The Johns Hopkins Public Health in Nigeria Initiative (JHPHINI)

Personnel Policy Manual

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- ACCEPTANCE OF JHPHINI’S PERSONNEL POLICY MANUAL
Section 1: Purpose

1. This manual is the official statement of the personnel policies of Johns Hopkins Public Health in Nigeria Initiative (JHPHINI). It is the responsibility of each manager and supervisor to administer these policies consistently and impartially.
2. The policies in this manual are applicable to all staff employed by JHPHINI in Nigeria exclusive of designated expatriates including United States citizens seconded to JHPHINI and employees in Nigeria who are on the Baltimore payroll.
3. The Johns Hopkins University’s Office of the Vice President for Human Resources is responsible for personnel policies globally and revisions to this manual will be made with approval of the Vice President of Human Resources from time to time.
4. This manual will be kept online at the Human Resources website under the Human Resources Section. Any revisions to the manual will be placed on the same website and will be announced to the divisional staff and the staff in Nigeria.

The policies contained within this manual are not intended, nor should they be construed, to create a contract of employment for a specified period of time. Unless otherwise agreed to in writing between JHPHINI and an individual staff member for a specified period of time, employment with JHPHINI is at will, which means that any employment may be terminated by the staff or JHPHINI at any time (subject to applicable notice requirements or the payment of money in lieu of such notice) regardless of cause. JHPHINI reserves the right to alter, amend or discontinue any or all of the provisions of these policies and the benefits at any time, with or without prior notice, to the extent permissible by applicable law.

Such alteration, amendment or discontinuation of any or all of the provisions will be communicated to staff immediately after at the respective offices. A copy of this manual is provided to each employee. Each employee is required, upon receipt of this manual, to complete the attached acknowledgement form which confirms that the staff has read and understood the manual and undertakes to comply with all the provisions of the manual. The acknowledgement form should be returned to the Human Resources and Administration Officer at the respective offices. This compliance document shall be filed in individual personnel folders whereupon this manual (as amended from time to time) shall be deemed to be incorporated into the employee’s letter of employment. Where there is a conflict between this manual and the letter of employment, the letter of employment will take precedence.

Rights of JHPHINI

JHPHINI retains all managerial and administrative rights and prerogatives entrusted to it and conferred on employers inherently and by law. These include, but are not limited to: the right to exercise judgment in establishing and administering policies, practices and procedures, and to make changes to them with or without notice; the right to take whatever action is necessary in JHPHINI’s judgment to achieve its goals; and the right to set the standards of productivity and services to be rendered, etc. Failure of JHPHINI to exercise any such prerogative or function in a particular way shall not be considered a waiver of JHPHINI’s
right to exercise that prerogative or function in the future or to preclude it from exercising that prerogative or function in some other way.

Ruling Authority

The policies in this manual have been written taking into account the following ruling authorities:

- Laws of Nigeria
- Donor’s applicable rules and regulations
- Johns Hopkins University’s policies

This document follows the procedures and policies of the employer in their agreement with Donors, written in the context of local employees, in conformity with local labour Regulations. The terms and conditions of service are written in the official language of Nigeria, English.

In the event of a contradiction between this Manual and any other document, the Project Director in conformity with the Home Office Technical directives, will render a decision.

Employment (salary and benefits) is based on the availability of adequate funding from Donor(s). All employee contracts may be terminated based on the availability of adequate funding.

Section 2: Equal Employment Policy

As a matter of policy to which it is staunchly committed, JHPHINI does not discriminate on the basis of race, colour, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, or any other classification considered unlawfully discriminatory under any applicable law. JHPHINI is committed to providing qualified individuals, access to all employment programs, benefits, and activities on the basis of demonstrated ability, performance, and merit, without regard to personal factors that are irrelevant to the program involved. JHPHINI’s equal opportunity policy applies to all employment decisions, including those affecting hiring, promotion, discipline, or transfer; recruitment; advertisement of vacancies; selection for training; layoff and termination; and compensation and benefits.

Section 3: Standards of Conduct

A. General Policy
It is the policy of JHPHINI to treat staff members with equity, civility, and respect. In return, JHPHINI expects staff members to adhere to standards of conduct and performance that are established to enable all to work together to achieve the objectives of JHPHINI. These Standards of Conduct are reasonably related to the orderly, efficient or safe operation of JHPHINI in Nigeria.

B. General Standards of Conduct and Performance

General standards of conduct and performance apply to everyone employed in Nigeria. Violation and/or failure to adhere to these standards may result in disciplinary action, up to and including, termination or dismissal. These standards include, but are not limited to, the following:

a. Each staff member is to spend the workday effectively and efficiently by performing the proper tasks safely, competently and in a timely manner and demonstrating an awareness of priorities.
b. Each staff member is to comply with JHPHINI’s policies and procedures.
c. Each staff member is to be at work when scheduled.
d. Each staff member is to notify the supervisor of an unscheduled absence no later than one hour after the scheduled time to report to work or in accordance with departmental guidelines.
e. Each staff member is to work during working hours.
f. Each staff member is to cooperate with reasonable requests from co-workers.
g. Each staff member is to perform reasonable job duties, even if not part of the job description, as assigned by the supervisor.
h. Each staff member is to respect the confidentiality of sensitive information. Such information should not be repeated, discussed or removed from the work area except for legitimate work reasons and as authorized by the supervisor.
i. Each staff member is to give proper notice of resignation.
j. Each staff member is to safeguard personal property.
k. Each staff member is to respect the property of others and of JHPHINI and to use JHPHINI property only for legitimate work purposes (e-mail, facsimile machines, computers, copiers and other JHPHINI equipment). Taking of property belonging to others or JHPHINI will not be tolerated.
l. Each staff member is to maintain appropriate work place behaviour that fosters collegiality and team work. Without these qualities, JHPHINI cannot achieve its goal in an effective and efficient manner.
m. Each staff member is to utilize internal resources to resolve employment problems (discussion with supervisor, department administrator, human resources, grievance process, etc.)
n. Each staff member must know the fiduciary duty associated with JHPHINI employment and to perform the duties accordingly; conduct that conflicts with the interest of JHPHINI will not be tolerated.
o. Each staff member is to refrain from selling or buying goods or any substances during work hours or on JHPHINI’s premises.
C. Workplace Civility

The quality of services and products delivered by JHPHINI is driven by the quality of life of the staff providing the service or product. Working to foster a civil workplace includes, but is not necessarily limited to, the following:

a. Each staff member is to respect the rights of others (for example, not to threaten or to endanger any person's life or health, either deliberately or through carelessness).

b. Each staff member is to be courteous towards fellow staff members, patients and visitors. Disruptive, discourteous and/or insubordinate conduct will not be tolerated.

c. Conduct that causes or threatens harm to others or that constitutes persistent, unwanted behaviour will not be tolerated.

d. JHPHINI does not restrict political activity if it does not involve the Johns Hopkins University or JHPHINI’s name, property, facilities or materials. For the avoidance of any doubt, JHPHINI will not grant any staff member any leave to stand for elections or time-off to perform any political activity, other than the civic responsibility to vote during elections.

Section 4: Recruiting and Employment

A. General Policy

The JHPHINI’s recruiting protocol includes developing a job description that describes a job’s major functions and required qualifications, advertising the position, screening applicants, and interviewing qualified candidates. Applicants are selected for interviews based on their qualifications for the positions. When a candidate is finally selected, references and employment/education background will be independently verified and JHPHINI reserves the right to terminate any contract of employment if the employee supplied any false or misleading information.

B. Employment Agreement

After the final selection of a candidate, the individual will receive an employment agreement signed by an authorized JHPHINI representative in accordance with applicable law. The agreement shall include a title, job description (when appropriate), the duration of employment, place of employment, start date, terminal date (if the contract is for a fixed period), salary and any allowances, title of supervisor and space for employee’s signature.

C. Probationary/Introductory Period

Newly hired individuals and those rehired after termination of employment are provisional until the successful completion of a probationary period (ninety (90) days for Management
staff and forty-five (45) days for junior staff). At the end of the probationary period, the Supervisor will evaluate the work and, if the new employee’s work and performance in that position is satisfactory, the Supervisor will inform Human Resources and in due course, the employee will be issued a letter confirming his/her appointment. JHPHINI may also extend an employee’s probationary period at the Project Director’s sole discretion on such terms and conditions as deemed appropriate.

