



HUMAN RESOURCE POLICY

JDF

JIREH DOO FOUNDATION

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DETAILS	REVIEWED BY	APPROVED BY
Name	Board Members	Rosemary Hua. N.
Title	Yongu, Paul Yongu Paul	BOT CHAIRPERSON
Signature/Date	Grace Maggii Agari Josephine Habbu	1/10/2021

WELCOME	5
SECTION ONE.....	7
1. ORGANIZATION.....	7
1.1. Background and Brief History of JIREH DOO FOUNDATION	7
1.1.1. Vision	7
1.1.2. Mission	7
1.1.3. Legal Status	7
1.1.4. Governance	7
1.1.5. Jireh Doo Foundation Structure	7
SECTION TWO	8
2. GENERAL PRINCIPLES.....	8
2.1. Scope and Purpose	8
2.2. Change in Policy	8
2.3. Application	8
2.4. Learning through Experience	8
2.5. Long-Term Involvement	8
2.6. Gender Equity	8
SECTION THREE	9
3. EMPLOYMENT POLICIES AND PROCEDURES	9
3.1. GENERAL EMPLOYMENT POLICIES.....	9
3.1.1. Equal Opportunity Employment	9
3.1.2. “At Will” Employment	9
3.1.3. Hiring of Relatives	9
3.1.4. References	9
3.1.5. Job Description	9
3.1.6. Personnel File	9
3.1.7. Emergency and Medical Notification Form – Beneficiary Designation Form	9
3.1.8. Medical Examination	10
3.1.9. Change in Personal Information.....	10
3.1.10. Location of Service	10
3.2. Types of Agreements	10
3.2.1. Full Time Agreement	10
3.2.2. Part Time Agreement	10
3.2.3. Service Agreement	10
3.2.4. Independent Agreement (Hourly Subcontractor).....	10
3.2.5. Consultants	10
3.2.6. Volunteers/Interns	10
<i>Industrial Attachment/Intern</i>	10
<i>Volunteer</i>	11
<i>Youth Corp Member</i>	11
3.3. Recruitment Procedure	11
3.3.1. Internal Job Postings	11
3.3.2. External Job Advertisements/Collection of CVs	11
3.3.3. Short listing of Applicants	12
3.3.4. Interview	12
3.3.5. Interview Summary and Recommendation	12
3.3.6. Reference Checks	12
3.3.7. Employment Agreement Letter	13
3.3.8. Acceptance of Offer	13
3.3.9. Staff Orientation	13
3.3.10. Probationary Period	13

3.3.11. Confirmation of Employment	14
SECTION FOUR.....	14
4. WORK SCHEDULE	14
4.1. Working Hours/ Office Hours	14
4.2. The Work Week	14
4.3. Overtime	14
4.4. Staff Meetings	14
4.5. Compensation Time	14
4.6. Timesheets	15
SECTION FIVE	15
5. COMPENSATION AND BENEFITS.....	15
5.1. Remuneration	15
5.1.1. Salary Determination	15
5.1.2. Pay Periods and Pay Administration	15
5.1.3. Salary Advances	15
5.1.4. Staff Salary Review	16
5.2. Benefits	16
5.2.1. Regular Contract	16
5.2.2. Medical Insurance (or Allowance)	16
5.2.3. Workmen compensation or Insurance against accidents and death	17
5.2.4. Group life insurance	17
5.3. Leave/Official Holidays	17
5.3.1. Leave	17
5.3.2. Leave Procedures	17
5.4. Types of Leave	17
5.4.1. Annual Leave (Vacation)	17
5.4.2. Sick Leave	18
5.4.3. Maternity Leave	18
5.4.4. Paternity/ Compassionate Leave	18
5.4.5. Leave without Pay (LWOP)	18
5.5. Guidelines for Using Leave	18
5.6. Extension of Leave	18
5.7. Unauthorized Absences	18
5.8. Work from Home Days	19
5.9. Restoration	19
5.10. Payment at Separation	19
5.11. Holidays	19
5.12. Statutory Deductions	19
5.12.1. Taxes	19
5.12.2. Pension	19
<i>5.12.3. National Housing Fund</i>	
SECTION SIX.....	20
6. PERFORMANCE MANAGEMENT.....	20
6.1. Employee Orientation/Objective Setting	20
6.2. Periodic Review of Performance	20
6.3. Training	20

