporting them with documents or photocopies of such documents, but restrict his appeal to facts, and avoid abuses or provocative language.
- b. The appeal shall be transmitted to the Director of the Department through the immediate supervisor of the aggrieved employee.
- c. The employee shall also send an advance copy of the letter (Clearly marked as such) directly to the Director of the Department, while the supervisor shall include his comments, if any, on the original letter to the Director of the Department
- d. The Director of the Department shall act with dispatch and objectivity, in order to obviate any further appeal.
- e. Where the aggrieved employee is not satisfied with the ruling of the Director of the Department, then the employee may appeal to the Executive Secretary through the supervisor and the Director of the Department, with an advance copy of the appeal letter transmitted directly to the Executive Secretary.
- f. Where the employee still feels aggrieved after the Executive Secretary's ruling, then he may appeal, in the manner similar to the one set above, to the Board of NEITI (NSWG).
- g. Exceptionally, the employee may still feel aggrieved, in which case he may take his matter up to the Secretary to the Government of the Federation, then to the President of the Federal Republic of Nigeria, in that order and following the guidelines relating to the advance copies contents of appeal letters and language employed.

7.3. APPEAL OUTSIDE NEITI

It will be an offence punishable under these conditions for an employee to send any appeal outside NEITI, except where he has followed the procedures laid down in these Conditions of Service.

CHAPTER EIGHT

8 STAFF BENEFITS AND WELFARE

8.1. HOUSING

NEITI May provide housing allowance at a rate to be approved from time to time by the NSWG.

8.2. FURNISHING

The Executive Secretary and Directors may be entitled to soft furnishing or money in lieu.

8.3. TRANSPORTATION

This shall be in accordance with the rate approved by NSWG from time to time .

8.4. ANNUAL CLUB MEMBERSHIP

NEITI may pay for membership registration and subscription of the Executive Secretary and the employees on Grade level 14 - 17 to one social/sports clubs within their place of domicile and as approved by NEITI subject to approved ceiling.

8.5. PROVISION OF UNIFORMS AND PROTECTIVE CLOTHING FOR FIELD STAFF

NEITI shall provide uniforms for Drivers, Office Assistants, Dispatch Clerks/Riders and protective clothing for field staff where the need arises.

8.6. EX-GRATIA AWARD

Employees may be entitled to an ex-gratia award at the discretion of the Management and at the approved rate, to assist staff in terms of need, such as death of an immediate family member (spouse, children and parents).

8.7. GROUP LIFE COVER

Based on Nigeria's Workman's Compensation Act, the company will provide Group Accident Insurance to cover accident, disability and death.

8.8. MEDICAL BENEFITS

8.8.1. Eligibility

NEITI will provide medical services for its staff and their families, including spouse and up to four (4) children who must be 18 years of age or below under the National Health Insurance Scheme. Spouse and children are defined under Family information/Personnel records.

8.8.2. Medical Treatment on Leave

An employee on official assignment, including a training course, abroad is required to take out Health Insurance Scheme there, or other similar approved scheme. NEITI would reimburse the employee the full cost of the insurance scheme and any associated medical bills on presentation of relevant documents and receipts.

8.8.3. Medical treatment Overseas

- a. In exceptional cases, NEITI may settle bills for overseas treatment, including appropriate living expenses, provided that the need for such treatment has been properly established by NEITI's Doctor and an approved/designated referral medical centre in Nigeria,
- b. Board approval will be based on the nature of the ailment and subject to an established limit.
- c. NEITI may grant employees' medical leave on application (supported by relevant medical reports) for self sponsored medical treatment overseas.
- d. NEITI may require any employee, who is absent on sick leave for more than 22 working days to be examined by a medical officer of its choice.