During the probationary period, either party may terminate the contract by giving a written notice of fourteen (14) days or the payment of wages for fourteen (14) calendar days in lieu of such notice.

Transferred or promoted staff members are also provisional until the completion of ninety (90) or forty-five (45) calendar days in their new position respectively.

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**Section 5: Hours of Work and Overtime**

**A. Standard Work Week**

The standard work week is 8.00 a.m. to 5.00 p.m. Monday through Friday, with one hour lunch break in-between. For payroll purposes, the standard work week consists of five (5) days. Staff are required to submit a timesheet to the supervisor on a monthly basis and all time sheets must be maintained in the local office.

**B. Full-Time and Part-Time Work**

Full-time work is defined as forty (40) hours per week and part-time work is defined as less than 40 hours per week. Hours in excess of forty (40) hours per week shall constitute overtime. However, reduction in level of efforts/work hours may be granted on special concession with the Home Office approval of the written request/application, and such reduction will effect commensurate reduction in remuneration as may be approved in like manner.

**C. Attendance/Tardiness**

Each staff member is to be at work when scheduled (for example, to attend work regularly, clock in on arrival, not to arrive late, not to abuse sick leave or lunch periods, and not to leave early without appropriate approval). Each staff member is to notify the supervisor or designee of any unscheduled absence no later than one hour after the scheduled time to report to work. Supervisors are responsible for monitoring the punctuality and attendance of all employees during working hours. Supervisors should ensure that the attendance and absence policy is applied consistently and attendance-related disciplinary actions documented clearly, carefully, and promptly. Unexcused absenteeism and tardiness will be handled in accordance with JHPHINI’s disciplinary procedure with approval from Baltimore Office.
D. Schedule & Overtime/Compensatory Time

You may be required to undertake shift working or special duties from time to time and if so, reasonable notice of such shift working or special duties shall be provided by JHPHINI or your supervisor as may be dictated by exigencies without additional compensation, especially the senior staff. However, approved overtime will only be paid at the discretion of JHPHINI to junior staff (after an extra one hour above official hours) in accordance with prevailing Regulations to designated staff. Only Drivers, Cleaners, Stores Assistants and Office Assistants are entitled to overtime when exceptionally approved. Senior staff may, however, be granted compensatory time for weekend and holiday works at the discretion of management and in accordance with rules or policies as published by management from time to time. Where overtime is approved, the pay rate will be hourly basic pay rate X 1.5 for weekday work and basic hourly rate X 1.75 for weekend work and work on public holidays. Hourly rate shall be derived by dividing the employee’s current annual basic salary by 2,080 (the number of work hours in a year).

E. Overtime

All overtime work must be pre-approved by Project Director or other designated senior management for a particular project. Unless otherwise exceptionally approved by management, only those employees in FSN Grades 6 and below, including but not limited to, Cleaners, Store Assistants and Office Assistants are entitled to overtime pay when exceptionally approved.

F. Multiple Employments

Every staff member must remain loyal and devote his or her time during official hours wholly and exclusively to his or her duties for the advancement of JHPHINI’s purposes. No employee may work for another employer for any reward or conduct his or her own private business profit while employed by JHPHINI.

G. Unscheduled Office Closings

If the situation warrants, the Project Director or other designated senior management for a particular project, in consultation with the Baltimore, may decide to close the office early, or not open on a normal work day. In the event of an unscheduled closing, the Project Director or other designated senior management for a particular project will inform the staff of such unscheduled closings as far in advance as possible. Staff will receive instructions regarding the reopening of the office. Whether compensation will be provided to employees during an unscheduled office closing will be decided by the Baltimore office in consultation with the Project Director or other designated senior management for a particular project.

Section 6: Office and Work Schedule

A. Place of Employment


The place of employment shall be the JHPHINI Central Office in Abuja or any of the other office locations in Nigeria. The specific location of employment shall be as stipulated in the employment offer letter.

**B. Transfers to other Project locations - relocation**

Depending on the operational requirements, the employer may exercise the discretion of transferring any staff from one office location to another. Notification of such transfers will be communicated to the staff through a written correspondence signed by the Project Director or his/her designate. Consistent with prevailing employment practices in Nigeria and prevailing JHPHINI’s policies, transfer benefits are authorized to eligible staff with final approval from the Project Director.

**C. Use of Official Vehicles and Personal Vehicle Usage Policy**

JHPHINI vehicle(s) shall only be driven by either the JHPHINI hired driver or another pre-authorized, designated driver.

When not in use, JHPHINI’s vehicle(s) shall remain at the relevant JHPHINI Project office or in another secured, and monitored area.

JHPHINI vehicle(s) shall not be used on weekends or evenings, except for:

- Picking up and dropping off consultants and/or staff members at the airport.
- Driving consultants and/or staff back to their hotel after work.
- Conducting field activities where the team needs to stay overnight.

JHPHINI vehicle(s) will be available to pick up consultants and/or staff members at their hotel each morning and drop them off after the workday is completed. If a consultant and/or staff member needs to use JHPHINI vehicle(s) for business purposes during the course of the day, she/he should make arrangements with the office supervisor first.

Priority for use of JHPHINI vehicle(s) is based solely on programmatic needs as determined by the Project Director or her/his designee, not on the title or rank of the person requesting it.

A logbook will be maintained for each JHPHINI vehicle. The JHPHINI driver must fill it out for every trip, and the passenger must sign for each trip. At the end of the month, the log must be reviewed and signed by the day-to-day supervisor, and given to the Finance & Administration Director.

Any vehicle used on JHPHINI business must be equipped with functioning seat-belts, and all passengers and drivers must use them. If an employee is found to be in non-compliance with the seat-belt rule, JHPHINI may, at its sole discretion, reprimand or terminate her/his employment agreement without any liability on its part.
JHPHINI does not expect, require, or encourage any of its employees to use their private vehicles for program activities. However, under certain circumstances during times of heavy program activities or in unavoidable circumstances where it becomes imperative for personal vehicle to be used (to ensure safety, and urgently get the job done on time), an employee may, with the written permission of the Project Director or the Head of Finance and Administration, use his/her own vehicle. When an employee uses his/her personal vehicle for official business with proper authorisation, he/she shall maintain accurate records of each trip made with her/his personal vehicle using the appropriate Travel Expense Summary Report Form and be reimbursed at the applicable rate per kilometre on the date of occurrence. The employer will not be responsible for any other cost(s) outside of this policy.

D. Use of Official Project Vehicles on Personal Business

Employees using/driving project vehicles are expected to abide by all traffic laws in Nigeria (seatbelts, speed limits, road signs, no smoking, etc.), with valid licence as applicable. If an employee commits a traffic violation, he/she is responsible for payment of any and all fines and may be subject to further disciplinary action as deemed appropriate by the Project Director or designated senior staff member for the particular project. **Personal use of JHPHINI’s Project vehicles is strictly prohibited.**

E. Mobile Phone Usage Policy

JHPHINI will be responsible to pay for official telephone calls only. Personal calls are not to be made using telephones provided by the Project. JHPHINI may elect to provide phone allowances to staff which will be capped at rates to be decided by Management.

F. Travel Advances

All travels (International or In-Country) on JHPHINI business must be approved by the Project Director or designated person before the commencement of the journey. Travel requests must be made, using the approved travel authorization forms, at least forty-eight (48) hours before the travel date. Travel Advances will be made on the basis of approved M&IE and maximum accommodation rates approved by the management from time to time. Granting of travel advances must be in line with the Travel policy - Travel advances shall be retired not later than ten (10) days after the conclusion of the trip. No additional advances shall be issued to employees who have more than one non-retired travel advances from previous trips.

