NANA HR POLICY

September 2022
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# ACRONYMS

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Chapter-1: Recruitment Policy

This section covers spelt out the recruitment policy in Nana Girls and Women Empowerment Initiatives (NANA).

1.1 Objective of Recruitment Policy

The basic objective of a good Recruitment and Selection Policy is to make sure that right candidate is hired following the right process for hiring and selection. Any candidate to be hired must believe in the NANA’s organizational values, vision, philosophy and goals.

1.2 Scope

The Recruitment and Selection Policy applies to all employees who are involved in the hiring process. This policy also applies to all potential job candidates.

1.3 Purpose of NANA Recruitment Policy:

The purpose behind the policy is to attract and select the candidate who is outstanding, and this requires a sound and systematic recruitment approach.

1.4 Principle of Recruitment Policy

Below mention Principles must be followed while recruiting employees:

a) NANA believes in an open and competitive recruitment process that must be applied when recruiting candidate for any position in NANA.

b) NANA makes sure that the right and meritorious candidate is hired through the recruitment process and it also ensures that most suitable candidate is identified.

c) NANA makes sure that the recruitment and selection of candidate happen in a professional way and by following the rules and regulations under employment laws.

d) NANA also ensures that all its employees involved in the recruitment and selection process are well trained. Our organization provides training to all its employees to make them satisfied that they are well trained to carry on recruitment and they comply with the regulations under employment policy.

e) The recruitment must be carried out in a manner that enhances the image of NANA.

f) NANA will ensure that all candidates are treated equally and fairly.

g) NANA believes in inculcating new and innovative practice in its recruitment process and will promote best practices. For any vacant position, NANA will source internally first where a good candidate is available to ensure career progression among NANA staff.

h) Any employee in recruitment team who has a close relationship with any of the candidate applying for any position in NANA must make sure that it is declared by the employee in the beginning of recruitment process and he/she will not be involved in any decision-making process.

i) All the information provided by the candidate must be treated with confidentiality and must not be shared with any third party.

1.5 Recruitment, Selection and Procedure:

There are various stages in the Recruitment and Selection Procedure. The Important stages are explained below:

1.6. Preparation Stage:

a. This is the first stage of the recruitment procedure. Before starting recruitment, a thorough analysis on the need for position is carried out.

b. After need analysis, the budget is determined for the position.
c. To determine the hiring expense and to understand the complete compensation details it is necessary to formally review the role and know the complete grading system. It has to be determined in case of both new and existing vacant position.

d. Before commencing the recruitment process for any given position, it is necessary to take all relevant approvals formally.

1.7. Steps to be followed under HR Recruitment Policy

a. The Job description for the vacancy

i. The next step after the preparation stage is the preparation of job description for a given vacancy. The job description is meant to describe the main duties and responsibilities of a position. It must be either designed or if already available then it must be updated for any vacant position which is to be filled.

ii. The Job description must be prepared with complete care and it must have all the details required for a given position.

b. Job Specification:

i. The job specification must describe the necessary skill set required, aptitude, knowledge and the experience required for the job. ii. The Personal specification must be prepared with utmost care so the details do not indirectly discriminate against any given group.

c. Advertising:

i. The next stage is the advertisement part. All positions must be advertised to attract diverse applicants. This advertisement can be posted internally as well as externally. This is an important step towards employee career development and job enrichment. It aims at maximizing the equality of opportunity for all employees.

ii. Wherever any information regarding vacant position is advertised it should be done by HR Department.

iii. All the job adverts should be made available on NANA’s website.

iv. The advertisement must be done in a cost-effective manner, the budget and the amount to be spent on advertising is pre-decided and approved by Director Operation. The ambition for a robust recruitment process should be such that it does not turn out to be a very costly affair.

1.8 Selection of Candidate:

The probationary process is underpinned by effectiveness, equity, and accountability. It is essential that the reporting managers should provide timely feedback to the newly hired employees on their performance. It is the natural justice principle which suggests that managers are responsible for providing support, helping new employees to resolve the work-related queries and making arrangements for appropriate training and development activities.

2.6 What is Appointment with Probation?
The newly hired employee who has joined NANA on the basis of a contract of three-month probation is known as an appointment with mandatory probation. If the employee completes the employment probation period with satisfactory performance The selection of candidates has the following steps:

a. A hiring team will be constituted to shortlist the selection profile.

b. To serve the purpose of NANA recruitment policy, the selection and shortlisting team members must satisfy the eligibility criterion. It must have members from different department to promote NANA’s approach towards diversity.

c. The shortlisted candidate is shared with details of the selection process through email and telephonic conversation. In case there is any written assessment for the vacancy
these details are also shared with the candidate and it must be done 3 days in advance of the scheduled interview date as per the employment policy.

d. The shortlisting of the candidate must be done purely on merit and it should be done only when there is the match of skill set and other desired qualities of the candidate. The candidate whose profile matches with the criterion must be shortlisted.

1.9 Interview

a. All candidates who have been shortlisted as per person specification and job description criterion are being called for an interview.

b. The Interview is carried out by a panel of members from different departments occupying management positions. The interview panel must have a minimal of 3 members; one must be from the Admin officer and one from the relevant department.

c. Selection is also an image building opportunity. NANA staff must behave professionally throughout the interview.

d. Different selection methods must be used before hiring a candidate. These selection methods must be able to assess the candidate in terms of skills sets and behaviour as required in the job specification.

e. No bias while conducting interviews. The structure of the interview must remain the same for all candidates; however, the interview questions may differ but the level of questions in terms of easiness/difficulty should remain the same. The entire process of the interview should be based on the criterion defined under person specification and as explained by Recruitment policies.

f. The HR department should provide the interview team with interview scoring template that include comments on why scores are given.

g. After the interview, important points of the interview must be agreed by the interview panel, and these notes can be referred while deciding regarding the most suitable candidate. All the notes prepared during the interview process must be submitted to the HR department and should be kept by the HR for a minimum duration of a year.

h. The candidate who could not make it to selection phase must be informed through telephone or written email about the result of the selection process.

1.10 Referees:

a. The references should be made available by the candidate while filling the application form at the time of interview. These details are required to ease out the hiring process.

b. It is the task of interview panel members to seek information about the details of the candidate required while making a final decision. The question asked during the reference check must be based on the qualities mentioned in the job description and person specification.

c. The interview application form and the reference check forms can be collected from the HR department.

d. In general, references are taken at the time of interview and there must be 3 references which are provided by the candidate out of which 2 references must be submitted before offer is finalized.

e. As per Hiring policy, in case of urgent hiring, references may be taken over the telephone for the candidate, but the standard procedure should be followed in doing so.

f. All the references must be called or contacted with the candidate's consent and their details must be kept confidential.

1.11 Appointment of New Candidate

a. Generally after the selection of final candidate a verbal offer can be made to the candidate by the HR department. Initially, in the verbal offer salary, date of joining and other related aspects are discussed with the candidate. The verbal offer can be made by HR department in consultation with the responsible department.
b. After the settlement of verbal offer, the written offer is prepared by HR department considering the service standard. Before making the written offer, it is mandatory to carry out the complete reference check of the employee's. Other checks such as the inclusion of medical certificate by a doctor, authenticity of qualification documents should be done by the HR department.

1.12 Induction

The last stage of recruitment process is the induction programme. After the initial written offer is made to the new candidate and is accepted by the candidate after signing the offer letter copy, the joining date for the candidate is confirmed. After confirmation of joining date, HR prepares the induction programme for the new candidate.
Chapter-2: probation And Confirmation Policy

2.1 Objective
The probation and confirmation policy provides a pathway for the review of employee performance during their probation period and conditions that one should follow for the confirmation.

2.2 Scope
The policy is applicable to all the newly hired employees working in NANA.

2.3 What is Probation Period?
Scholars have defined probation phase as the extended selection process. Generally the end of the selection process is recruitment of the employees; however, the recruitment took place based on the previous work experience of the candidate along with the interview performance. Here, NANA is not aware of the exact performance the candidate will provide after joining. Also, there is an ambiguity about whether the candidate will be right fit in as the employee of NANA. Thus, by assigning probation, NANA checks the performance of the newly joined employee and ensures their integration in the organization. The probationary process provides an opportunity for NANA to verify the suitability of the employee for the assigned job and then take an appropriate decision about retention or termination of the employee.

2.4 What are the Principles of Probation for Employees?
Then employment confirmation will be provided by NANA. But when requirements are not met, a grace period of 3 months can be given and a Performance Improvement Plan (PIP) is used to track the progress.

2.5 Opportunities
The general view of probationary phase might be negative as it interferes with the sense of job security. However, in the true sense it provides different opportunities to new employees and their managers.

a. From the new employee’s point of view
   i. The probation is a duration in which the new employee gets an opportunity to learn and understand the job.
   ii. The training facilities are provided by NANA which enhances the competence of the newly hired employees.
   iii. Before getting the responsibility on the shoulder during the probation period the new employee can adapt to the work environment of NANA.
   iv. The probation period helps to gain awareness about the strengths and the area in which the employee needs improvement.
   v. It is an opportunity to demonstrate the performance, commitment towards NANA and to maintain satisfactory work behavior during a probation period.

b. From the manager’s point of view
   i. Managers get the opportunity to monitor the newly hired employees in terms of the progress in a job and their conduct in NANA.
   ii. Managers can build up a good rapport with the new employees and motivate them to work for NANA.
   iii. Managers get a chance to conduct a performance review of new employees before offering them a permanent employment.
iv. Managers can recommend the confirmation or termination of the newly hired employees based on their performance and behavior during the probation period.

### 2.6 The Framework of Probation Policy

The framework of probation policy includes different stages and verification processes. The new employee, reporting manager, and the HR department are part of the probationary process.

In post recruitment, the HR department confirms the appointment of the new employee and provides them with induction. The induction program is important to make new employees aware of their job responsibilities, the organizational policies and behavioral norms of NANA. After the induction program, the reporting manager assigns the job to the newly hired employee based on their profile. Until completion of probation period the employee performs various jobs as per the requirement of the organization and at the end, the manager conducts the performance review. The review consists of a comparison of the expected performance or set objectives given by NANA to the employee against their actual performance. If the employee meets the expectation of the manager as well as the organization then employment confirmation is provided. In case the employee fails to meet the expectation NANA can either terminate the employment or can consider the employee for further training to improve their performance.