8.8.4. Medical Board

- a. An employee, who has been on prolonged absence of over three (3) months in a year due to ill health, or other emergency cases, may be required to appear before a Medical Board.
- b. Where an employee has been on sick leave for three (3) months consecutively, he may be subjected to a Medical Board to determine his state of health and his continued employment with NEITI.
- c. Any employee may be required to appear before the Medical Board if the Management deems it necessary particularly for suspected prolonged contagious diseases.

8.8.5. Maximum Period of Sick Leave

- a. If the Medical report confirms that the illness is due to the employee's fault or misconduct, his appointment may be determined.
- b. If, however, the illness is of natural causes i.e. not due to the employee's fault or misconduct, and there are reasonable chances of recovery and returning to duty, the employee shall be granted six consecutive months sick leave on full pay. He will, thereafter, be put on half pay, which will cease after an additional three months. Thereafter, his appointment may be determined.

8.9. TOURING/NIGHT ALLOWANCE

Employee on Grade level 14 and above are entitled to exercise options to be lodged in hotels on full board or be paid the appropriate night allowances when on official assignment outside their station. The grade hotel would be as prescribed by NEITI from time to time

- a. Allowance in lieu of hotel accommodation shall be paid to employees as may be approved from time to time
- b. Newly recruited staff assuming duty in any of NEITI's offices. The allowance shall be limited to the first 30 days during which they are expected to have settled down.

8.10. LOCAL TOUR ALLOWANCE

- a. Where an employee attends an official course of instruction locally (i.e. in Nigeria but outside his station) for a period of 60 days or less, such employee shall be paid a per diem allowance at an approved rate.
- b. Employees who attend courses shall be paid 30% of the approved per diem for local running expenses.

8.11. TRANSPORT ALLOWANCE

Transport allowance shall be payable to all employees at the approved rates as will be approved from time to time.

8.12. WARM CLOTHING ALLOWANCE

- a. Employees on official visits or assignment in temperate climates outside Nigeria shall be entitled to a warm clothing allowance at the approved rates payable in Naira, subject to a maximum of one payment in two years.
- b. Dependants, accompanying such employees in accordance with the provisions of these conditions, shall be eligible to similar allowances at the approved rates.
- c. These allowances shall, however, be subject to limitations and conditions set by NEITI.

8.13. RENT SUBSIDY

Rent subsidy may be provided to all NEITI staff at such rates as may be approved from time to time.

8.14. MEAL SUBSIDY

Meal subsidy provided to subsidize the cost of lunch when at work shall be paid at approved rates for days worked only.

8.15. NON-ACCIDENT BONUS FOR DRIVERS

A driver who drives NEITI's vehicle for one year continuously without any accident shall be awarded an annual non-accident bonus. Where a driver is involved in an accident, he will start

a new probationary period of one year before he qualifies and the bonus shall be approved by the Executive Secretary from time to time.

8.16. UTILITY ALLOWANCE

Utility allowance will be paid to all categories of employees at the NSWG approved rates.

8.17. KILOMETRE ALLOWANCE

Where no NEITI vehicle is available and an employee has to use his own personal vehicle on NEITI business, a kilometer allowance at the approved rates shall be payable provided that prior authority has been given by the relevant Director of the Department.

8.18. LEAVE ALLOWANCE

Leave allowance is payable to all NEITI at a rate that will be approved by the management from time to time.

8.19. FURNITURE GRANT

- a. The furniture grant shall be payable to all employees at the rates approved by NSWG from time to time.
- b. Where an officer who has received the furniture grant leaves the services of the NEITI before the expiration of the specified period, NEITI shall recover the outstanding on pro rata basis.
- c. This grant will be made to cover a period of 3 years.
- d. Where senior Management staff whose accommodation is furnished by NEITI decides to leave the services of NEITI before specified period, ownership of the furniture may be offered subject to approval by NEITI at an approved rate of depreciation, albeit where the staff leaves the services of NEITI after the specified period. The ownership of the furniture may be offered to the staff at book value, subject to approval by the Executive Secretary.

8.20. PRODUCTIVITY ALLOWANCE

NEITI may pay annual productivity allowance to staff at the end of each year.