G. Work Related Expenses Incurred by Employees

Occasionally, an employee, in the course of performing his/her project duties on a field trip, may incur other expenses not covered by lodging and M&IE such as cost of work-related long distance telephone calls, use of taxis or other forms of transportation etc. Such expenses must be itemized on a Travel Expense Summary form and approved by the employee’s immediate supervisor prior to reimbursement. All items on the summary form must be supported by appropriate receipts.
H. Workplace HIV/AIDS Policy

The JHPHINI workplace HIV/AIDS policy has the following nine primary components:

- Non-discrimination statement
- No mandatory HIV testing
- No denial of employment based on known or assumed HIV status
- Reasonable accommodation
- Safe work environment/universal precautions
- Medical confidentiality
- No job termination if fit to work
- Same opportunities/benefit as other employees
- Facilitation of access to government HIV care and treatment programs

JHPHINI does not discriminate against any qualified individual on the basis of known or assumed HIV/AIDS status. Non-discrimination applies to job applications, hiring, Advancement, termination, compensation, or training.

Section 7: Salaries and Wages

A. General Policy

JHPHINI’s policy is to provide salary/wages to local staff consistent with the prevailing laws and compensation practices in Nigeria.

B. Position Description

Position descriptions summarize the main responsibility of the job as well as the knowledge, skills and abilities required to perform the job. They are also used to determine the appropriate salary for a position. Both the supervisor and the staff are responsible for keeping the position description current.

C. Salaries/Wages Determination

The salary/wage for a given position is based on its duties, as well as the level of skills and expertise required. An employee’s salary is also based on his/her salary history, professional accomplishments, the local salary market, and sponsor provided funding limitations. All salaries and employee contracts are stated and paid in Nigerian Naira (NGN). Fluctuations in the US dollar exchange rate have no bearing on salary rates.

D. Salary Payment
Salaries are paid monthly, in local currency and in arrears. Salaries will be paid on the 25th day of the month for the preceding thirty (30) days. Salary advances are not permitted under any circumstances. JPHPINI’s policy is to ensure that salary and benefits provided to local employees are consistent with the prevailing laws and compensation practices in Nigeria.

E. Personal Income Tax - Pay-As-You-Earn

The monthly salary of the staff would be subject to tax deductions at source in accordance with the rates prescribed by applicable laws of Nigeria. JPHPINI will ensure that appropriate personal income taxes are deducted at source and paid to the relevant tax authority on a monthly basis.

F. Other Statutory Deductions

JPHPINI will make all statutory deductions required by law from time to time, including Withholding Tax from Vendors (WHT) where applicable.

G. Performance Appraisals and Salary Increases

The salaries/wages schedule will be monitored and revised as appropriate. Written performance appraisals will be conducted on the staff annual anniversary date, and will be utilized to determine any salary/wage increases in conjunction with the standard Foreign Service Nationals (FSN) scale increase guidelines and available funding.

H. Staff Training

JPHPINI encourages employees to increase their job skills, or to meet future planned requirements of a particular project by taking training courses designed to increase or augment their job performance. Any such training must be approved, in writing, in advance by the Project Director if the training will improve an employee’s performance. All training courses are subject to available funding, budgetary limitations, and work load constraints.

JPHPINI may in its sole discretion, require an employee to execute a bond to remain in the employment of JPHPINI for a definite period after the conclusion of the training or if the employee elects to leave, reimburse an agreed sum to JPHPINI as the cost of the training.

Section 8: Benefits

A. General Policy

JPHPINI is committed to providing benefits to all staff in accordance with Nigerian laws and as allowed by the funding source for the activities being conducted in Nigeria.
In accordance with local Nigerian law and JHPHINI principles, employees are entitled to the following benefits as described below.

B. Types of Benefits Offered:

1. Housing Allowance

Employees are entitled to a fixed annual housing allowance based on their levels and rates listed in their Contract letter and in accordance with JHPHINI’s policies, as amended from time to time. The annual housing allowance shall be paid during the pay period ending at the Project Year for all employees on the payroll as of the beginning of the Project Year. Payment is made in advance for the upcoming year. Employees who are hired during the year shall receive a pro-rated housing allowance to the project year end, upon their first pay check, for a pro-rated amount based on the number of months remaining in the calendar year or the project year, whichever comes first. For accountability, lump sum housing is paid in advance after 3 months of employment for new hires.

Upon separation from JHPHINI, the employee will be required to repay the Project for all outstanding housing allowances for the remainder of the year. The outstanding housing allowance for the remainder of the year will be deducted from the employee’s final entitlements.

2. Transportation Allowance

A Transportation Allowance is paid to all full-time employees. It varies by the grade of the employee and is paid monthly in accordance with the employee’s contract letter and policies made by JHPHINI, as amended from time to time.

3. Miscellaneous Allowance

Miscellaneous allowance varies by the grade of the employee and is paid monthly to all full-time employees.

4. Meal Allowance

This allowance accounts for meals and beverages. It varies according to the grade of the employee and is paid monthly to all full-time employees.

5. 13th Month payment

Subject to availability of funds to be determined from time to time by the home office and Project Director in accordance with JHPHINI’s policies, a 13th Month payment will be paid mid-December of each year equivalent to one additional month’s basic salary. Only full time employees qualify for the 13th Month payment.
The 13th Month payment is pro-rated for employees who have not completed one year of employment as of 31 December. The pro-rated amount of the 13th month payment is calculated based on the employee’s hire date.

6. **Medical Allowance and Benefits**

Nigerian labour law obligates JPHINI to provide comprehensive health care for their employees. Therefore, all full time JPHINI employees shall be encouraged to register with one of the licensed Health Maintenance Organizations based on their grades for the provision of private medical insurance for self and “qualified dependants”. Staff shall therefore be encouraged to register with the licence HMOs of their choice with the medical allowance provided by JPHINI in their annual package.

Qualified Dependants means the current spouse and not more than four (4) biological or legally adopted dependents and unmarried children under the age of twenty-one (21).

7. **End of Career Benefits**

a. **Redundancy Pay:** JPHINI’s redundancy provisions are in line with the redundancy provisions of the Nigerian labour law. Redundancy (Severance) Pay is paid only when an employee becomes redundant by means of termination of employment due to a reduction in the work force or project closing. Employees are eligible after one year of service. Eligible employees will receive four-weeks of basic salary per completed year of service. Redundancy pay is computed on basic salary earned as at date of redundancy. Before payment is effected, any funds owed JPHINI Project (remaining housing allowance, unretired advances, etc.) will be deducted. For purposes of this computation it is assumed that there are fifty-two (52) weeks in a year.

In accordance with Nigerian law, an Employee who retires, whether voluntarily or compulsorily, an Employee who voluntarily /resigns his/her appointment is not redundant and does not qualify for Redundancy (Severance) pay.

b. **Gratuity Pay:** An employee, whose employment is terminated voluntarily is only eligible for gratuity pay in the manner hereinafter stated. However, employees separated for reasons stated in the summary dismissal section of this manual are ineligible for this benefit.

Upon completion of two (2) years or more, eligible employees are entitled to three weeks of basic pay times the number of years of service as gratuity.

No Employee who is disengaging from employment with the Project at close out or project termination will receive both severance and gratuity together. **Such employee will receive redundancy (Severance) pay ONLY.**
Gratuity is computed on basic salary only. The basic pay as at date of disengagement will form the basis for computing redundancy and gratuity benefits in all cases.

Before payment is effected, any funds owed to JPHINI Project will be deducted. For purposes of this computation it is assumed that there are fifty-two (52) weeks in a year.

The financial provisions for redundancy benefits will be accrued by JPHINI Project and the funds maintained/managed by same.

For the avoidance of any doubt, gratuity and redundancy (severance) pay are only applicable in the circumstances as stipulated above.

8. **Contributory Pension Fund**

All JPHINI employees will join the statutory retirement Pension Scheme. It is a contributory scheme and the ratio of contribution is as follows:

Employee: 8% of basic pay, Housing Allowance and Transport Allowances.

JPHINI: 12% of basic pay, Housing Allowance and Transport Allowances.

The total of 20% will be remitted to the employee’s Retirement Savings Account through his/her chosen Pension Fund Administrator. JPHINI shall also respond to the Pension’s provision on voluntary contributions as may be requested by staff. The contributions will be administered in accordance with the provisions of the applicable laws.

Eligibility shall begin as of the date of joining JPHINI Project as a full time employee.