*Fig: - The Framework of Probation Policy*
2.7 Responsibilities at Each Stage of Probationary Process
The new employees try to get quickly adjust in the organization and to achieve the set goal. In this process during probation, reporting manager (supervisor) and HR department play important role in early adjustment and performance of the newly hired employees. In each stage of the probationary process, both manager and the HR department have unique responsibilities.

2.8 Responsibilities of Managers
The reporting manager or supervisor is the one who monitors the new employee during the probation period. The responsibilities of managers’ includes-

- **a. Appointment and Induction**
  During this stage manager should provide a brief introduction and induction to newly hired employees into the local unit of the organization. The manager should provide Role Profile Form to the new employee and make them understand their job role. The manager should make arrangements for training if it is required.

- **b. Job Assignment**
  Manager is responsible to assign the suitable job to the new employee based on their qualification, past experience, and job role. The manager should make sure that all the facilities and support is available for the employee to execute the given job. A manager should provide required assistance and feedback on the performance of employees during a probation period. The manager should assign a fixed goal to achieve or set an objective for the new employees based on which the performance will be judged.

- **c. Completion of Probation Period**
  After completion of probation period manager is responsible to convey the new employee about the further review process which will be followed by the organization. A manager should also highlight the do's and don'ts the new employee should follow during a performance review. The manager is responsible to convey the documents and proofs which new employees should produce during performance review process.

- **d. Performance Review**
  Here, the manager should conduct a one to one meeting with the new employee for a performance review. The manager should first gather all the performance related information of the new employee during the probation period and compare it against the set goal. In a performance review meeting manager mainly provide appropriate feedback on the work performance of the new employee and discuss the difficulties they face while working in NANA.

- **e. Expectation fulfillment verification**
  Manager is responsible to submit a detailed report to HR department about whether the performance expectation is fulfilled by the new employee. A manager must generate all the proofs of performance and provide the clarification about the grading they have given to the new employee.

- **f. Confirmation**
  If the employee meets the expectation of NANA in terms of performance then confirmation letter is provided to the employee.

2.9 Responsibilities of HR Department
The HR department keeps a close watch on the behavior of new employee during a probation period. The responsibilities of the HR department includes-

- **a. Appointment and Induction**
  HR department is responsible to inform the new employee about the appointment with probation along with its terms and conditions. The HR department should get the appointment contract signed by the new employee and provide them the copy of the training material, guidelines and probation policy of NANA. HR department should resolve all the queries and doubts the newly hired employee states regarding the probation policy. The HR department is responsible for the arrangement of an induction program for the newly hired employee. The HR department should convey the code of conduct and behavioral norms of NANA. On the
recommendation of reporting manager of newly hired employee the HR department is responsible to arrange the required training program during the probation period.

b. Job Assignment
The HR department has to monitor if the new employee has got relevant job assignment from their respective managers. HR department has to make sure that new employees are well aware of their job profile and provided all the facilities required to execute the job. HR department has to collect the details of the set goal assigned by the manager of the newly hired employee. HR department also makes sure that new employees are well accommodated by their teammates.

c. Completion of Probation Period
After completion of probation period, the HR department should provide the performance review form to the new employee. The HR department should collect all the details regarding the work profile, the job performed, feedback of the manager regarding work performance and feedback of teammates regarding the behavior of the new employee during the probation period.

d. Performance Review
HR department is responsible for the behavior performance review of the newly hired employee. The HR department conduct meeting with the new employee and discuss their behavior in the organization. The HR department also makes a note about any complaints which new employee has filed about harassment or non-co-operation from teammates or manager of the employee.

e. Expectation fulfillment verification
The HR department has to see if the new employee has properly followed the behavioral norms and code of conduct of NANA. It is also responsible to collect the performance feedback from the manager of a newly hired employee.

f. Confirmation
As per the recommendation of the manager and result of behavior performance review the HR department will issue the employment confirmation letter to the new employee.

2.10 Three points for Employment Confirmation
There are three important conditions which new employees should fulfill order to get employment confirmation after completion of probation period. The reporting manager and HR department will be responsible for the verification of the conditions and further to issue employment confirmation to the newly hired employee.

a. Work performance was satisfactory as per NANA standard
The HR department collects the information about the Role Profile Form and the work plan on which the new employee agreed to execute. The manager will take care that new employee will be able to finish a given range of tasks on the set deadlines. If there is a gap between the agreed work plans, the set target and the actual performance of the employee then manager have an authority to conclude that work performance was not satisfactory. Here the HR department will ensure the interventions in terms of job training, self-managed learning and coaching should be provided to the new employee before as well as during the work performance execution. If a new employee performs as per the set standard then the first condition of employment confirmation is fulfilled.

b. Leave record was satisfactory and within the limit set for a probation period
During the 6 months of probation period, 15 days of paid leave is allotted to a new employee. Further at the discretion of HR Manager/Reporting Manager/Personnel Officer 15 days at half pay over leave can be provided during a probation period. After completion of probation period, HR department calculates the total sick leave and overall leave taken by the new employee and thus provides the remark about satisfactory or unsatisfactory leave record.
c. Conduct, Attendance, and punctuality was good
The record pattern of attendance and punctuality will be checked from the ‘Time In register’ or Punching machine. It is important that new employees report to the office every day on time and complete the work duration in the organization. The remarks like ‘late mark’ or ‘early out’ will have a negative impact on the review process and the intention to retain the employee. The review about the conduct of new employee will be compiled based on the feedback of team members.

2.11 When the Performance is Not Satisfactory during Probation evaluation Period

A number of steps should be taken when the performance of probationer is not satisfactory and does not match the work standards.

a. Manager or HR department should discuss each unsatisfactory action/excessive leaves/ poor performance with the new employee. The recorded discussion should be dual signed by the employee and the manager.
b. Manager or HR department should convey to the new employee that management is ready to help him/her to enhance their performance/conduct in order to achieve the acceptable standard of the performance/conduct.
c. The options such as training, coaching, and development programs should be explored to improve the performance of the new employee.
d. In case of issues related to conduct or attendance, a verbal clear message or a memo can be generated to the new employee to clarify about the standard code of conduct and allotted leave during a probation period.
e. In the case of health issues or medical emergency, the new employee should submit the sick certificate to the HR department. The advice of the higher management will be considered in such case before the decision of termination.

2.12 Confirmation of Employment or Termination

The reporting manager will provide a recommendation regarding the employment confirmation or termination of the probationary employee. In the review meeting, it is important to convey the feedback to the new employee on their performance. If the new employee consistently fails to reach the standard performance then the manager should inform him or her about the deficiencies. The motive behind review meeting is to help the new employee to improve their performance and to convey them that in the case of ‘no improvement’ employment will be terminated.

2.13 Termination of Contract

The probationary employee who does not complete the probation period in a satisfactory manner will have their appointment terminated. The termination can take place at the end of the probation period or any time in between depending on the case. The minimum notice of two weeks is provided before the termination of the contract. In the case of misconduct, the employment will be terminated immediately without any due notice.

2.14 Extension of Probationary contract

The extension of the probationary contract is not that common but considered in few circumstances. It is mandatory that the extension of the probationary contract is agreed upon by both the party. The cases given below are eligible for the extension of probationary contract-

i. Maternity leave - When an employee is absent during the probation period with maternity leaves the probation will stand suspended and it varies case to case
as per government policies. The probation period will restart once the employee rejoins after leave.

ii. **Non-recurring illness**- If the employee falls ill during the probation period which is a non-recurring illness then probation period will be suspended during the absence of the employee.

Any other case which is recommended by the reporting manager or HR department can be considered for probation period extension based on the severity of the circumstances.
Communication is an important management component to any organization. Effective communication is an integral issue in effective management and the promotion of organization vision and mission, as well as a tool for public relations and information dissemination. To be successful, organizations must develop comprehensive policies and strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large.

It is against this backdrop that NANA communication strategy was developed to strengthen the visibility of our brand and activities we carry out for optimum effects, information dissemination and public relations (PR) thereby gaining the recognition and respect of our colleagues, clients and the larger society.

3.1 Communication channels:

a. Newsletters
Newsletters are used to communicate new information about the organization, its products and services, and its employees. Newsletters may be in print or electronic format and may be sent to the employee as well as to his or her family, especially when the news directly affects family members. Newsletters may be published on a regular basis (weekly, monthly, quarterly) or whenever the organization has news to report.

b. Town hall meetings
Town hall meetings are an option to gather employees together to share news celebrate successes or communicate information that affects all employees. Alternatively, town hall meetings may be held in various locations when employees are widely dispersed geographically or may be held electronically via teleconferences.

c. E-mail
This medium of communication will be applied when information is urgent, such as in emergencies that require immediate response from our employees, partners and stakeholders.

d. Face-to-face meetings
Face to face meetings are used to relay sensitive information to employees and partners or there is need for layoffs or restructurings or when handling employee performance issues.

e. Telephone conversation
When face-to-face communication proves to be physically impossible, we will resort to applying telephone conversation to pass out the needed information to our employees and partners in operations.

f. Storytelling
We use storytelling to create a picture through words and images to broadcast our messages and inform communities about our projects and activities for effective visibility and promotion of our brand, our vision and mission in order to build trust with partners and stakeholders, enhance accountability and loyalty among our employees.

g. Social media
We employ the use of social media like Facebook, Twitter, LinkedIn, Instagram and WhatsApp to tell our stories for wider outreach and engaged the outside world on our brand, projects and activities to achieve wider coverage and consistency on information dissemination.
Chapter-4: Code Of Conduct Policy

Meaning Conduct is a set of rules outlining the social norms, religious rules and responsibilities of and or proper practice for an individual.

Code of conduct is important in order to make conducive culture in the NANA. Senior leaders must manifest ethics in attitude and behavior. The employees of NANA must be well trained in implementing the right conduct in their professional work and behavior.