8.21. GENERATOR ALLOWANCE

In view of the poor electricity supply in the country, NEITI will provide the General Management staff (Grade level 14-17) generator allowance at the rate to be approved by the NSWG from time to time until the electricity situation in Nigeria improves.

8.22. DOMESTIC STAFF

NEITI will provide an allowance to Senior Management staff (Executive Secretary and Directors) to cater for their domestic staff needs.

8.23. MEAL SUBSIDY/ENTERTAINMENT ALLOWANCE

NEITI will from time to time determine the payment of meal subsidy to all NEITI staff and pay entertainment allowance to all General Management staff.

8.24. STAFF LEAVE

8.24.1. Annual leave

Leave will be granted annually and may be taken any time between January and December, subject to exigencies of service. Accumulation of leave will not normally be permitted unless special authorization is obtained. An employee will normally forfeit any leave, or portion thereof, not taken by the end of January of the proceeding year in which it is due.

The leave-earning period shall be a complete calendar year, namely, 1st January to 31st December.

a. Annual Leave Days

The maximum annual leave entitlement for NEITI Staff is graduated as follows:

- i. Junior Staff – 21 working days
- ii. Senior Staff – 28 working days

b. Annual Leave Allowance

The maximum annual leave allowance payable to employees shall be based on the approved rate. Where an employee has served for less than twelve months in the leave-earning period, the allowance payable and the annual leave period shall be prorated.

c. Annual Leave in the First and Last years of service

Leave in the first and last years of service will be calculated on a pro rata basis as approved by NEITI Board.

d. Adjustment on Change of Status

- e. When an employee is promoted or demoted, he will be eligible for leave earned under the new status at the time of promotion or demotion.

f. Forfeiture on Removal

An employee who is dismissed or who resigns his appointment without proper notice will forfeit claims to annual leave and leave allowance.

8.24.2. Sick Leave

Sick leave is paid time-off when an illness or an accident outside work prevents an employee from coming to work. An employee who is absent from duty due to ill health must furnish a medical certificate from a registered medical practitioner recognized by NEITI within 48 hours.

8.24.3. Casual Leave

A maximum of 7 paid days in a fiscal year will be granted to employees in exceptional circumstances for personal matters. Additional days requested beyond the maximum amount must be approved by the employee's Department Director. Casual leave approved beyond the 7 days would require an employee to either take annual leave with pay or leave without pay.

Casual leave will be granted only after a staff has exhausted his annual leave.

8.24.4. Retiring Employees

When an employee is placed on statutory or voluntary retirement, he will normally be granted any leave due to him as on the date of his retirement. A leave allowance shall be paid to him in accordance with Rules stated above.

8.24.5. Leave of Absence

- a. An employee who joins a public or scheduled Organization of the Federal, State, or Local Government, or any Government parastatal may, on application, be allowed by NEITI to proceed to the new Organization by the processes of a leave of absence.
- b. The period of a leave of absence will be pensionable and not salary earning.
- c. Employees who have been seconded to other Organization shall be eligible for notional increment and on return to NEITI shall be reabsorbed accordingly.
- d. Employees who are spouses of designated public officers may on demand, be released to proceed on leave of absence for the duration of the posting abroad, e.g. Diplomats

8.24.6. Examination Leave

In order to assist members of staff to develop their potentials, a maximum of two weeks examination leave in any calendar year will be granted to any employee who takes an approved examination provided that the examination is pre-approved and recognized by NEITI. Examination leave in excess of two weeks is deductible from the employee's leave entitlement.

8.24.7. Study Leave with Pay

- a. Study leave with pay may be granted at the discretion of NEITI to a confirmed staff who have put in two (2) years of continuous service.
- b. The course of study must be relevant to the business of NEITI and the maximum period of the leave shall not exceed two years. Each application will be considered on its own merit.
- c. During the period of the study leave, employees would not be eligible for annual leave increment or promotion. A staff granted study leave under these conditions shall be

bonded for a period equivalent to such leave of absence and as determined by NEITI depending on the financial involvement.