9. **Death/Funeral**

All full time JPHINI Project employees will be entitled to the following benefits upon the death (during the period of service) of the employee:

Reimbursement of the employee’s funeral expenses (i.e. cost of coffin, transport, and obituary/funeral announcement, funeral site, and transportation of immediate family to the burial site) may be up to a maximum of N300,000.00 (three hundred thousand Naira) for junior staff of FSN Grade 1 to 6; N500,000.00 (five hundred thousand Naira) for senior staff of grade level 7 to 12; and N750,000.00 (seven hundred and fifty thousand Naira) for Directors.

10. **Next of Kin**

Staff should indicate in their personal file their next of kin or person(s) to whom benefits should be paid in the event of death. Each staff has the sole responsibility of constantly updating information on their next of kin and dependants information sheet on an annual basis.
11. **Group Life Assurance, Group Personal Accident and Disability Policy:**

JHPHINI provides an insurance scheme known as the Group Life Assurance and Group Personal Accident Policy that covers all enlisted staff. By these policies, the insurance company undertakes to provide insurance coverage against:

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<tbody>
<tr>
<td>1. Natural Death</td>
<td>3 x Total Annual Emolument</td>
</tr>
<tr>
<td>2. Life Insurance</td>
<td>3 x Total Annual Emolument</td>
</tr>
<tr>
<td>3. Accidental Death</td>
<td>3 x Total Annual Emolument</td>
</tr>
<tr>
<td>4. Permanent Disability /Temporary Total Disablement</td>
<td>100% of weekly pay for period of 52 wks</td>
</tr>
<tr>
<td>5. Medical expenses resulting from an Accident</td>
<td>Maximum expenses of N200,000 arising during the course of the employee’s employment.</td>
</tr>
</tbody>
</table>

The salaries applied are those in effect at the time policy is in effect.

The sum assured can be claimed by employee’s designated next of kin as death benefits per the insurance cover which JHPHINI Project has taken for each staff in accordance with the provisions of the insurance policy.

JHPHINI shall also make necessary payments in accordance with the Employee Compensation Act, 2011 (1% of staff monthly gross pay roll total) under the laws of Nigeria to the Nigeria Social Insurance Trust Fund.

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**Section 9: Gift Policy**

Staff members may not accept gifts or entertainment that might influence their decision making or compromise their judgment. Staff should not accept gifts, hospitality, favours or entertainment with a value of more than (N20,000.00) from any vendors who have current or pending business arrangements with JHPHINI over which that person has authority or influence. If they are uncertain about the value of an offer or whether the offer can be accepted under this policy, staff should consult their immediate supervisor. Ordinary business courtesies such as occasional business lunches (which should be well below $100 (N30,000.00) in cost), are allowed.

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**Section 10: Leave Allowances and Records**
A. General Policy

Admin/HR/Logistics Officer is responsible for keeping the supervisors informed of all absences. A staff member may not be absent for any reason without informing her/his supervisor. Absences that have not been approved by the supervisor will be charged as leave without pay in addition to other disciplinary action to be determined by the Project Director is his/her sole discretion. A staff member who is absent for three (3) consecutive days without contacting the supervisor is subject to discharge without any compensation for abandonment of the position. Habitual absenteeism and tardiness will be handled in accordance with JHPHINI’s disciplinary procedure. Staff members are to provide sufficient notice of intention to take leave for vacation or sick days. There may be occasions, however, when emergencies occur and an employee will not be able to come to work. Employees should inform the Director of HR/Administration, and the supervisor, as soon as possible when they are not able to report to the office or perform their work assignments. Whenever possible, they should make arrangements to have any critical work assignments covered by someone else, or at least let the supervisor know what must be done in their absence.

B. Holidays

JHPHINI recognizes holidays declared by the Federal Government of Nigeria. If a holiday falls within a period of approved paid leave, the employee will not be charged leave on the holiday. If an employee is required to work on a holiday due to pre-scheduled training, meetings with host country or US officials, or travel status, she/he is entitled to take that holiday at another time within the same calendar year subject to her/his supervisor’s written approval; where applicable, an employee is entitled to overtime pay (or compensation day) if required to work on a holiday.

C. Annual Vacation

Full-time staff earn between twenty (20) and twenty-six (26) days of annual leave per year for junior staff of grade 1-6, and senior staff 7-12 respectively. Leave days may be accrued at 1.67 days per month for junior staff, and 2.17 days per month for senior staff. All leave requests are subject to supervisor’s approval based on the business needs of the office. Staff hired after the first day of the month or terminated within the month will accrue vacation and sick leave on a pro-rated basis. Although staff may begin accruing leave immediately, they may not take accrued annual leave during the first three (3) months of their employment, except for emergencies which must be approved by the PD/COP, or other designates on case-by case basis.

Any unused vacation (or annual) leave may be carried over to the next leave year only with the consent of the Project Director and in this regard, the maximum carry-over total leave must not exceed forty (40) days for junior staff and fifty-two (52) days for senior staff, with any unused leave above these days forfeited. The unused vacation leave for which the employee may be eligible may be carried forward, forfeited or reimbursed with the written approval of the Project Director or designated senior staff member for the particular project or his or her designee.
Requests for annual leave should be submitted to the Admin/HR/Logistics Officer three (3) months before the commencement date of the leave, using the approved leave form. The form should be submitted to the employee’s supervisor with the handover form attached. The handover form should have pending tasks and activities that are expected to take place during the period of absence clearly listed. The leave form and handover form should state clearly the name of the person who will be responsible for those tasks while the employee is away on leave. Staff must receive the Project Director’s (or her designate) written approval for the leave before proceeding on leave.

The tasks and activities must be discussed with the nominated back-stopper, and he/she must append their signature on the form before it is forwarded for approval.

Staffs who have notified Management of their intention to resign their appointment cannot apply any unutilized leave days to make up the required notice period to be given to JHPHINI.

Staff members cannot take vacation leave that they have not yet earned. When a staff member terminates or resigns his/her employment for any reason, he/she will be paid the value of any accrued unused annual leave. Staff members, however, will not be paid for any unused leave if their termination is for unauthorized taking of JHPHINI’s money or property.

D. Sick Leave

The purpose of sick leave is to provide time off with pay when an illness or an accident outside of work makes it medically necessary for the staff not to work and to provide for a temporary period of recuperation. Any staff hired after the first day of the month or terminated within the month will accrue sick leave on a pro-rated basis. Staff cannot use sick leave that they have not earned. Sick leave must be taken in minimum increments of one-half day.

Staff can use sick leave to care for Authorized Dependents as defined under Medical Allowance and Benefits that are ill or undertaking medical/dental examinations and treatment. The staff member must notify her/his supervisor of an illness or absence due to an authorized dependent’s illness as soon as possible. A doctor’s certificate may be required from an approved clinic.

Leave must be approved in writing on the appropriate form by the supervisor and reported to the person in charge of monitoring time and attendance. Sick leave of more than three (3) to five (5) workdays must be supported by a doctor’s certificate from an approved clinic. If the leave was due to a health condition of the staff, a written release stating the staff is fit to return to duty from the health care provider is required.

All full-time staff are entitled to thirteen (13) days per year of sick leave with full pay. At the end of the leave year, any unused sick leave in excess of one year’s allowance will be forfeited. In addition, unused sick leave cannot be used for any other purpose and is not
considered a debt to the staff; no payment will be made for unused sick leave upon termination of employment.

E. Disability Leave

If a staff member’s illness or injury requires a recuperation period that exceeds the combined amount of sick and vacation available to her/him, she/he may request disability leave, not exceeding 3 consecutive months. To be eligible for disability leave, the staff member must:

(a) Have completed his/her probationary period in his employment with JPHINI;

(b) Have used all her/his sick and annual leave; and

(c) Provide written certification from a qualified doctor that she/he is unable to return to work for a specified period of time, at the end of which the staff member must return to work or present certification that she/he is not yet able to do so for a specific period of time.

JPHINI, at its discretion, may require that a doctor of its own choosing examine the staff.

Disability leave is available only to staff for themselves. Staff cannot request disability leave in order to care for dependents or other family members.

While on disability leave, the employee will continue to receive full salary and benefits, but will not accrue annual or sick leave, for a period not to exceed three (3) months, except the disability period is covered under the related Insurance Policy. After an employee has been on disability for three consecutive months, JPHINI has the option of terminating the employee’s position.