4.1 NANA Code of conduct Policy

a. **Objective**: The objective of code of conduct policy is to make sure that NANA code of conduct is followed in all its activities. NANA is meant to form a work environment which is free from any kind of discrimination. It is also meant to make employees aware of corporate code of conduct which is expected from all employees of NANA.

b. **Purpose**: The purpose of this policy is to lay down rules and regulations regarding code of ethics and professional conduct so as to maintain the trust of employees in NANA and to increase transparency which in turn help bring good name to it. This model code of conduct is planned to focus the employees on the fields related to any risk related to ethics, and to provide them with a solution which helps to deal with such issue and to help them build a culture of transparency and honesty.

c. **Eligibility**: This Policy applies to all employees of NANA.

4.2 What is code of ethics?

A code of ethics document tells about the mission and values of NANA. It also tells about the kind of problems faced by employee’s related to ethical issues and possible ways to address the ethical issues.

4.3 Clauses Covered under the Policy

a. **Conflict of Interest**: The employees are supposed to work at all times in NANA’s interest. There should not be any conflict where in employee personal or professional interest interferes with the interest NANA. Employees are expected not to involve themselves in any other business or activity which may affect their working in NANA.

   i. A situation of conflict arises when an employee personal interest are interfering with his workings for NANA. Conflict of interest may also occur when an employee misuse his powers to receive improper personal benefits.

   ii. Conflict of interest may also occur when an employee is involved in double employment or accepting gifts of very high value for personal gains which may create a situation of conflict of interest.

b. **Respectability**: It means the employee is following the code of conduct in the workplace. It includes their obedience towards the personal behavior which is expected from an employee in their work and interpersonal skills.
c. **Privacy**: As per professional code of ethics an employee is supposed to keep the confidential information private. Due to employee position in NANA they may come across some private and confidential information which is meant not to be shared with anyone inside or outside NANA. Some undertaking regarding this must be filled in at the time of joining. Such information can be shared only when permitted by the senior management to do so.

d. **Privacy of financial particulars**: NANA is supposed to disclose its financial as per the accounting principle rules and regulations. All records of NANA must clearly reflect its transactions.

e. **Cheating**: Any kind of cheating as per the code of ethics definition is not allowed within NANA. The following will be considered as an act of cheating:

   i. Claiming reimbursement on false expense report
   ii. Using company assets for personal gains
   iii. Illegal transactions
   iv. Double employment
   v. Sharing wrong data in NANA records for accounting purpose
   vi. Sharing of confidential information
   vii. Unfair dealings
   viii. Non-compliance with NANA’s rules and regulations
   ix. Documents forgery
   x. None reporting of illegal or unethical behavior.

4.4 **Safety and security of NANA’s property**:

As per the code of conduct of employees they are required to maintain NANA’s property with utmost care. Employees are responsible for keeping safe NANA’s property from any misuse, theft or any other act that result in the loss of property. The clause is also applicable in case of inventions and patents. It is also not allowed to dispose of any of the organization property for personal gains.

4.5 **Involvement in another business or employment**:

According to NANA code of conduct an employee is suppose not to be engaged or interested in any other business or employment during working hours. All employees are supposed to devote their time and efforts to promote the project they are working for.

   a. **Harassment**: Any kind of harassment on account of age, sex, religion, race, caste, physical disability, marital status, gender is strictly prohibited. Employees are responsible to take all necessary actions and steps in term of support or preventive actions. This is as per the code of conduct at work.

   b. **Documents withholding**: All the documents related to senior management must be taken care of as per the documents policy. Documents should not be destroyed as they might be used for any future cause. Any document which is to be destroyed must be approved by senior management. This is according to the code of conduct in workplace.

   c. **Alcohol or illegal substance use**: All the employees are to be informed that use of alcohol or any other substance like illegal drugs within the office environment and working hours etc is strictly prohibited.

   d. **Presents and Other profit**: As per the code of ethics example an employee must not accept or give any presents or gifts which might affect NANA’s decision. Any exchange of gifts with outsiders, suppliers is strictly prohibited. Any kind of direct or indirect bribe
or inducements are not allowed. Any such acceptance will be the violation of code of conduct.

e. **Abiding to the law, rules and regulations:** No inside trading of any kind is allowed within NANA. Each employee of NANA must abide to the rules and regulations of the organization.

f. **Reporting mechanism for unethical or illegal behavior:** All unethical or illegal behavior must be reported to supervisor or senior management. In case employee is uncomfortable sharing it with supervisor or senior management in that case employee might drop it in the reporting box.

g. **Job responsibility and control:** As per the code of conduct at work employees must do their job with integrity and honesty. Supervisors and managers must have proper control over the power assigned to them. In no case they are allowed to misuse it on their subordinates. Both managers and their subordinates to work in collaboration.

h. **No Retaliation:** According to NANA code of conduct their must not be retaliation against the employee who raises concern against any wrongdoing within NANA. Any such act will be the violation of code of conduct. Raising a concern cannot be the basis of adverse employment.

i. **Compete Fairly:** There should not be any deception or abuse of confidential information to have an edge over the competitor.

j. **Career Opportunity:** According to NANA code of conduct for employees no employee is allowed to use any opportunity arising due to working within NANA at higher position or using information for personal gains. No competing is allowed within NANA.

k. **Anti-bribery and money laundering:** As per NANA code of ethics no employee is allowed to bribe anyone inside or outside NANA. No bribe is allowed to be offered to any official for any reasons and for sake of unfair advantages. Money laundering is strictly prohibited within NANA.

l. **Environment & Sustainability:** NANA’s code of conduct policy gives equal importance to environment protection and sustainability. NANA gives our best to preserve the environment. Regular education is given to our employees regarding environment conservation.

m. **Failure to comply with code of conduct:** Any failure to comply with code of conduct must be dealt with strict punishment which might include loss of service or termination.

n. **Revision of the policy:** NANA reserves the right to revise, modify any or all clauses of this policy depending upon demand.

o. **Explanation of the policy:** NANA HR unit will be sole authority to interpret the content of this policy.
Chapter-5: Disciplinary Policy

Nana prefers to deal with minor cases of unsatisfactory performance and misconduct by informal means. A counseling approach will normally be undertaken in preference to formal disciplinary action. In instances where the counseling approach is ineffective or inappropriate the DO may wish to involve the Secretary and the following disciplinary rules and procedures will apply. At all stages in the process staff members will have the opportunity to state their case at a formal hearing, answer any allegations and appeal against the outcomes. Staff members have the right to be accompanied by a colleague of their choice at all hearings which form part of the formal stages in the process.

5.1 Disciplinary Rules and Procedure

Nana seeks to ensure that there is a fair, effective and consistent method of dealing formally with issues of unsatisfactory performance or misconduct. Disciplinary procedures conform to the principles of natural justice and those set out by the Nigerian Department of Labor Code of Practice.

5.2 Purpose and Scope:

i. These disciplinary rules and procedures are designed to help employees achieve and maintain a Standard of Conduct and Job Performance.

ii. These procedures apply to all staff employed by Nana; the aim is to achieve consistent and fair treatment.

5.3 Definition (Clarification of the Terms used in this Policy)

a. Unsatisfactory Performance:

This means performance below the standards required of the officer in the grade or job concerned. This is based on your job performance against your job description and job plan/set objectives. It is therefore expedient that each staff must know the standard of performance expected from them via their line manager.

b. Misconduct:

This means behavior of an officer which is inconsistent with the due and faithful performance of his/her duties or otherwise demonstrably prejudicial/damaging to the interest of Nana in general.

Examples of such misconduct include:

i. Harassment or Bullying of another Staff member.

ii. Poor Time Keeping.

iii. Assault or rude behavior to another Staff member.

iv. Continuing or persistent unauthorized absences.

v. Refusal to follow a legitimate instruction from your Line Manager or Management.

vi. Impolite approach of communicating with Stakeholders, Clients and Consultants (Local and International).

vii. Failure to observe Nana rules and procedures

viii. Viewing and/or downloading of pornographic or other offensive material from the Internet.
This list is not exhaustive or exclusive.

c. **Gross Misconduct:**

An officer’s action will be treated as Gross misconduct
i. If the staff is already under warning (Oral and written warning), a further warning may not be an adequate penalty.

ii. If the acts by the staff appears to his/her line manager that an oral or written warning may not be the adequate penalty.

iii. Persistent refusal to be corrected through oral and written warning.

c. **A staff action will also be treated as Gross misconduct for the following acts:**

i. Unauthorized possession or misuse of Nana property and fund
ii. Serious infringement of health and safety rules or procedures
iii. Serious incapability whilst on duty due to alcohol or illegal drugs
iv. Being convicted of a serious criminal offence
v. Serious bullying or harassment of another staff member
vi. Physical violence
vii. Deliberate damage to property
viii. Serious negligence which causes or might cause unacceptable loss, damage or Injury
ix. Committing a material act of dishonesty
x. Falsification of reports, accounts or expenses.

This list is not exhaustive or exclusive.

**5.4 Guidelines for Dealing with all Offences.**

i. The Nature and circumstances of the alleged unsatisfactory performance or misconduct should be communicated to the staff concerned as fully and as quickly as possible (i.e. Immediately it is observed to be misconduct or otherwise).

ii. The officer should be given adequate opportunity to reply to the allegation.

iii. The decision as to the disciplinary action should be communicated as soon as possible to the officer after the receipt of the officer’s reply.

iv. All Warnings Oral and written must be written by the officer’s line manager and kept in the officer’s Confidential File.

A DO in consultation with the Secretary may take the following disciplinary action depending on the outcome of the hearing session(s):

**5.5 Investigations:**

Where circumstances require Nana may undertake a full investigation. Staff members are required to co-operate fully with any such investigation. In some circumstances the staff member/s may be suspended (on full pay and benefits) to allow an investigation to take place. Any decision to suspend will be confirmed in writing. The procedure consists of three stages. However, Nana reserves the right to initiate the procedure at any stage depending on the seriousness of the misconduct:
Stage 1 – Oral Warning: The staff member will be given a formal oral warning, which will specify how performance has fallen short of the required standards. Targets will be set indicating standards to be achieved and the timescales for improvement. A written record of this formal oral warning will be placed on the staff member’s personal file and will be disregarded after 6 months satisfactory service.