8.24.8. Study Leave Without Pay

Study leave without pay for up to three years may be granted at the discretion of the Management to a confirmed staff with two year's service for a course relevant to NEITI business. The period of the course, or the number of months granted whichever is less shall not count as part of the employee's years of service.

8.24.9. Maternity Leave

- a. Maternity leave shall be with full pay for a total period of 16 weeks provided the employee has not enjoyed annual leave for the year.
- b. Where the employee has enjoyed her annual leave or part thereof in the same year that the maternity leave is approved, the employee shall still be obligated to proceed on full maternity leave for 16 weeks but have the leave already spent deducted from her earned leave of the next year.
- c. Maternity leave must be taken at least four (4) weeks before the date of delivery. This means that maternity leave will be a maximum of 12 weeks from date of delivery.
- d. Staff proceeding on maternity leave must have submitted a report indicating when she will proceed on maternity leave at least 3 months before the commencement of the leave. This report will be accompanied with the Doctor's report.
- e. On resuming duty after maternity leave and on production of a birth certificate, a Nursing mother shall be granted 2 hour off duty every day subject to a maximum period of nine months from the date of birth of the child.

8.25. SALARY ADVANCE

NEITI may grant up to maximum of 2 months' salary advance to a member of staff upon request provided the following conditions among others are satisfied:

- a. That there exists a pressing financial need such as payment of fees, settlement of medical bills for parents and relatives, replacement of lost personal effects, death or wedding of close relations.
- b. That the repayment period shall not exceed six months, and
- c. That six calendar months must elapse between the completion of the repayment of one advance and the granting of another, at Management discretion.
- d. Repayment of the advance will be completed before the financial year end.

8.26. RENT ADVANCE

NEITI shall pay rent advance to eligible staff with good financial records, or for a pressing need and shall be approved by the Executive Secretary (ES).

8.27. CAR LOAN SCHEME

NEITI in recognition of the prevailing economic situation and the high cost of vehicle operates a car loan scheme as assistance.

- a. Towards the purchase of a car.
- b. Refurbishment of a car. (The maximum loan shall not be more than annual salary of the employee.)
- c. Only confirmed staff would be eligible for the loan. The loan is predicated on the availability of funds and on first come, first serve basis.
- d. The loan will be recovered from the borrower's salary by consecutive monthly installments over six (6) years and interest will be at the rate of 2% per annum or any other rate which NEITI may fix from time to time.

8.28. STAFF HOUSING LOAN SCHEME

- a. NEITI may operate a Housing Loan Scheme for the benefit of permanent staff members. All permanent staff members who have been confirmed with a minimum of 2 years service with NEITI are entitled to apply for loans to build or purchase houses anywhere in the federation for the residential use of themselves and their families.
- b. The maximum housing loan shall be determined by NEITI. The loan will be recovered from the borrower's salary by consecutive monthly installments and interest will be at the rate to be determined from time to time.

8.29. LIMIT OF BURDEN

The loan conditions are designed to ensure that no staff member is committing too large portion of his emoluments in the form of loan repayment. Generally, a staff member's monthly deductions are not expected to exceed 33% of gross monthly emoluments.

8.30. SUMMARY LIQUIDATION

When an employee is compulsorily retired on the grounds of ill-health, or dies before liquidating in full a loan obtained, NEITI shall recover the loan from his terminal or retirement benefits. Where it is not adequate, then the legal Estate or his/her guarantor to liquidate the outstanding balance in cash. Alternatively, the guarantor shall be held liable in the event of inability to comply; NEITI may accept an arrangement whereby the outstanding balance is liquidated by installments.