While an employee is on disability leave, JPHINI may hire a temporary worker to perform the employee’s duties in her/his absence. When the employee is ready to return to work, she/he will resume her/his original position, provided that she/he can perform her/his duties. If the employee is unable to perform as required, JPHINI may assign the employee to another position within the office at the same salary level, if one is available.

If, during the employee’s absence, her/his job is eliminated due to redundancy, or if, owing to the severity of her/his illness or injury, the employee cannot return to work, her/his position with JPHINI will be terminated, and she/he will receive a redundancy payment, in accordance with prevailing JPHINI policy.

F. Maternity and Paternity Leave

Full-time female employees are eligible for sixteen (16) consecutive weeks of paid maternity leave, on account of pregnancy covering the prenatal and postnatal periods.
A request for maternity leave must be in writing, and accompanied by a certificate from a qualified medical officer or midwife, stating that the employee’s confinement will likely take place within not less than Four (4) weeks of the date on the certificate (EDD). The request must be supported with the expected date of delivery report from the medical practitioner not later than two months before that date. Upon approval of the Project Director, accrued annual leave or leave without pay may be used to extend the maternity leave period. Staff cannot accrue annual leave in the year of taking maternity leave. The year of maternity for this purpose is 12 months from the month of the approved maternity.

While on Maternity leave, the employee will receive 100% of her basic salary and 100% of the miscellaneous benefits. Transportation and Meal allowances will not be paid.

Male employees with more than 12 months continuous service with JHPHINI are entitled to five (5) days paid Paternity Leave. For staff to be able to access this benefit, they will be required to present a medical certificate indicating the Expected Date of Delivery (EDD) at least two (2) months prior to the actual delivery date.

In the case of an abnormal delivery or multiple births, an employee is eligible for two weeks (80 hours) of supplemental maternity leave, with full salary and benefits. If the employee needs additional time beyond the allowed maternity leave, she may use her accrued annual leave before the maternity, or may request unpaid leave. Sick leave may be requested if the absence is medically necessary.

In the event of termination of employment or resignation for any reason, no payment will be made to the employee for any unused maternity or paternity leave.

G. Early Closing for Nursing Mothers

Where a female member of staff is a nursing mother, she shall be allowed half an hour twice a day during her working hours for the purpose of caring for the baby. A nursing mother staff member may also be permitted to leave work up to 2 hours earlier than her scheduled time of closing upon return to work from maternity leave until the baby is six months old.

H. Bereavement/Compassionate Leave

Staff will be granted a maximum of five (5) days paid compassionate leave upon the death of a member of the immediate family in any calendar year. Immediate family includes father, mother, spouse, sister, brother, biological or legally adopted child, grandchild, or grandparent or authorized dependant. Payment cannot be made in lieu of compassionate leave. The Project Director’s approval must be obtained before taking such leave.

I. Leave of Absence (Unpaid Leave)

JHPHINI’s full time employees who have completed a minimum twenty-four (24) months of service may be granted a leave of absence to attend a staff development related activity i.e. write an examination or attend a course, without pay, at the discretion of the Project Director
or Chief of Party. The maximum duration of leave without pay is four (4) weeks. Employee benefits and accruals of holiday time shall be suspended during the Unpaid Leave. The employee must commit, in writing, to a period of return service to JHPHINI for a minimum of one calendar year after the leave of absence has been taken.

If the requested leave is for more than thirty (30) days, such requests must also be approved by the Divisional Office in Baltimore, Maryland, USA. The staff can be required to use accrued vacation leave before taking a leave of absence without pay.

Periods of unpaid leave will not count towards a staff’s length of service for the purpose of calculating annual leave. Vacation leave does not accrue during a leave of absence without pay that exceeds eleven (11) working days during a calendar month. A position vacated by a staff member on an approved leave of absence without pay for ninety (90) days or less cannot be filled with a regular replacement unless the Project Director or designated senior staff member for the particular project gives the staff member a letter prior to the beginning of the leave stating that the position may be filled.

**J. Responsibility for Leave Records**

JHPHINI’s Admin/HR/Logistics Officer or a designated senior staff member by JHPHINI Project Director for the particular project or his/her designee is responsible for the proper reporting of leave and making any required reports to the supervisor (and the Project Director) in a timely manner. She/he will maintain copies of time sheets and leave requests on a regular basis. In addition, each supervisor is responsible for the accuracy of the leave reported on the time sheets, which she/he approves. The supervisor or their designee will maintain leave records of individual employees. These records will be considered as the official leave file and be part of the personnel files.

**K. Staff Records**

Local staff records will be maintained in country by the Project Director or a designated senior staff member for the particular project or his/her designee under the supervision of the Finance and Administrative Director, with copies of the employment agreement, resume, employment application, and/or job description sent to the Divisional Human Resource Office in Baltimore. Staff should also keep copies of all personnel documentation for their own records.

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**Section 11: Work Place Resolution Procedures**

The objective of the grievance procedure is to resolve disputes as quickly and fairly as possible. If an employee feels at any time that disciplinary action taken against him/her is unfair, or he/she has any grievance against JHPHINI, he/she may invoke the grievance procedure as follows:
A. Procedure

1. Since most work-related complaints and disputes can be settled in conversation between the staff member and the staff member's supervisor, staff members are encouraged to resolve any problem by seeing their immediate supervisors. An earnest effort is to be made to resolve these issues as promptly as possible.

2. If the staff member considers it to be appropriate, or is unable to discuss the grievances with his/her supervisor directly, a conversation may be scheduled with the department head or the Admin/HR/Logistics Officer. If the problem cannot be resolved through these efforts, the employee may contact the Project Director or Director Admin and Finance or his supervisor, or if the complaint is against the Project Director, a designated human resources representative in Baltimore about the matter. Consultation with the representative of the human resources office or human resources manager is available to the staff member or supervisor at any point in the procedure. All parties are encouraged to involve a representative of the human resources office or human resources manager when appropriate.

3. The supervisor is responsible for bringing any grievance involving suspension or termination to the immediate attention of the divisional human resources office or human resources manager, or her/his supervisor.

4. The decision of the Project Director on the issue is considered final unless the grievance is against the Project Director, in which case the issue will follow the University’s grievance procedures and be decided by the Baltimore office.

Section 12: Code of Conduct

A. Confidentiality

Employees often have access to confidential, secret and proprietary information and must use and/or disclose information learned or acquired through their association with JPHINI only for the performance of their jobs. Information acquired in the course of employment must not be used for individual benefit or without the authorisation of the Project Director. Access to confidential information does not carry with it personal benefit or advantage but imposes an obligation to keep such information confidential and to use it solely in the interest of JPHINI. When in doubt, employees should treat the matter in the strictest confidence and consult with their supervisor or the Project Director for clarification.

B. Legal Indemnity

JPHINI shall accept no liability for claims by third parties in respect of liabilities suffered as a result of an act which constitutes a breach/infringement of the rights of the said third party by an employee of JPHINI, where such an act was performed in his
Personal/domestic capacity or performed negligently or in excess of express instructions given by his Supervisor or anyone with the capacity to so give, while in JHPHINI's Employment.

C.   Ethical Practices and Professional Conduct

JHPHINI’s mission and values govern the conduct of all our undertakings. We intend that our practices be compatible with the stated priorities of the countries in which we work. JHPHINI’s code of professional conduct and ethical behaviour must be observed in all environments, and honesty and integrity must characterize all activities.

JHPHINI expects its employees to know the difference between ethical and unethical conduct, and to use good judgment and common sense at all times in carrying out their official duties.

Examples of activities that JHPHINI considers unethical, unprofessional or otherwise contrary to the Code of Conduct include but are not necessarily limited to:

- Any conduct which results in unethical personal or financial enhancement for any JHPHINI employee.
- Unlawful acts committed in Nigeria or abroad.
- Any conduct considered discriminatory to persons or groups on the basis of culture, ethnicity, race, religion, age, marital status, health condition or gender.
- Conduct based on bias for, or against, particular consultants, suppliers, donors or partners.
- Drunkenness, gambling during work hours or substance abuse.

Discovery of events of questionable, fraudulent or illegal nature which might be, or might appear to be, in violation of JHPHINI’s standards and policies must be reported immediately to a supervisor, the Project Director or other senior officer.