Stage 2 – First Written Warning: If satisfactory standards of performance are not achieved within the specified timescale, the staff member will be invited to attend a further formal hearing and as a result a first written warning may be issued. It will specify:
   i. In what way performance is deemed to be unsatisfactory.
   ii. The standards to be achieved
   iii. The period for achieving the required standard
   iv. Any learning and development objectives to be achieved by the staff member and what support will be provided. A written record of this warning will be placed on the staff member’s personal file and will be disregarded after 12 months satisfactory service.

Stage 3 – Dismissal: Where satisfactory standards of performance have not been achieved by the end of the period set in the written warning then the staff member may be dismissed. The decision to dismiss will not be taken without reference to the ED. Any dismissal will be confirmed in writing.
Chapter-6: Late Coming Policy

NANA office timing (s) on week days shall be from 8:30 am to 4:30pm. An employee reaching office between 9-00am to 9:30am shall be considered on leave for the first half of the day. Therefore no employee will be allowed to enter office after 9:30am, because it will be deemed that the employee has taken a leave for the day.

6.1 Set off Against Leave for Late Coming;
   i. In case of two late coming one day casual leave should be deducted.
   ii. NANA had decided to deduct earned leave of the employees who come late to office for more than 3 days in a month.
   iii. For 4th and 5th late markings, quarter day leave for each late marking shall be deducted.
   iv. For every next late marking half day leave shall be deducted.

b. Late / half day attendance / full day leave:
   i. Any employee reaching the office by 9.00 a.m. shall be considered as late.
   ii. An employee reaching office between 9.30 a.m. and 10.00 a.m. shall be considered as on leave for first half of the day.
   iii. No employee will be allowed to enter office after 10.00 a.m. It will be deemed that the employee has taken a leave for the day.

c. Deduction of monthly salary:
   i. Any leave beyond 2 days of leave calculated as above in a month will be considered as Leave without pay.
   ii. In cases where the total leave has been exhausted by the employee and there is no leave balance to adjust the late coming, the whole of the extra leave so calculated will be considered as Leave without pay.
   iii. Pro rata salary would be deducted for such Leave without pay within the particular month

d. Reimbursement of extra deduction, if any, at the beginning of the next Calendar year:
   i. At the end of the calendar year account of all such leaves will be set off against the earned leaves and if the employee is found to have balance leaves after adjustment of leaves so deducted he/she would be reimbursed the extra amount so collected out of his monthly salary, during the calendar year.
   ii. Such reimbursement would be done along with the salary of the first month of the new calendar year.

e. Revision of the policy
   i. NANA reserves the right to revise, modify any or all clauses of this policy depending upon demand.
f Explanation of the policy

i. NANA HR unit will be sole authority to interpret the content of this policy.
Because an employee is expected to fulfill both professional and personal commitments, one might sometimes need to take short time duration off to fulfill personal commitments but leaves such must be duly applied for and approved by the executive officer in charge before an employee proceeds.

7.1 Guidelines for Leave:
Leave is not an employee right, is a privilege: leave can be granted or denied depending on the purpose or types of demands. Leave of absence from work without proper approval will call for disciplinary action and leave calendar is from January to December. In case of emergency when leave cannot be properly applied for in advance, phone contact must be regularized within 2 days of resuming to work.

However, if an employee is absent continuously for 7 days beyond sanctioned leave with no information, in this case employee shall be considered to have left their employment on free will. First Warning letter will be issued to the employee if they didn't return within 7 days of expiry of sanctioned leave, and if there is no response from the employee within 3 days of issuance of 1st warning letter, 2nd warning letter will be issued. If there is still no response from the said employee final termination letter will be issued in 3 days after issuance of 2nd warning letter.

In case of prolonged illness or leave of absence from work an employee is supposed to inform the immediate reporting manager at regular interval about their condition and most probable date of return. In absence of any communication from employee, serious action would be taken.

7.2 Purpose:
The purpose of leave policy for employees is to put guidelines regarding when to avail leave and the process to take leave with pay, leave without pay and Leave of absence.

7.3 Eligibility: The Leave policy is applicable to all permanent employees of the organization.

Staffs are entitled to holidays officially declared by the federal government of Nigeria.

Types of Leave to be considered by NANA are:

- **Annual /Earned Leave:** Annual leave is paid leave from work offered to employees. Nana staff is entitled to 21 days of annual leave per year hence, every month the staff is eligible for 1.5 days of annual leave. All employees, such as full-time, part-time, temporary, and casual workers, are qualified for annual leave on pro-rata basis.

- **Compassionate Leave (Bereavement):** is intended to cover urgent or important family matters such as death or sickness of a family member. Up to five days paid leave may be taken per year, depending on individual circumstances and at the discretion of the line manager.

- **Sick Leave:** is taken when an employee falls ill, whether for a day, weeks, or months depending on the severity of the illness. To qualify for paid sick leave, the employee must have their temporary illness certified by a registered medical practitioner. Their
sick pay is calculated as their normal wages, which they must receive in money form. Sick pay does not include overtime or other allowances.

d. Maternity & Paternity Leave: This leave can be taken any time from the eleventh week before the baby is due, staff members will need to give a minimum of 21 days’ notice of the intention to start maternity leave.

**F. STUDY LEAVE WITHOUT PAY**

Leave without pay e.g study leave. The staff can be allowed based on the management approval to proceed on a study leave without pay for a period of 2 years subject to an annual review. The staff must prove to the management evidence of their study at the end of every academic period.
Promotion is taking an employee to the next grades level and or designation. An upward advancement of an employee, elevating them to a higher job role with more responsibilities, so that they can meet the specifications of next profile in cadre.

In NANA policy, promotion shall be offered to employees who are prepared and have the potentials to take up new roles after recommendations for promotions are well evaluated through series of competency assessment to ascertain the gap between their current level of performance and the expected level of promotions.

8.1 Reward and recognition policy:

A good work by an employee attracts both appreciation and reward; this is what informed NANA’s reward and recognition policy. Because reward and recognition play a vital role in retaining talent, boost morale and enhance productivity, positivity as well as promotion. In view of these we make our reward policy to be significant, flexible, genuine and personal to the beneficiary (S).

8.2 Introduction

NANA intends to provide maximum opportunities for promotion, consistent with the organization needs & excellence, affirmative action, equal opportunity & a steady performance.

8.3 Objective

i. Encouraging growth & advancement of employees within NANA.

ii. To ensure unbiased, fair & transparent movement of employees.

iii. To fill in the vacancies utilizing talent from inside NANA.

iv. To introduce formal guidelines for planning succession of critical positions.

8.4 Scope

i. This applies to all payroll employees of NANA

8.5 Definition

i. Promotion – For the sake of policy, an employee is considered as promoted if his current grade is upgraded.

ii. Job Enlargement – Job Enlargement occurs when there is an increase in the number of tasks associated with a certain job. It means increasing the scope of one’s roles & responsibilities which has to be qualitative not quantitative.

iii. Appraisal Rating – The rating received by a person during the performance appraisal.

8.6 Eligibility

A promotion policy signifies management’s commitment to recognize & reward excellent performance. It motivates people to aspire for advancement opportunities within the organization.

A person is eligible for promotion if:
i. He or she has completed at least three years & two appraisal cycles in the current role.
ii. He or she has been recommended for grade change by his appraiser & reviewer.
iii. His/her appraisal ratings in the past should show an increasing/improving trend.
iv. Feedback score (if applicable) is high.
v. Performance is observed consistent or is increasing consistently over the years.
vi. His current role is enlarged by adding some significant & constructive tasks.

vii. Employees working in people management role can be considered for promotion if they are graduate or preferably post graduate.
viii. Apart from the performance criteria, the person shall have a good service record in terms of the following:

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<tr>
<th>Service Criteria</th>
<th>Yes</th>
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<tr>
<td>Ability to multi-task</td>
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<tr>
<td>Right behavior with colleagues, supervisors &amp; subordinates</td>
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<tr>
<td>Good attendance record</td>
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<td>Willingness to accept tasks</td>
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<td>Honesty &amp; Sincerity</td>
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8.7 Guidelines

i. A promotion is a career opportunity for an employee involving additional roles & responsibilities; it may also involve an increase in salary and a re-designation.
ii. Promotions shall happen once a year only during appraisals.
iii. Any employee nominated for promotion during appraisal shall be mandatorily evaluated on the above criteria.
iv. Promotion shall always lead to adding more responsibilities.
v. In case of one or more recommendation at the same position, employee with a higher qualification shall always be considered.

HR deserves the right to modify/amend the policy at any point of time without intimation
9.1 Introduction
Performance Appraisal is a process in which the achievement of set objectives is verified, the demonstration of good behavior and values are appreciated and necessary action is taken to ensure the development of individual employees working in the organization. Here, appraise is the employee whose performance is assessed while appraiser is the one who assesses the performance. The objective against which the performance is assessed has to be conveyed to the employee and necessary resources should be provided to achieve the set objectives. The performance appraisal system is a part of talent management and successor planning of the organization.

9.2 Purpose of Performance Appraisal Policy
The purpose of the performance review policy is to make employees aware of NANA’s performance appraisal system, framework and participation process.

9.3 The aim of the performance review policy is-

i. To ensure that performance of every employee is assessed as per the set norms of NANA

ii. To make sure that performance grading is carried out in a fair manner and performance review is undertaken regularly.

iii. To create trust among the employees regarding NANA’s performance appraisal system.

9.4 Objective of Performance Appraisal policy and procedure
The performance appraisal system of the NANA is developed based on the long-term goal. The objective of performance appraisal policy is to-

i. Make employee’s aware of the future prospect in NANA.

ii. Create a supportive environment in NANA to discuss the career aspirations and developmental opportunities for the Employees.

9.5 Opportunities for the Employees.

i. Build a pathway to bring job satisfaction among the employees.

ii. Identify and develop successors for the critical, high responsibility positions in NANA.

9.6 Scope of Performance Appraisal Policy
The performance appraisal system provides a robust way to discuss, plan and review the performance of existing staff of NANA. The scope of performance appraisal is wider and applicable to each and every staff member. NANA is bound to provide the fundamental right of performance review and performance-based increment to all the working employees.