6.4.	Performance Evaluation	20
6.5.	Appraising Authority	21
6.6.	Mid-Year and End-of-Year Evaluation	21
6.6.1.	Mid-Year Counseling Evaluation	21
6.6.2.	End-of-Year Evaluation	21
6.7.	Special Evaluation.....	Error! Bookmark not defined.
6.8.	Performance Improvement Plan (PIP)	21
6.9.	Professional Development Policy.....	21
SECTION SEVEN		22
7. CODE PROFESSIONAL ETHICS AND CONDUCT		22
7.1.	Standards of conduct	22
7.2.	General Day-To-Day Conduct.....	24
7.2.1.	Lending and Borrowing	24
7.2.2.	Unauthorized Communication	25
7.2.3.	Use of Political or Other Influence	25
7.2.4.	Propagation of Religious/Sectarian Beliefs	25
7.2.5.	Nepotism, Favoritism, and Victimization.....	25
7.3.	Sexual Harassment.....	25
7.3.1.	Definition	25
7.3.2.	Reporting of Sexual Harassment.....	25
7.4.	Important Workplace Information.....	25
7.4.1.	Identity Cards	25
7.4.2.	Misuse of Identity Card.....	25
7.4.3.	Loss of Identity Card	25
7.4.4.	Return of Identity Card	26
7.4.5.	Business Cards	26
7.4.6.	Office Supplies	26
7.4.7.	Taxi Charges	26
7.4.8.	Energy Conservation.....	26
7.4.9.	Fire Extinguishers.....	26
7.4.10.	First Aid Kits	26
7.4.11.	Dress Code	26
7.4.12.	Duty Station.....	26
7.4.13.	Gifts.....	26
7.4.14.	Private Telephone Conversations	27
7.4.15.	E-Mail	27
7.4.16.	Internet	27
7.4.17.	Communication	28
7.5.	Drug-and Alcohol-Free Workplace.....	28
7.6.	HIV/AIDS Workplace Policy.....	28
7.7.	Child Protection Policy.....	29
7.7.1.	What is Child Abuse?	29
7.7.2.	Our values, principles and beliefs.....	29
7.7.3.	What we will do	30
SECTION EIGHT		30
8. SAFETY, HEALTH, AND ENVIRONMENTAL MANAGEMENT		30
8.1.	Scope and Purpose of the Health and Safety Policy	31
SECTION NINE		32
9. DISCIPLINARY AND GRIEVANCE POLICY.....		32

9.1.	Disciplinary Procedures	32
9.2.	Complaints and Work Place Solutions	33
9.2.1.	Open Door Policy	34
SECTION TEN		34
10. ENDING OF CONTRACT WITH JIREH DOO FOUNDATION		34
10.1.	Notice period for separations	34
10.2.	Contractor Separation	35
10.3.	Forms of Separation	35
10.3.1.	Resignation	35
10.3.2.	Expiry of Fixed Term Contract	35
10.3.3.	Dismissal	35
10.3.4.	Permanent Disability	35
10.3.5.	Redundancy	35
10.3.6.	Retirement	35
10.3.7.	Death	35
10.4.	Documentation	35
10.5.	Recovery of JDF Property	36
10.6.	Separation Benefits	36
10.7.	Employee Exit Clearance Form	36
10.8.	Final Stages for Exiting Employees	36
10.8.1.	Exit Interview	36
10.8.2.	Verification of Employment and Salary	36
10.8.3.	Receipt and Discharge Certificate	Error! Bookmark not defined.
SECTION ELEVEN		36
11. Travel INFORMATION (travel/security review)		36
11.1.	Need for Travel	37
11.2.	Travel Authorization	37
11.3.	Responsibility	37
11.4.	Travel Status	37
11.5.	Travel Expenses	37
11.5.1.	Per Diem Amounts	37
11.5.2.	Surface Transportation on Temporary Duty (TDY) Assignment	Error! Bookmark not defined.
11.5.3.	For Travel of 10 Hours or Less	37
11.5.4.	Travel Advances/Accounts	37
11.6.	While on Official Travel	37
11.6.1.	Travel Coordination	37
11.6.2.	Illness or Injury	38
11.6.3.	Leave during Official Visit to TDY Station	38
11.6.4.	Cancelled Reservation	38
11.6.5.	Trip Report	38
AKNOWLEDGEMENT OF JDF HR MANUAL		38