D.   Conflict of Interest

JHPHINI respects the rights of its employees relative to activities outside this employment which are private in nature and which do not conflict with or reflect adversely upon JHPHINI. Similarly, employees are asked to refrain from any activity which would negatively impact JHPHINI or its ability to do business in Nigeria or elsewhere.

We expect our employees to promote JHPHINI’s stated interests and to refrain from using their position with JHPHINI to supplement their incomes directly or indirectly, or to obtain other material benefits including gifts other than those considered tokens in accordance with the provisions of this Manual.

An employee of JHPHINI shall devote his/her whole time and effort to JHPHINI’s business and shall not perform work or services for another organization with or without reward.

JHPHINI staff may not, directly or indirectly, be financially engaged or involved in any enterprise
or project to which JHPHINI is providing assistance.

No JHPHINI Project staff member should knowingly act in a capacity, or urge JHPHINI 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 she/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 direct supervisor.

Information obtained as a result of employment at JHPHINI that is not generally available to the public shall not be communicated to any individual(s) or organization(s) outside of JHPHINI.

Whereas local employees are free to participate in the political process of their country, they may not under any circumstance stand for political elections, link JHPHINI to their political activities, or otherwise state or suggest that JHPHINI supports their views or actions or canvass for political support among JHPHINI staff. Foreign-born employees (not from Nigeria) are forbidden to interfere in the internal political affairs of Nigeria.

JHPHINI 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, JHPHINI has access to legal counsel in order to determine compliance with a policy and observance of all laws and regulations. Such advice shall be sought if any questions arise.

E. Nepotism

Immediate family members and members of the same household are not to be employed in any position where one has line authority over personnel actions concerning the other. Employees should neither initiate nor participate, directly or indirectly, in employment actions (initiate employment or appointment, retention, promotions, salary, work assignments, leave of absence, etc.) involving members of their immediate family or household. Supervisors and Project Director are prohibited from promoting, hiring or recommending for employment any person with whom they have a familial relationship (a family member).

For the purposes of this policy statement, immediate family includes all relatives, such as, but not limited to the following: spouses, domestic partners, children (including step-children and foster children), parents, step-parents, grandparents, grandchildren, in-laws, siblings (including step-brothers and step-sisters), cousins, nieces, nephews, aunts and uncles.

Hiring of family members is prohibited if employment results in the creation of:

- A supervisory/subordinate relationship between family members. If a direct or indirect supervisory or managerial relationship would be established, family members of a current employee cannot be considered for an open position. It is the responsibility of the supervisor/manager to advise the department administrator if such a relationship is established.
- An actual conflict of interest or the appearance of a conflict of interest. Generally, this bars employment of an employee’s family member who has an auditing or control relationship to the employee’s job.

Employees are responsible for full disclosure of any such relationships at the time of hire. Failure to disclose such relationships will constitute grounds for disciplinary actions including termination or dismissal.

If two employees become members of the same household, marry or establish a close personal relationship, both can continue in their current positions as long as a prohibited employment relationship is not created. If one of the situations specified above does occur, attempts will be made to find another position within the company to which one of the employees can transfer. All practical efforts will be made to arrange such a transfer at the earliest possible time. If accommodations of this nature are not feasible, the employees will be permitted to determine which one of them will resign within a specified period. If neither party resigns, JHPHINI reserves the right to terminate the employment of both for operational requirements.

G. Official Communication

While the importance of official communication in an organization like JHPHINI cannot be over emphasized, staff must follow proper channels of communication to ensure orderliness, harmonious relationship and improved productivity in the organization. This is imperative for effective social interaction, sharing of ideas and experience and fostering of good relationship that promotes self fulfilment and outstanding performance in the workplace. To this end, the following channel and method of official communication shall be observed in JHPHINI:

All applications or requests for the Project Director’s approval shall pass through the staff’s Supervisor/Unit Head who will comment on such applications or requests before forwarding same through the appropriate Deputy Project Director.

Official mail or letter by any employee to another employee or Department within the organization must first be discussed by the employees’ Supervisor who must also be copied when the mail or letter is finally sent to the recipient. This is to ensure that necessary inputs have been made to the final mail or letter and that all the relevant stakeholders are aware of the contents and subject of the mail.

No employee shall address the press on behalf of JHPHINI or on matters relating JHPHINI without approval from the Project Director and the Baltimore Office.

No employee will provide a professional reference on behalf of JHPHINI in respect of a present or former employee of JHPHINI without the authorization of the Project Director.
Any employee who fails to comply with the above channel of communication shall be deemed to have breached the approved channel of communication and shall attract disciplinary action.

H. Dress Code

Due to the highly visible and public nature of JHPHINI’s work, employees are encouraged to maintain a neat, clean and professional appearance and should give careful consideration to conforming to the standards of business attire most common to the location of their job and site assignment. In deciding appropriate dressing, employees are expected to give attention to personal safety and moderation/modesty.

The following are considered inappropriate attire for the office:

- Jeans trousers (except while travelling to field locations)
- Plastic flip flops
- Torn clothing
- Sweat pants/track suits
- Shorts
- Tank or halter tops
- Clothes with high slits
- Tight fitting or “body hugging” clothes
- Clothing that exposes the waist line, arms/shoulders or undergarments

Where uniforms are provided, employees shall always wear them in the required form. The uniforms shall be replaced as deemed fit by Management or when necessary as a result of fair wear and tear. Any staff that loses his/her uniform may be surcharged. An employee who is issued a JHPHINI uniform will be required to hand over the uniform in a clean and good condition to the Admin/HR/Logistics Officer before final disengagement or pay a fair value for it.

Section 13: Equipment Usage, Return & Responsibility

A. General Policy

JHPHINI equipment shall be used for its Program specific duties only and not to be used for personal use or removed from the office without the authority of the Project Director. If any equipment will be borrowed for use off the premises (e.g. use of an LCD projector by another implementing partner) such a loan of equipment must be properly documented, approved and retired at the time of return.

B. Communication Usage
Communication services such as telephone, e-mail and internet will be used solely for JHPHINI business purposes. Personal phones should be used to place personal calls and limit the business time used for the personal conversation in the office. Internet usage should only be used for appropriate sites and content matter pertaining to Program operation and function. The following web content or usage is considered unprofessional and not allowed by the Program and will be followed by disciplinary measure: sexually explicit material, downloaded music, games and other material defined as such by JHPHINI Management and communicated to the employee(s). All employees irrevocably permit JHPHINI to monitor visitation to internet sites and punish any infractions detected. JHPHINI reserves the right to monitor the internet sites visited by each Employee from its server.

C. Equipment Return

Upon disengagement, employees shall return any materials, equipment, or funds belonging to the program before their last day of employment. The employee will be held responsible, at the discretion of the Project Director, for replacement and repair of any materials or equipment damaged through negligence. Employee may however bid for obsolete equipment at the discretion of the Project Director, at Project close-out.

D. Financial Responsibility

Advanced money to employees is solely to be used for approved Program specific purposes and to follow the financial policies and procedures of JHPHINI. Any outstanding advances as of the employee’s last day of employment will be deducted from any funds due to the employee. The employee shall also be required to sign a Release Letter in favour of JHPHINI before collecting his or her terminal benefits.

E. Office Security

All employees that have been authorized to handle office keys must under no circumstance give them to non-JHPHINI personnel. If the keys are lost/misplaced or stolen, the Project Director or his designate must be notified. The Admin/HR/Logistics Officer must keep a log of all staff allocated keys to the office. All breakages or malfunctioning of equipment must be promptly reported to the Admin/HR/Logistics Officer by any first contact with such complaints, for immediate attention/necessary action.

JHPHINI will not be liable for any loss of personal property by employees or their visitors while on JHPHINI property or premises. If for any reasons an employee needs to make use of their personal property on JHPHINI premises, such employees are expected to take adequate measures to secure their property.

F. Emergencies and Security

JHPHINI will be guided by all emergency and security policies of the Federal Republic of Nigeria and the periodic security reports from the United States Government agencies in country.
Section 14: Disciplinary Actions & Separation for Cause

A. Introduction

JHPHINI expects high ethical standards from its employees and staff. Employees that exhibit unacceptable behaviour or violate JHPHINI’s policy and regulations will face disciplinary action.