9.7 Responsibilities
The performance appraisal policy provides certain responsibilities to the individual employees and their respective managers to execute the performance review process.

9.8 Responsibilities of individual employees

a. The responsibilities of individual employees include-

ii. Submission of self-assessment forms by comparing the achievement and work progress against the set objectives assigned by NANA.
iii. Attend appraisal meetings throughout the year
iv. Post-performance review every individual employee should agree to follow the Personal Development Plan (PDP), suggested by appraiser or HR Department of NANA.
v. Providing evidence of learning process followed throughout the year
vi. Completion of training program/courses as per PDP designed previous year (or soon after joining).

b. Responsibilities of Appraisers
The manager or appraiser plays important role in the execution of performance management policy. The responsibilities of appraisers include-

i. To conduct regular meetings to discuss the performance and development of team members.
ii. To provide feedback on performance, achievement, and progress throughout the year.
iii. To identify the successor for critical positions in the organization and implement PDP for the employees.
iv. To promote the importance of personal health and well-being of the employees.
v. To ensure the healthy communication between team members and create the supportive working environment.
vi. To follow fair performance appraisal process and provide a deserved grade to the team members.

vii. To keep a record of yearly performance appraisal data on Electronic Staff Record.

c. Responsibilities of Management teams/HR department
The HR department should design an ideal performance management policy template which will help the employees to understand the employee performance review process. Management team or HR department is responsible for compiling the self-assessment record submitted by the individual employees along with the grades provided by their respective managers. After compilation of data HR department will issue the applicable hike in the salary, bonus the employee can claim and performance incentives that can be added to the salary of individual employees.

d. Guidelines to Conduct Performance Appraisal
Each and every employee in NANA should understand the guidelines and follow them to ensure the fair conduct of performance appraisal process.

i. It is a fundamental right of all the employees to understand the performance expectations and thus should take efforts to make sure they know what job responsibilities are assigned to them.
ii. It is mandatory to the management or manager to provide necessary resources required to improve the performance of the employees.

iii. The performance management policy is applicable to all permanent employees of NANA. iv. Every employee has a right to ask for the feedback on their performance.

v. The performance appraisal process should be thoughtful and meaningful not just random ‘tick box’ task.

vi. Managers should identify the talent and encourage the employees to progress in their work.

vii. The performance appraisal should be centered on the specific job skills.
viii. Job skills, teamwork, extra competencies, contribution to the organization, results of given task, special achievements, social skills and organizational citizenship behavior are the important points considered for performance appraisal.

**e. Scheduled of Performance Appraisal**

NANA will organize the performance appraisal twice a year. The month of March and September will be considered as appraisal months. The specific date of submission of self-appraisal forms and team evaluation form will be informed by the management or HR team.

**f. Performance Grading and Further Actions**

The grading under performance appraisal system is done on overall performance score. The performance score will be calculated against the ideal points given to the employee once the set objective is achieved. Other important scores which are considered for appraisal are behavioral score and essential skills compliance.

Overall performance assessment score is the combination of performance score, behavioral score, and essential skill compliance. Based on the overall performance assessment score the further action of salary hike, incentives and bonus will be taken by the management.

**g. Salary increment bands**

The salary increment will be applied twice a year based on the overall performance assessment score. The employees who successfully reach the 75% cut off of the overall performance assessment score will be eligible for salary increment. The employees with less than 50% of the score as compared to the set ideal score will be considered for skill improvement training and could receive warnings/memo for poor performance. The employees with extraordinary 90% and above ratings will be eligible for performance incentives. The bonus will be distributed among employees based on the contribution of employees in the profit margin of the NANA.

**h. Mandatory Actions**

It is mandatory for the employees to generate proofs of their performance in the organization. The task completion points of the employees will get verified from the reporting managers. The managers should provide fair grades to the team members and shall be responsible to generate proofs regarding the given grades. The submission of self-appraisal form and team evaluation form should be done on or before the given deadline. To make the process transparent employees will receive the information about their overall performance assessment score. However, the specific grades given by the managers will remain confidential. The employees can approach the grievances cell for any dissatisfaction or clarification required.
Chapter-10: Reward and Recognition Policy

a. **Aim:** The major aim of reward and recognition policy is to attract and retain the best talent. In order to attract and retain it becomes important to recognize the efforts put in by the employee in terms of performance, attitude, and achievements.

b. **Purpose:** The purpose of the rewarding performance is to build up an organizational culture where good work done by employees is valued and their tremendous efforts are recognized.

c. **Scope:** This policy is applicable to all employees of NANA

**Meaning:**

a. **Reward:** Cash or noncash award given for outstanding performance by the employee.

b. **Reward and recognition:** Reward programme developed and communicated by the HR department.

10.1 **An Important component of a reward programme**

i. Behavior to be recognized must be linked with NANA’s mission.

ii. All staff members, managers, senior management must be trained well for the implementation of an effective reward programme.

iii. The programme must be communicated well at all levels.


10.2 **Steps for the development of an effective reward programme:**

In order to give motivation to employees in the workplace, an effective programme should be designed.

a. **Target the audience:** Every employee is different what motivates one in the workplace might not motivate the other. Though the reward programme can be customized individually, however the following need to be considered before designing an effective reward and recognition policy.

i. What are the different types of jobs done by employees?

ii. The Total number of employees in NANA.

iii. What motivates them individually?

iv. What type of recognition is being provided by NANA?

v. Does appreciation of employee’s matters for them?

vi. How reward and recognition programme is communicated to employees.

b. **Choose the Target:**

i. In designing an effective reward programme choose your target carefully. Have a look at the type of behavior which one wants to improve through the reward and recognition policy. The behavior, however, should be measurable for instance decrease in cost.

ii. Consider the various types of challenges being faced by your employee. How rewarding their work motivates them to do better work.

iii. Be reasonable while setting the goals for employees. Too many goals do not produce any fruitful result.

iv. Are the goals practically achievable?
c. **Know your budget:**
In case reward and recognition programme is very fancy you might not be able to run it for a long time. So before communicating your reward programme to your employees define your budget. Following should be considered in designing your budget:
   i. What kind of advertisement/Promotion you plan for reward programme.
   ii. How many recipients for your reward and recognition programme.
   iii. What is going to be the cost of the reward programme?
   iv. Is it going to be formal or informal reward programme?
   v. What is going to be the cost of administration?
   vi. The cost of training managers and supervisors.

d. **Determining the criterion:**
   i. The criteria must be chosen with due consideration.
   ii. The timeframe in which the target to be achieved must be communicated to employees.
   iii. The criterion chosen for employees must be viewed as fair and quantifiable.

e. **Choose the type of award:**
Choose the type of award you want to give your employees. The Success of the programme depends majorly on how you want to reward performance. Choosing the type of reward is an important step.

f. **Communicate how NANA is rewarding employees?**
The communication must be from the top to the bottom of the organizational structure.

g. **Evaluate the programme:** In order to know the effectiveness of the programme. Try to understand
   i. The employee’s reaction towards the reward and recognition programme.
   ii. How well is the programme understood?
   iii. How has the behavior changed
   iv. Overall effectiveness of reward programme.

h. **Why reward Employees?**
The reasons to reward employees can be explained as follows:
   i. **Boost employee morale:** Appreciation of staff boost up employee morale. They tend to work with better efforts and sincerity.
   ii. **Increase in productivity:** Rewarded employees are dedicated to working with utmost efficiency thus result in increased productivity.
   iii. **More engaged employees:** Employee engagement increases when their efforts are recognized.
   iv. **Reduces wastage:** This is another advantage of the reward programme that it results in the reduction of wastage.
   v. **Better retention:** Recognizing and rewarding employee performances attract and retain quality talent.
   vi. **Greater employee satisfaction:** When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.
   vii. **Reduce stress:** Good reward programme Increases positivity in the environment and can also be called one of the stress busters.
   viii. **Higher Loyalty:** Employee loyalty towards an organization increases if the good work done by employees is appreciated and rewarded.
ix. **Better Teamwork**: Boosting up employee morale by rewarding their performance increases employees spirit to work together in a team.

x. **Lesser absenteeism**: Good reward programme reduces absenteeism.

### 10.3 Parameters for reward programme:

The various parameters to be taken into consideration for rewarding performance are as follows:

i. Level of job performance ability of an individual thereby rewarding performance of an individual.

ii. Extraordinary efforts put in by an employee in a given task.

iii. The Longer stay in service of NANA.

iv. The Individual with special skills is recognized and rewarded.

v. The Employee who has done a job well despite being complex such employees are appreciated and awarded.

vi. Exhibition of skills that helps in getting work done more effectively.

vii. Exhibition of leadership skills is another way to reward employees. Leadership skills used in getting the complex job done demand rewards.

viii. Contribution to process improvement.

ix. Doing service above the normal routine.

x. One time outstanding effort which helped NANA as a whole.

xi. Initiative to work on special projects.

xii. Initiative in wastage reduction.

xiii. Helping colleagues even after fulfilling one’s own duty.

xiv. Higher quality works consistently.

xv. Exceptional dependability.

xvi. Any extraordinary work is done which has increased the image of the department.

xvii. Exhibition of team spirit.

xviii. Exceptional work was done by the team as a whole.

xix. The Exceptional contribution of the entire team to get the work done.

xx. Outstanding work by going an extra mile.

xxi. Innovation in work done in routine.

xxii. Excellent response to customer care.

xxiii. Perfect attendance.

xxiv. High level of extraordinary work is rewarded.

xxv. Education, training, and development.