8.31. LOAN AT CESSATION OF EMPLOYMENT

- a. If an employee to whom any loan has been granted ceases to be in the employment of NEITI for reason other than death or ill-health before completing his loan repayment, the full amount outstanding must be repaid to NEITI promptly, failing, which NEITI shall impound the vehicle or asset involved or initiate other means for recover unpaid Advance/Loans.
- b. NEITI shall have the right to dispose of such vehicle or asset at a reasonable price after a three-month period has elapsed, appropriate the outstanding loan and refund the balance, if any.

8.32. SEPARATION OF EMPLOYMENT

8.32.1. EXIT INTERVIEW

Any employee resigning his/her position will be requested to participate in an exit interview process. Exit counseling will be held with employees on voluntary resignation by the direct supervisor in the first instance and the HR and Admin Team Leader. The purpose of the exit interview is to learn from resigning employees their reasons for leaving, and how NEITI may better retain valued employees in the future.

8.32.2. RESIGNATION AND TERMINATION OF APPOINTMENT

Neiti or the employee may terminate the employment without assigning any reason whatsoever by giving notice as below:

- a. Unconfirmed staff (Probation) - 1 month notice or payment in lieu.
- b. Confirmed Junieur staff - 1 month notice or payment in lieu
- c. Confirmed senior staff - 3 months notice or payment in lieu
- d. The notice is to enable staff hand over properly to whoever is taking over from them. NEITI reserves the right of summary dismissal without notice where an employee is found guilty of grave misconduct or fraud.
- e. Employees shall be expected to liquidate outstanding liabilities on termination of employment.

8.32.3. RETIREMENT

- a. The compulsory retirement age shall be 60 years. An employee shall retire on attaining the age of 60 years or 35 years of service whichever is earlier.
- b. However, an employee may opt for voluntary retirement giving three months' notice provided that he has served the qualifying period. The Management may however, at its discretion, waive the period of notice.
- c. For the purpose of retirement, only the date of birth given at the time of employment will be accepted.

8.32.4. REDUNDANCY

Redundancy occurs when an employee's job is restructured or eliminated due to organizational or technological changes or outsourcing due to causes beyond the control of the NEITI. In the event of redundancy, Management and the Union (if any) will meet in advance to negotiate redundancy payment for those who may be affected. Severance payment shall be made as approved by NEITI Board Severance pay is applicable only when

an employee loses his/her job as a result of a reduction in force and does not apply to resignation, termination, retirement, and other exits.

8.33. PENSION SCHEME

- a. NEITI shall operate a contributory pension scheme for all permanent staff. This shall be administered in conformity with the Pension Act of 2004.
- b. NEITI must ensure that staff are registered with their preferred and approved Pension Fund Administrators (PFA).
- c. As provided under the Pension act of 2004, NEITI will operate a contributory pension scheme with contributions from staff and the employer as such rates as may be determined from time to time.

8.34. GRATUITY

An employee may be paid gratuity in the event of the following:

- a. On retirement or withdrawal from service after serving for the stipulated period,
- b. After a properly constituted Medical Board has pronounced that the employee is not suitable for service on health grounds,
- c. If an employee is not totally or permanently disabled while in the service of NEITI where the cause of his disability is not the fault of the employee;
- d. On the abolition of an office;
- e. If an employee is required to withdraw or retire from the service of NEITI in the public interest.
- f. On compulsory retirement for the purpose of facilitating improvements in the organization of NEITI so that greater efficiency or economy may be effected.
- g. An employee who has served 5 years but less than 10 years will be eligible to draw gratuity at the Rates approved the Federal Government of Nigeria
- h. Management staff on Grade level 15-17 who retire from the service of NEITI are entitled to retain the official car attached to him/her.

8.35. CERTIFICATE OF EMPLOYMENT

An employee leaving NEITI will, if he so requests, be given a certificate of employment showing the nature of his employment and length of service.

8.36. RE-ENGAGEMENT

Employees who are dismissed or terminated or who resign, other than those terminated under the redundancy rule or who resign to pursue studies, will not be re-engaged.

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