Unsatisfactory performance or unacceptable conduct subject to disciplinary action includes, but are not limited to:

- Repeated absenteeism, tardiness or unauthorized absence from work.
- Unethical or Unprofessional Conduct, Dereliction of duty, insubordination or refusal to accept direction from JHPHINI management or supervisors.
- Misconduct, including drug and/or alcohol use or possession in conjunction with any representation as a JHPHINI employee or in the course of duty.
- Unsatisfactory performance of assigned duties.
- Failure to comply with rules, regulations or policies, oral or written.
- Sexual or other harassment.
- Acts of violence, physical, verbal or threatened.
- Theft, fraud, disloyalty or dishonesty in relation to JHPHINI affairs or property.
- Wilful damage to, misuse of or loss of goods belonging to JHPHINI.
- Receiving or soliciting bribes, providing illegal trade or fraudulent contracts in conjunction with JHPHINI.
- Negligence or neglect of work.

In general, the disciplinary procedure outlined below will be followed in cases of unsatisfactory performance or unacceptable conduct. It is understood by the employee that JHPHINI reserves the right to shorten or eliminate this disciplinary procedure in the case of gross misconduct or wilful or continued unacceptable conduct.

B. Process of Staff Reprimand/Disciplinary Procedure

**Verbal Warning:** A verbal warning should be issued by the supervisor as soon as the supervisor determines that a staff member is conducting herself/himself in an unacceptable manner. It should be conducted in a private setting.

**Written Warning:** A written warning, in consultation with the Nigerian Human Resource Department, should be issued by the supervisor if no subsequent improvement in unsatisfactory performance or unacceptable conduct is noted. A copy of the warning will be placed in the personnel file of the employee and should include a specific length of time for the performance or conduct to improve. A written warning can include a performance improvement plan, outlining the training, support or correction to improve
the unsatisfactory performance or unacceptable conduct and a time table for the improvement to occur.

**Suspension without pay:** Suspension (up to ten (10) working days per violation with a maximum of thirty (30) working days per calendar year) without pay is the next progressive step in the disciplinary process and is normally preceded by verbal and written warnings. In cases of serious misconduct or criminal activity, a suspension without pay may be warranted as the initial step in the disciplinary process. In other cases, it may not be warranted at all such as a staff member’s inability to meet the standards of the position. In that case, termination may be the only alternative. The Project Director must contact the Baltimore Human Resources Department prior to suspension unless it is not possible at the time of the event. However, as soon as practicable, Baltimore Human Resource Department must be contacted by the Project Director or other senior management staff for the project regarding any suspension of a staff member.

**Termination:** If all the previous steps have been fruitless or have been ineffective, the staff member may be terminated from employment, the final step in the progressive disciplinary process. The involvement of Baltimore Human Resources Department is required before this action is taken.

Notwithstanding anything contained in this Agreement, JHPHINI reserves the right to terminate the employment of any staff member at any time for an infraction of this Policy Manual with or without following the various disciplinary steps set out in this Handbook.

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**Section 15: Termination**

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**A. General Policy**

Continued employment with JHPHINI is subject to certain conditions. The most important of these are the need for the staff’s services, continuance of the program in which the staff work and the staff’s conduct and efficiency. Except in cases of termination for misconduct, or where employment agreement stipulates the period of employment, staff may receive thirty (30) days’ (one month) written notice of the termination of their position, or wages in lieu of notice.

**B. Voluntary Termination - Resignation**

To separate in good standing, staff members must give a minimum of thirty (30) days prior written notice of resignation to the supervisor. The Project Director can waive the notice period.

**C. Retirement**
Employees become eligible for full retirement benefits at age sixty (60). An employee who is nearing retirement should contact his/her supervisor and Pension Fund Administrator at least six (6) months before he/she retires.

D. Involuntary Termination

Employment may be terminated at the end of a particular project and/or contract period for JHPHINI’s convenience or change in business needs. Termination or dismissal may also result from continued poor performance or general misconduct.

E. Reduction in Workforce

Staff members terminated because of a lack of funds, decreased program needs, reorganization or abolishment of positions/ will be given written notice as far in advance as possible, but no less than one (1) month.

F. Dismissal for Gross Misconduct

A staff member can be dismissed immediately without any notice and without pay if she/he takes any action willingly and knowingly that harms, jeopardizes or otherwise seriously endangers the well being of the JHPHINI or its staff.

For the purpose of this part of the Policy, gross misconduct which may result in summary dismissal includes but is not limited to:

- Theft.
- Fraud.
- Falsification of documents.
- Wilful destruction of company property.
- Embezzlement.
- Gross insubordination.
- Betraying JHPHINI’s secrets.
- Unlawful access to personal records.
- Unlawful disclosure, copying, removal or mutilation of official information.
- Violence on JHPHINI’s premises or conduct which causes danger to the lives or safety of persons or which causes loss or damage to JHPHINI property or which seriously affects the progress of work.
- Conviction for a criminal offence by a competent court of justice in/or outside Nigeria.
- Conduct which causes disrepute to the image of JHPHINI such as arson or looting of public property, sexual harassment, playing active party politics, racial/tribal discrimination or involvement in any criminal activities.
- Drug abuse/addiction.

An employee who is summarily dismissed will not be entitled to any of the following benefits:
• Payment of salary in lieu of notice.
• Service gratuity or severance pay.
• Any other benefits other than the statutory pension benefits.

G. Maintenance of Employees Records

Personal employee information will be considered confidential and as such will be shared only as required and with those who have a need to have access to such information. All hard copy records will be maintained in locked, secure areas with access limited to those who have a need for such access. Personal employee information used in business system applications will be safeguarded under JHPHINI proprietary electronic transmission and intranet policies and security systems.

Participants in JHPHINI benefit plans should be aware that personal information will be shared with plan providers as required for their claims handling or record keeping needs.

Copies of employee résumés, job descriptions and, employment agreements are sent to the Baltimore office. Employees are also encouraged to upload their resumes on JHPHINI’s worldwide Human Resources Management System.

Upon termination of a staff member, all relevant personnel forms and records are to be kept in Nigeria for a maximum period of 6(six) years and thereafter sent to the CCP human resources office in the Baltimore Office.

Section 16: Employment Related Accident or Illness

A. Injury on the Job

Any injury or accident, even one not requiring medical attention, occurring on the job should be reported to the supervisor as soon as possible. The employee and/or witnesses may be asked to write a report of the incident.

B. Other Incidents Requiring Reports

A report should also be written of any injury involving visitors to JHPHINI offices or passengers in a JHPHINI Project vehicle. Likewise, any incident involving our staff, visitors or property should be documented. In some cases, such as theft or assault, the police may need to be contacted. The Project Director or other designated senior management or her/his designee should manage all communication with external authorities.

Compensation will be paid only in appropriate cases in accordance with existing Group Accident Policy.
Section 17: Anti-Harassment Policy

A. General Policy

JHPHINI recognizes that employees should be free from all forms of illegal discrimination and harassment. Accordingly, harassment based on an individual’s gender, marital status, pregnancy, race, colour, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression or other legally protected characteristic is prohibited. JHPHINI will not tolerate harassment, sexual harassment or retaliation in the workplace. Each member of the community is responsible for fostering civility, for being familiar with this policy and for refraining from conduct that violates this policy.

1. For purposes of this policy, harassment is defined as:

   a) any type of behavior which is based on gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression that

   b) is so severe or pervasive that it interferes with an individual’s work performance or creates an intimidating, hostile or offensive working environment.

2. Harassment when directed at an individual because of his/her gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, personal appearance or any other legally protected characteristic may include, but is not limited to: unwanted physical contact; use of epithets, inappropriate jokes, comments or innuendos; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication and, any conduct that may create a hostile working or academic environment.

JHPHINI considers sexual harassment as a serious offence and will not tolerate any incident of sexual harassment. This includes unwelcome sexual flirtations, subtle pressure or request for sexual activities, inappropriate touching and suggestive verbal comments or jokes. It is unlawful and against the policy of JHPHINI for any employee, male or female, to sexually harass any other employee or other person, male or female, at any time or place. Sexual harassment includes all behaviour that is not welcome or that is personally offensive, including but not limited to:

1. Making unwelcome sexual advance or request for sexual favours (through any means of communication, and whether directly or indirectly) or engaging in other unwelcome verbal or physical conduct of a sexual nature;
2. Making submission to or rejection of such conduct by an individual as the basis for continued employment or employment decisions affecting an employee;

3. Creating an intimidating, hostile or offensive working environment by such conduct.

A violation of this policy will lead to disciplinary action up to and including termination or dismissal.