### 10.4. Most important steps for reward and recognition:

i. Make all regular employee of the organization eligible under the reward and recognition programme.

ii. Clearly choose the parameters with specific information that will be rewarded and recognized.

iii. Knowing the parameters clearly will let the employee do work with more effectiveness and sincerity.

iv. Meeting the reward criterion is a tough task and the employer must consider all factors that affect the performance of the employee. However, all the employees cannot be shortlisted for reward in such case random picks and choose to be done.

v. The recognition must occur as close to the performance of actions as possible so that the behavior that attract reward is reinforced. Such behavior brings in Motivation in the workplace.

vi. The communication of effective reward and recognition policy plays a very important role. It must be communicated well to the employees.

vii. There must be an alignment of organizational culture with the reward programme.
viii. Recognition is most effective when it takes place regularly.
ix. The immediate managers are requested to be aware of their responsibility to provide effective feedback to employees and they must also give positive reinforcement to the employees.

x. Clarity on explanation regarding how the programme works and how the employee can receive recognition.

xi. Clear communication to employees with an understanding of how they impact organization goals, mission, and success.

**Key Responsibilities**

| Employees       | 1. To exhibit the values of the organization in their day to day work  
<table>
<thead>
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<th></th>
<th>2. Meetings targets assigned to them</th>
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| Manager         | 1. Proper and fair treatment for all team members  
|                 | 2. Efficiently recognizing team and individual employee efforts  
|                 | 3. Monitoring employees performance |
| HR Department   | 1. To ensure the policy is followed in a fair and equitable manner  
|                 | 2. Monitoring of effectiveness and cost of the policy  
|                 | 3. Communication of policy  
|                 | 4. Coordination for nominees assignment  
|                 | 5. Supporting values and embedding them in every day’s life |

10.5. **Rewards and incentives:**
Rewards and incentives are beneficial both for the employee as well as the employer. When employees are recognized for their best performance and productivity employees have increased morale, job satisfaction and increased involvement in the organization. With the help of workplace rewards and incentives, both employer and employee enjoy a productive and positive work environment.

10.6 **What does incentive mean?**

i. Incentive means something which encourages a person to do something.

ii. The Incentive is a performance linked reward to improve motivation and productivity of the employee.

iii. Incentive includes the extra pay for exceptionally good rewarding work in addition to regular wages of the job.

10.7 **Types of Incentive:**
The types of incentive include the monetary incentive and Non- monetary incentive.

i. **Monetary Incentive:** Monetary incentive means a kind of incentive that pays for good performance of employee through Money. Monetary incentive includes Merit Pay, profit sharing plan, Pay and allowance, commission, stock option, bonus, suggestion plan and perks, fringe benefits and perquisites.

ii. **Non-Monetary Incentive:** Non-monetary incentive is given to an employee for best performance through perks and opportunities. These are valuable to the employee as they result in the increased morale of the employee as they get to learn new skills and can pursue the advance opportunity. It is not necessary that only money is the motivator, when the Non-monetary incentive is rewarded to the employee it results in satisfaction of self-actualization and self-esteem needs.

Rewarding work is always a strong motivator.
i. Non-monetary incentives include 2 types of rewards

i. **Formal rewards:** Formal rewards are being used for rewarding employee performance within set defined guidelines. There are various ways to recognize employees work in formal ways. For example Career advancement, job enrichment, employees participation, diamond star, Year of service award, peer to peer recognition, Celebration chart, Formal letter of appreciation, team trophy, one dedicated corner in company's newsletter etc. Formal rewards are an alternative to the spontaneous rewards which are given on an immediate basis; formal rewards are more planned as compared to non-formal rewards.

ii. **In Formal Rewards:** This is the most effective means of rewarding and recognizing the efforts of employees on an immediate basis. It is generally given in the form of Personal or verbal thank you, an email or personal note to the individual, sharing achievement in team meetings, a day off for a job.

i. **Budget:** Budget will be allocated by the finance department. The finance department is responsible for allocation of budget in a fair and equitable manner that all employees have equal opportunity to benefit from the reward. The Budget may be reallocated as appropriate.

10.8 **Nomination Process:**

10.9 **Selection Criteria:**
Selection criteria must be documented as part of the Employee Reward and Recognition Program. The Finance department may designate an individual or committee, working in conjunction with the Human Resources Representative, to develop specific award standards and selection criteria, and to nominate or select award recipients.

a. **The Effectiveness of policy:**
The effectiveness of policy is monitored by the HR team to ensure the policy is applied fairly.

b. **Review of the policy:**
The policy may be reviewed at any time on request of staff or management but will be reviewed yearly automatically.
Chapter-11: Transfer Policy

a. Meaning:
Job transfer is the shift of job for employees; the change can be in terms of place of job, department of job or shift of job. The employees are replaced or moved lateral to serve the best for NANA.

Employee transfer is a relocation of employee within the same range of salary in same class with similar responsibility at different place or department

b. Benefit of Employee Transfer

i. It helps to improve the working experience of the employee as they get to work with different people and different environment.

ii. It makes the people skill better and prepares the employee for future promotions.

iii. It provides a new sense of motivation and satisfaction as transfer is often referred as growth oriented opportunity for the employees.

iv. It helps managers to ensure overall skill development of the employees by lateral movement of employees within the organization.

11.1 Transfer Procedure

<table>
<thead>
<tr>
<th>Management initiated Job transfer</th>
<th>Employee Initiated Job transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management convey to HR department about a requirement of the position.</td>
<td>Employee check the open job position in the organization through internal portal and apply for it.</td>
</tr>
<tr>
<td>The HR department checks the skills and competence required for the job profile and later recognizes the employee who can fulfill the job requirement within the organization.</td>
<td>HR department verify that the skills and competence of the employee matches to the job he/she applied.</td>
</tr>
<tr>
<td>The employee is conveyed about the open position in the organization and his/her willingness to join the new job position is checked by HR department.</td>
<td>The HR department calls the employee for interview and to check the suitability of the employee for new job position.</td>
</tr>
<tr>
<td>Sometimes the new manager or department takes interview of the employee to ensure the best fit for the new job position.</td>
<td>Once HR department confirms the employee is suitable for new job, the current manager of the employee is contacted and HR department ensure that the employee is properly relived from the old job.</td>
</tr>
<tr>
<td>The transfer form is issued to the employee along with the details of the new job to be joined.</td>
<td>After selection in the interview transfer form is issued to the employee along with the details of the new job to be joined.</td>
</tr>
<tr>
<td>After the approval of the employee the transfer order is issued</td>
<td>After the Management approval, the transfer order is issued to the employee</td>
</tr>
</tbody>
</table>

11.2 Reasons of Employee Job transfer

The defined criteria set by the organization for the job transfer of the employees generally varies from individual to individual. However there are some primary reasons of the job transfer as given below
i. To fulfill the requirement of competency, distinctive skills and expertise of job position the employees are transferred to new positions.

ii. Due to shortage of employees in one particular department of the organization or high demand situation in the organization transfer of employees do occur to support the work flow.

iii. Sometimes to resolve the clashes between manager and subordinates or two workers the transfer of employees took place. Here it is ensure that the conflicted employees are not kept in one team.

iv. Routine work can be boring for some employees. To break the monotony and improve the productivity of the employee they are transferred to new job position.

v. Many times due to some personal issues, health issues or other life priorities employee request the human resource department to transfer him/her to another work location.

vi. After marriage female employees often request a transfer to live with their spouses.
a. **Purpose:** The Purpose of travel policy is to ensure that the travel expense of NANA is controlled by establishing certain standards. Employees must control business travel expense by making the sound judgment with respect to use of NANA funds. Travel is an important aspect for carrying out the business, it is expected from employees that they will follow the “travel guidelines for employees “while travelling and would provide documentation in support of the same. It is also meant to reimburse the amount spent by an employee when on international or domestic travel.

b. **Scope:** The policy includes all the regular employees of NANA. Non-adherence with policy while on business travel for NANA will lead to stringent disciplinary action which may even lead to termination.

### 12.1 General guidelines to be followed in the policy

i. A travel request must be approved before proceeding on any international or domestic travel.

ii. Any international or domestic travel request must be raised and followed as per NANA travel policy and procedure.

iii. If there is any change in the travel (domestic or international) due to any reason and it is more costly than the approval that has already been taken, a fresh travel request need to be raised in this case.

iv. The details on all exceptions with respect to the policy must be explained on the travel request form in case there is an exception and it needs to be approved

v. An email need to be sent to the finance department along with approval mail to get the travel advance

vi. Food expenses are allowed only as per the limit of entitlements. vii. No expense will be reimbursed for alcoholic beverages or cigarette etc.

viii. The expense report with travel request submitted to the finance department must consist of original boarding pass and travel -tickets, along with complete tour report maintained date wise.

### 12.2. Travelling Policy:

These are costs of air fare, mileage reimbursement, car rental and local transport reasonably incurred to facilitate project authorized travels. It is the project policy to reimburse all authorized project travels. Authorized travellers may apply for a reasonable travel advance prior to travel provided previous travel advance has been liquidated.

**a. Air Ticket**

i. Reimbursement for air fare will be for an economy class.

ii. Overweight and/or over-limit charges are not allowed, except where such overage is due to items required for the NANA business.

iii. Charges for ticket change are also not allowed, except where such change was for the purpose of the project needs and must have been authorized.

**b. Ground Transportation**

i. Reasonable Taxi Fare for airport drop, pickups and local transport is allowable. A valid receipt is required for reimbursement of all local transport, airport pick up and drop. In any case however, the claim and reimbursement must be duly approved.
ii. Mileage reimbursement is allowable for use of personal vehicle while on the project approved travels. Mileage reimbursement shall be at the NANA standard mileage reimbursement rate of N30/KM.

iii. Rail travels where available are also allowable and will be reimbursed based on actual fare.

c. Lodging/Hotel Accommodation

i. The project will usually make arrangement for hotel accommodation for the project meetings, training, workshops, etc.

ii. Participants and project staff are required to lodge in the designated hotels provided by the project. Where hotel is not booked by the project, reimbursement for hotel accommodation shall not exceed the maximum hotel rate approved by the project. See 3.4 (a) below the project approved hotel rates.

iii. Where hotel is not booked, participants could present valid hotel payment receipt and analyzed bills for reimbursement to the limit provided for lodging.

iv. Request for travel authorization and hotel booking must be processed well in advance to allow the logistics unit makes the travel arrangements in time.

v. Participants are required to sign their individual bills at the point of check-out.

12.3 Per Diem

Staffs travelling on NANA’s and other project business are eligible for per diem for meals and incidental expenses as set out in the approved per diem rates table below. Travellers are only eligible for per diem for overnight stays outside their primary place of work. Receipts are not required for reimbursement of per diem.

12.4 Nana approved maximum hotel and per diem Rates

Below are Nana and the Project approved maximum daily rates for hotel and per diem for staff while on Nana authorized business trips. Where a staff could not get hotel at the Nana approved rates either due to limited hotel/rooms or because an activity is scheduled to hold in a particular hotel and such hotel’s rates are above the approved rates, actual rates could be reimbursed if prior approval has been given by the Chair for the use of such hotel

<table>
<thead>
<tr>
<th>Location</th>
<th>Hotel</th>
<th>Per Diem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abuja, Lagos &amp; P/H</td>
<td>N25,000</td>
<td>N10,000</td>
</tr>
<tr>
<td>Other States</td>
<td>N15,000</td>
<td>N8,000</td>
</tr>
<tr>
<td>Local Government Areas</td>
<td>N10,000</td>
<td>N8,000</td>
</tr>
</tbody>
</table>
Chapter-13: Attendance Policy

a. **Purpose:** The purpose of this attendance policy outlines our expectations about NANA employees coming to work. Punctuality of Staff to work helps in maintaining NANA’s efficiency in our workplace.

b. **Scope:** NANA attendance policy applies to all non-exempt employees regardless of position or type of employment.

c. **Unforeseen absences:** If you can't come in to work one day, notify your manager as soon as possible or contact HR instead. Unexcused or unreported absence for more than three days will be considered as job abandonment. If you need to leave work early one day, inform your manager or HR.

The following lists are reason that NANA doesn’t consider excused absence:

i. Waking up late.

ii. Stopping on the way to work for personal reasons.

iii. Traffic or public transportation delays excluding situations that result in closing of roads.

iv. Holidays that hasn’t been approved by the management.

b. **Good attendance:** Employees who have less than three incidents of absenteeism or tardiness in a quarter. Employees have a good attendance record when He/She:

i. Report consistently to work.

ii. Come to work at the scheduled start time.

iii. Leave work at the scheduled end time

iv. Remaining at work during working hours

v. Take breaks that don't exceed an expected length.

vi. Be absent or late with good reasons only.

Unexcused and unreported absences don't count as hours worked, so NANA will not compensate them.

a. **Revision of the policy**

i. NANA reserves the right to revise, modify any or all clauses of this policy depending upon the demand of business.

b. **Explanation of the policy**

i. Corporate HR department will be the sole authority to interpret the content of this policy.
NANA is committed to providing a safe environment for all its employees free from discrimination on any ground and from harassment at work including sexual harassment. NANA will operate a zero tolerance policy for any form of sexual harassment in the workplace, treat all incidents seriously and promptly investigate all allegations of sexual harassment. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. All complaints of sexual harassment will be taken seriously and treated with respect and in confidence. No one will be victimized for making such a complaint.

a. Explanation of the Policy: This explains in broad terms what the policy is about and sets out the intention of the organization in adopting the policy

b. Definition of sexual harassment
Sexual harassment is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated. It includes situations where a person is asked to engage in sexual activity as a condition of that person's employment, as well as situations which create an environment which is hostile, intimidating or humiliating for the recipient.

Sexual harassment can involve one or more incidents and actions constituting harassment may be physical, verbal and non-verbal. Examples of conduct or behavior which constitute sexual harassment include, but are not limited to:

c. Physical conduct
Unwelcome physical contact including patting, pinching, stroking, kissing, hugging, fondling, or inappropriate touching
• Physical violence, including sexual assault
• Physical contact, e.g. touching, pinching
• The use of job-related threats or rewards to solicit sexual favors
Verbal conduct
Comments on a worker's appearance, age, private life, etc.
• Sexual comments, stories and jokes
• Sexual advances
• Repeated and unwanted social invitations for dates or physical intimacy
• Insults based on the sex of the worker
• Condescending or paternalistic remarks
• Sending sexually explicit messages (by phone or by email)

d. Non-verbal conduct

• Display of sexually explicit or suggestive material
• Sexually-suggestive gestures
• Whistling
• Leering
Explanatory note: This section defines sexual harassment. If examples are included, it is important to note that they are not exhaustive and that sexual harassment can include any conduct of a sexual nature which is unwanted and unwelcome by the recipient.]

Anyone can be a victim of sexual harassment, regardless of their sex and of the sex of the harasser.

NANA recognizes that sexual harassment may also occur between people of the same sex. What matters is that the sexual conduct is unwanted and unwelcome by the person against whom the conduct is directed.

Explanatory note: This recognizes that men and women can be victim of sexual harassment in the workplace.

NANA recognizes that sexual harassment is a manifestation of power relationships and often occurs within unequal relationships in the workplace, for example between manager or supervisor and employee. Anyone, including employees of [company name], clients, customers, casual workers, contractors or visitors who sexually harass another will be reprimanded in accordance with this internal policy.

All sexual harassment is prohibited whether it takes place within NANA premises or outside, including at social events, business trips, training sessions or conferences sponsored by NANA.

Explanatory note: This recognizes that harassment can take place both at the office, but also at social event where sexual harassment may be more likely to occur. This clause will vary

a. Complaints procedures

Anyone who is subject to sexual harassment should, if possible, inform the alleged harasser that the conduct is unwanted and unwelcome.

NANA recognizes that sexual harassment may occur in unequal relationships (i.e. between a supervisor and his/her employee) and that it may not be possible for the victim to inform the alleged harasser. If a victim cannot directly approach an alleged harasser, he/she can approach one of the designated staff members responsible for receiving complaints of sexual harassment. This person could be another supervisor, a member of the human resources department, etc.

When a designated person receives a complaint of sexual harassment, he/she will:

• immediately record the dates, times and facts of the incident(s)
• ascertain the views of the victim as to what outcome he/she wants
• ensure that the victim understands the company’s procedures for dealing with the complaint
• discuss and agree the next steps: either informal or formal complaint, on the understanding that choosing to resolve the matter informally does not preclude the victim from pursuing a formal complaint if he/she is not satisfied with the outcome
• keep a confidential record of all discussions
• respect the choice of the survivor
• ensure that the victim knows that they can lodge the complaint outside of the organization through the relevant country/legal framework

Explanatory note: It is important to give the victim options for reporting the matter. The need for options for reporting is very important because having one person only to report to limits the ability of the survivor to avail themselves of the complaints procedure. If for example, the harasser is also the designated person, the designated person is away on leave, or the survivor should rather report it to a woman than a man or to a man than a woman and the designated person is a man, woman etc.

Throughout the complaints procedure, a victim is entitled to be helped by a counselor within the Organization. NANA will nominate a number of counselors and provide them with special
training to enable them to assist victims of sexual harassment. NANA recognizes that because sexual harassment often occurs in unequal relationships within the workplace, victims often feel that they cannot come forward. NANA understands the need to support victims in making complaints.

b. Informal complaints mechanism

If the victim wishes to deal with the matter informally, the designated person will:
- give an opportunity to the alleged harasser to respond to the complain
- ensure that the alleged harasser understands the complaints mechanism
- facilitate discussion between both parties to achieve an informal resolution which is acceptable to the complainant, or refer the matter to a designated mediator within the company to resolve the matter
- ensure that a confidential record is kept of what happens
- follow up after the outcome of the complaints mechanism to ensure that the behavior has stopped
- ensure that the above is done speedily and within [3] days of the complaint being made

c. Formal complaints mechanism

If the victim wants to make a formal complaint or if the informal complaint mechanism has not led to a satisfactory outcome for the victim, the formal complaint mechanism should be used to resolve the matter.

The designated person who initially received the complaint will refer the matter to a senior human resources manager to instigate a formal investigation. The senior human resources manager may deal with the matter him/herself, refer the matter to an internal or external investigator or refer it to a committee of three others in accordance with this policy.

The person carrying out the investigation will:
- Interview the victim and the alleged harasser separately
- Interview other relevant third parties separately
- Decide whether or not the incident(s) of sexual harassment took place
- Produce a report detailing the investigations, findings and any recommendations
- If the harassment took place, decide what the appropriate remedy for the victim is, in consultation with the victim (i.e.- an apology, a change to working arrangements, a promotion
- If the victim was demoted as a result of the harassment, training for the harasser, discipline, suspension, dismissal)
- Follow up to ensure that the recommendations are implemented, that the behavior has stopped and that the victim is satisfied with the outcome
- If it cannot determine that the harassment took place, he/she may still make recommendations to ensure proper functioning of the workplace
- Keep a record of all actions taken
- Ensure that the all records concerning the matter are kept confidential
- Ensure that the process is done as quickly as possible and in any event within [3] days of the complaint being made

d. Outside complaints mechanisms

A person who has been subject to sexual harassment can also make complaint outside of the company. They can do so through any of the country/legal framework such as employment tribunal etc
**Explanatory note:** This section is intended to inform employees of their rights to use other national mechanisms that may be available to them. Some employees may not feel comfortable bringing a complaint through the disciplinary measures at work and they should be informed of their right to seek redress elsewhere. The internal policy of a company cannot prevent an employee from also using the national mechanisms available to him or her.

**e. Sanctions and disciplinary measures**

Anyone who has been found to have sexually harassed another person under the terms of this policy is liable to any of the following sanctions:

- Verbal or written warning
- Adverse performance evaluation
- Reduction in wages
- Transfer
- Demotion
- Suspension
- Dismissal

The nature of the sanctions will depend on the gravity and extent of the harassment. Suitable deterrent sanctions will be applied to ensure that incidents of sexual harassment are not treated as trivial. Certain serious cases, including physical violence, will result in the immediate dismissal of the harasser.

**Explanatory note:** The policy should be applied consistently throughout the company and sanctions should be based on the gravity of the conduct. Suitable deterrent sanctions should be included in workplace policies on sexual harassment to ensure that incidences of sexual harassment are not treated as trivial events. They should become part and parcel of company regulations and/or collective labor agreement.

**f. Implementation of this policy**

NANA will ensure that this policy is widely disseminated to all relevant persons. It will be included in the staff handbook. All new employees must be trained on the content of this policy as part of their induction into the Organization.