JHPHINI prohibits acts of reprisal against anyone involved in lodging a complaint of harassment. Conversely, the university considers filing intentionally false reports of harassment a violation of this policy.

B. Third Party Sexual Harassment

The employees are also not expected to endure unwelcome conduct by a person not an employee of the JHPHINI, but any other person encountered in their course of employment by JHPHINI. Any employee feeling harassed by such a person should make a report in the same manner as if harassed by a co-worker or superior.

C. Workplace Violence

JHPHINI does not tolerate any kind of violence by any employee against a fellow employee or other third parties on JHPHINI’s premises or off JHPHINI’s premises against a colleague or other third parties, when an employee is acting within the scope of his employment. A substantiated incident of violence will result in the immediate dismissal of the employee.

D. Complaint Procedure

Any person who believes that she or he has been subjected to or witnessed sexual, racial or other harassment by or towards a co-worker, manager, customer or vendor must follow the complaint procedure below. The procedure to report an incident shall be as follows:

1. The incident shall be immediately reported to the complainant’s supervisor or the Project Director or other designated senior management. The person receiving the complaint has the responsibility to report the complaint to the departmental office in JHPHINI’s Baltimore Office.

2. Upon receipt of the complaint, the Project Director or other designated senior management has the immediate responsibility to initiate an investigation, which will include a confidential interview with the complainant, the accused harasser and, as necessary, any witnesses.
3. Following the investigation, any identified and confirmed problem will be met with prompt, corrective action.

Any person who violates this policy shall face immediate and appropriate disciplinary action. Disciplinary action may include corrective counselling, written warnings, suspension, demotion, transfer, termination and/or dismissal in the discretion of JHPHINI.

JHPHINI prohibits acts of reprisal against anyone involved in lodging a complaint of harassment. Conversely, JHPHINI considers filing intentionally false reports of harassment a violation of this policy.

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**Section 18: Policy on Alcohol/Drug Abuse and Drug Free Environment**

JHPHINI has the right to protect JHPHINI property, customers, and co-workers from the dangers and risks caused by the use of alcohol and/or unauthorized drugs. Consistent with these concerns, JHPHINI maintains a work environment free from the use of alcohol and/or unauthorized drugs in all of its worldwide locations. Staff must report to work and remain on JHPHINI locations, free from the effects of the use of alcohol and/or unauthorized drugs. Violation of this policy will lead to disciplinary action, up to and including termination from employment.

Staff members suffering from drug and/or alcohol dependency are encouraged to seek the advice and counsel of rehabilitation professionals. At the staff member’s request, the Human Resources Team may, whenever possible, work with the staff member to find professional help.

A medical leave of absence may, at the sole discretion of management, be granted to a staff member that brings his or her drug or alcohol problem to the attention of management. However, a staff member’s participation in a drug and/or alcohol rehabilitation program does not excuse the staff member from JHPHINI’s performance standards or work rules while at work. Failure to meet these standards can be the subject of disciplinary action up to and including termination or dismissal.

As with other staff returning from Medical Leave, a staff member who completes a rehabilitation program may be required to complete successfully a medical examination prior to returning to work to ensure fitness for duty. Returning staff must also comply with any follow-up drug or alcohol screening required by the treatment centre or otherwise.

To preserve the staff’s right to privacy, records and discussions regarding personal problems of this nature will be handled in a confidential manner, to the extent possible. These records and discussions shall be maintained separately from the staff’s personnel record as part of the staff’s confidential medical records.
As a condition of employment, each staff member must agree to abide by this policy, and to notify the divisional Human Resources Director of any criminal conviction related to drug activity in the workplace (which includes any location where one is in the performance of duties) within five (5) days after such conviction. If the individual is supported by a federal grant or contract, JHPHINI will notify the supporting government agency within ten (10) days after receiving notice.

Section 19: Possession of Firearms on University /JHPHINI Premises

The possession, wearing, carrying, transporting, or use of firearm or other weapon is strictly forbidden on JHPHINI’s premises and when acting within the course of JHPHINI’s employment. This prohibition also extends to any person who may have acquired a government-issued permit or license. Violation of this regulation will result in disciplinary action and sanctions up to and including termination of employment.

Section 20: Policy on Smoking and Tobacco Products

Smoking is prohibited inside all facilities owned, leased, or operated by the JHPHINI, including open and private offices, corridors, dining areas, restrooms, and common areas. This prohibition also includes all vehicles owned, leased, or operated by JHPHINI. JHPHINI also reserves the right to designate, with appropriate signage, certain outdoor areas -- especially entrance ways -- smoke-free. Cigarettes, cigars, and pipe tobacco will not be sold at any facility, location, or vending machine owned, leased, or operated by JHPHINI.

Section 21: Policy on Software Duplication - IT

It is the policy of the JHPHINI Project to respect the proprietary rights of owners of computer software and to expect that staff will refrain from actions that constitute an infringement of the copyright or other proprietary right attached to software. Staffs are required to determine permitted uses of software in their possession, such as the right to make copies, and to obtain appropriate permission when necessary.

The Policy also recognizes that all users have a responsibility for the integrity and confidentiality of information through their respective conditions of employment and condition of engagement and defines more specifically accountabilities, responsibilities and guidelines for ensuring all information resources and assets are adequately protected.
Activities of staff that infringe upon proprietary rights will not be considered to have occurred in the course of employment since they are expressly prohibited.

Section 22: Personnel Files

For the purpose of having complete and current information, each employee shall be expected to provide the following items upon hire:

- An Employee Biographical Data Form duly completed. (see Appendix)
- Certified copies of academic certificates and testimonials
- Copy of Marriage Certificates if applicable
- Copies of Children’s Birth Certificates or legal adoption documentation
- Copy of Driving License (Program Drivers and any other staff who might have occasion to operate a Program vehicle)
- Bank Information/ Pension Fund Administrator details and Tax Identification number – TIN.

A confidential personnel file on each staff member will be maintained. This file will include, but will not be limited to, copies of the following:

- Employment contract or letter of appointment (see Appendix)
- Curriculum vitae with photo
- Certificates and testimonials
- Emergency contact information
- Dependent information (list of names, relationship, date of birth), supported by corresponding marriage and birth certificates
- Key correspondence
- Acceptance of Personnel Policy Form (see Appendix)
- Performance appraisals.
- Next of kin information and passport photograph

The personnel files will be kept at the JHPHINI Country Office in the custody of the Admin/HR/Logistics Officer under the supervision of the Finance and Admin Director. Any employee may view his or her personnel file, with notice to the Director Finance and Administration and in the presence of the Admin/HR/Logistic Officer.

All information of a personal nature maintained by JHPHINI in each employee’s personnel file will be kept confidential and may be released for inspection only when requested by duly authorized agencies, with the written consent of the employee, or by due process of law.

Employees must notify their immediate supervisor and the Head of Finance and Administration of any changes in status in the following areas:
• Postal and physical address and phone numbers
• Person to be notified in case of emergency
• Legal change in name with the effective date
• Change of marital status with effective date
• Birth of child, or any change of dependents
• Death of any immediate family member covered under the medical insurance scheme
• Change in academic or professional qualifications
• Changes in next of kin along with the passport for the next in kin

Personal employee information used in business system applications will be safeguarded under JHPHINI proprietary electronic transmission and intranet policies and security systems.

Participants in JHPHINI benefit plans should be aware that personal information will be shared with plan providers as required for their claims handling or record keeping needs.

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Upon termination of a staff member, all relevant personnel forms and records are to be kept in Nigeria for a period of 6 (six) years and thereafter sent to the Human Resources office in the Baltimore Office.
Name: ________________________________

Position: ______________________________

Work Location: __________________________

I have received a copy of the JHPHINI Personnel Policy Manual, this ____ day of ____________. I have read and understood the Manual and agree to the rules and regulations which it contains. I understand that the Manual is subject to change without my consent and I will be notified in writing of any such changes.

______________________________
Signature

______________________________
Date