Every year, NANA will require all employees to attend a refresher training course on the content of this policy. It is the responsibility of every manager to ensure that all his/her employees are aware of the policy.

**Explanatory note:** This creates an obligation on the organization to ensure that all employees are aware of the policy.

**g. Monitoring and evaluation**

NANA recognizes the importance of monitoring this sexual harassment policy and will ensure that it anonymously collects statistics and data as to how it is used and whether or not it is effective. Supervisors, managers and those responsible for dealing with sexual harassment cases will report on compliance with this policy, including the number of incidents, how they were dealt with, and any recommendations made. This will be done on a yearly basis. As a result of this report, the organization will evaluate the effectiveness of this policy.

**Explanatory note:** Monitoring and evaluation can be done through different means, including questionnaires completed by employees, feedback from victims or those who work in the complaints procedure. This is important to review the effectiveness of the policy and the complaints procedure.
Chapter-15: Conflict of interest policy

Board members, employees and consultants are required to disclose their employment by, investment in, or income from any source or business entity which contracts with or in the foreseeable future may contract with NANA to provide supplies, materials, equipment, services, or work of the type utilized by NANA, and for which such board member, employee, or consultant has the decision-making authority or participates in the making of the contract-letting decision.

No employee, officer, or agent of NANA shall participate in the selection, award, or administration of a contract in which federal funds are used, where, to that individual's knowledge, the individual or the individual's immediate family, partners, or organization has a financial interest, or with whom that individual is negotiating or has any arrangement concerning prospective employment.

NANA’s officers, employees, or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or potential contractors.

Violation of this standard of conduct shall result in disciplinary action by the Board of Directors (for violations involving board members or employees of NANA or by the Executive Director or his designee (for violations by employees and agents) that may include formal censure, removal from contract-letting responsibility, or dismi
NANA is fully committed to safeguarding the welfare of all children in its care. It recognizes the responsibility to promote safe practice and to protect children from harm, abuse and exploitation.

Staff and volunteers will work together to embrace difference and diversity and respect the rights of children and young people.
This document outlines NANA commitment to protecting children.

These guidelines are based on the following principles:

i. The welfare of children is the primary concern.
ii. All children, whatever their age, culture, disability, gender, language, racial origin, socio-economic status, religious belief and/or sexual identity have the right to protection from all forms of harm and abuse.
iii. Child protection is every Staff responsibility.
iv. Children have the right to express views on all matters which affect them, should they wish to do so.
v. NANA will work in partnership together with children and parents/carers to promote the welfare, health and development of children.

NANA will:

i. Respect and promote the rights, wishes and feelings of children.
ii. Promote and implement appropriate procedures to safeguard the wellbeing of children and protect them from abuse.
iii. Recruit, train, support and supervise its staff, members and volunteers to adopt best practice to safeguard and protect children from abuse and to reduce risk to themselves.
iv. Require staff, members and volunteers to adopt and abide by this Child Protection Policy and these procedures.
v. Respond to any allegations of misconduct or abuse of children in line with this Policy and these procedures as well as implementing, where appropriate, the relevant disciplinary and appeals procedures.
# REPAIRS REQUEST FORM

**STATE /OFFICE / RESIDENCE**

**DATE**

<table>
<thead>
<tr>
<th>PHOTO COPIER</th>
<th>Generator</th>
<th>A/C</th>
<th>Building</th>
<th>Electrical</th>
<th>Plumbing</th>
<th>Carpentry</th>
<th>PHOTO</th>
<th>OFFICE VEHICLE</th>
</tr>
</thead>
</table>

## REQUIRED REPAIRS/ OFFICE AC

**OFFICE AC REPAIRS**

Requested by:  
Signature  
Date

## COST OF REQUIRED REPAIRS/ VEHICLE REPAIRS

<table>
<thead>
<tr>
<th>S/N</th>
<th>DESCRIPTION</th>
<th>QTY</th>
<th>Units price</th>
<th>Rate</th>
<th>Total Cost (N)</th>
</tr>
</thead>
</table>

Total

## JOB AUTHORIZATION

Name  
Position  
Sign.  
Date

## JOB CERTIFICATION

I, certified that the above repairs / replacement/ renovations were done satisfactorily in accordance with initial specification.

Name  
Position  
Sign  
Date

## PAYMENT APPROVAL

The sum of Seventeen thousand two hundred naira only.  
Naira Only
is approved for the above repairs/ replacements as per the above certification and attached invoice

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Sign</th>
<th>Date</th>
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<tbody>
<tr>
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</table>
# STAFF TIMESHEET

**Name:**

**Location/State:**

**Month:**

Please mark (1) as may be applicable.

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<tbody>
<tr>
<td>WVL PROJECT</td>
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</table>

**Work Days:** 0 0 0 Hrs

**Leave Days:** 0 Hrs

**Public Holidays:** 0 Hrs

**Sick Leave:** 0 Hrs

**Office Closing:** 0 Hrs

**Facilitators Signature:**

**Date:**

**Approval:**

**Name:**

**Position:**

**Sign:**

**Date:**
Name: 360 appraisal

4 = Excellence in the skill, 3 = Very good, 2 = Good, 1 = Room for improvement

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manages time well and plans accordingly</td>
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</tr>
<tr>
<td>2</td>
<td>Manages time well and plans accordingly</td>
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<tr>
<td>3</td>
<td>Demonstrates integrity and is conscientious</td>
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<tr>
<td>4</td>
<td>Constantly strives to improve their performance and skills, seeks constructive feedback</td>
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<tr>
<td>5</td>
<td>Takes responsibility for their own actions</td>
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<tr>
<td>6</td>
<td>Demonstrates a high level of self-awareness including areas for development as well as strengths</td>
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<tr>
<td>7</td>
<td>Seeks to find solutions to problems, uses own initiative and is innovative</td>
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<tr>
<td>8</td>
<td>Learns from experiences, implementing and sharing any new knowledge or required changes</td>
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**INTERPERSONAL SKILLS - RELATIONSHIP WITH OTHERS**

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<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>9</td>
<td>Acts with a mature attitude to colleagues to help build a positive workplace environment and strengthen NANA’s culture</td>
<td></td>
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<td>10</td>
<td>Works well within a team and is aware of the importance of meeting the groups needs, NANA’s objectives and not just their personal agenda</td>
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<td>11</td>
<td>Has the ability to lead and can mentor, coach, inspire, motivate and encourage others</td>
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<td>12</td>
<td>Is a positive ambassador for NANA with all stakeholders including colleagues, networks, influencers and when representing and promoting NANA</td>
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<tr>
<td>13</td>
<td>Establishes trust and credibility in relating to others</td>
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<tr>
<td>14</td>
<td>Establishes trust and credibility in relating to others</td>
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</tbody>
</table>
NANA's wider objectives and potential needs of their colleagues

15 Trains and develops others, and accesses their training needs to support the individual or team to successfully fulfil their role

INFORMATIONAL SKILLS – COMMUNICATIONS

16 Has strong communication skills including verbal, listening, mutual understanding, facilitating, and presenting

17 Communicates clearly in writing and can gather and disseminate information effectively and clearly

18 Can analyse information and data to reach an effective conclusion that supports the business objectives

19 Shares knowledge with colleagues and across the business and seeks to understand objectives and needs of other internal departments

20 Plans and runs meetings effectively and ensures all actions are followed up on within the agreed timings

ACTIONAL SKILLS - RESULTS ORIENTATION

21 Delegates, identifies and agrees tasks, follows up and measures results in a respectful and authoritative manner

22 Effectively uses IT systems, equipment, planning and reporting processes

23 Demonstrates understanding and belief in NANA's mission, values and objectives

24 Shows commercial awareness and understanding of NANA's financial aims and targets

25 Strives to add value and demonstrates high quality standards across all their work

Please suggest up to 3 aspects of their performance you would like to congratulate them on and indicate why:

1

2

3
LEAVE APPLICATION FORM

Name of Staff: __________________      Date: ______________________

Staff ID No.: ______________________

<table>
<thead>
<tr>
<th>No.</th>
<th>Type of Leave Applied</th>
<th>Please Tick Accordingly</th>
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<tbody>
<tr>
<td>1.</td>
<td>Annual Leave</td>
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<tr>
<td>2.</td>
<td>Sick Leave</td>
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<tr>
<td>3.</td>
<td>Maternity Leave</td>
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<tr>
<td>4.</td>
<td>Casual Leave/ Leave without pay</td>
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<td>5.</td>
<td>Study Leave/ Earned leave</td>
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<tr>
<td>6.</td>
<td>Medical Appointments</td>
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<tr>
<td>7.</td>
<td>Sick leave</td>
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</tr>
<tr>
<td>8.</td>
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PERIOD OF LEAVE APPLICATION

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<thead>
<tr>
<th>No.</th>
<th>Start Date</th>
<th>Day</th>
<th>End Date</th>
<th>Day</th>
<th>No. of Days</th>
<th>Reasons</th>
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<tbody>
<tr>
<td>1.</td>
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<td>3.</td>
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</table>

Submitted By:

____________________________________  __________
Applicant’s Signature                  Date

Supported /

Not Supported by:

(If applicable)

__________________________  __________
Name & Signature                  Date

Approved /

Not Approved by

__________________________  __________

Line Manager’s Signature                  Date

For Office Use

<table>
<thead>
<tr>
<th></th>
<th>No. of Days</th>
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</thead>
<tbody>
<tr>
<td>Annual Leave Brought Forward from Previous Year</td>
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<tr>
<td>Annual Leave Entitlement for Current Year</td>
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<tr>
<td>No. of Leave taken as per above</td>
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</tr>
<tr>
<td>Accumulated Annual Leave taken</td>
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</tr>
<tr>
<td>Balance as of Today</td>
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</table>
POLICY APPROVAL

On behalf of NANA Girls and Women Empowerment Initiative and its Board of Directors, I hereby approve this HR Policy and state that all the conditions of this policy shall guide procurements in NANA and shall be binding on all employees and stakeholders of NANA.

By: ______________________

Dr. Muhammad Lawal Maidoki
Chairman Board of Directors
NANA Girls and Women Empowerment Initiative