WELCOME

On behalf of the organization, I am pleased that you have chosen to apply your skills and talent to promote the organization. Our objective is to promote creative and effective solutions to problems that impede development.

This guide is designed to familiarize you with day-to-day Human Resources and Administration practices. Contact your Supervisor, Human Resources or Administration Departments when you have questions relating to the projects.

Remember, our continued growth depends on you. The more successful you are in your work, the more successful we will be as a team.

I sincerely hope that your time with us will be mutually rewarding and that we can look forward to a long and productive relationship.

Josephine Habba
National Coordinator,
Jireh Doo Foundation

SECTION ONE

1. ORGANIZATION

1.1 Background

Jireh Doo Foundation was established in 2003, it was also registered with the Corporate Affairs Commission on 5th August 2008. Jireh Doo Foundation was founded in 2003 and became operational in the same year, JDF's uniqueness lies in her interventions for poor and excluded communities including services to single women and their children, orphans, and vulnerable children with special considerations for those orphaned by HIV, Persons Living with HIV, displaced persons due to man-made or natural disaster/conflicts, Youth as well as advocating for favourable policies for these target group. Over the years JDF has worked in close partnership with Inter-church organization for development corporation/Christian aid Nigeria, Nigeria Humanitarian Fund, Norwegian Church aid in a partnership that has witnessed growth and equality. JDF plays a pivotal role amongst NGOs and CSO space as an organization who supports and mentors' other organizations through incubation and growth. We make particular effort to nurture partnerships with public institutions, non-governmental organizations, and agencies towards improving the lives of women, children, young people, and other marginalized populations through participation, service delivery, fundraising, capacity building and networking amongst others in the achievement of sustainable development.

The foundation has programmatic presence in six states of Nigeria:

- a) Benue State: 14 local Governments Areas
- b) Nasarawa State: 4 local Government Area
- c) Gombe: 6 local government areas
- d) Borno: 6 Local Government Areas
- e) Kwara: 16 Local Government Areas
- f) Yobe: 2 Local government areas

1.2 Vision

Envisions a society where the poor and vulnerable have access to social justice and sustainable livelihood.

1.3 Mission

JDF is committed to enhancing social justice of the underserved for a healthier society through creating access to sustainable livelihoods, basic health information, inclusive governance, gender equity and improved response to emergencies.

1.4 Cores Values

JDF upholds the following values

- **Respect for human rights:** Recognizing the value of each person, and ensuring their dignity safety.
- **Social inclusion:** improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.
- **Integrity:** Being honest and having strong moral principles
- **Teamwork:** Collaborative and complementary efforts to achieve a common goal
- **Innovation:** Use of technology and advance/new ideas
- **Accountability:** To remain

- Effective and efficient Service Delivery

1.1.3. Legal Status

Jireh Doo Foundation is a legal entity recognized by Nigerian laws as a fully registered CSO with its Board of Trustees by the Corporate Affairs Commission (CAC)

JDF has a constitution approved by the Board of trustees which governs its work

1.1.4. Governance

At the apex of the governing Structure of the organization is the Board of Trustee made up of 5 members headed by a chairperson. Jireh Doo Foundation operates National and state level structures. Currently, Jireh Doo Foundation maintains offices in different states with each state headed by a state head of office. The day –to- day administration of Jireh Doo Foundation is carried out by the Senior management team headed by a national coordinator and can be stationed at any of the field offices.

1.1.5. Jireh Doo Foundation Structure

Jireh Doo Foundation has the following structure;

The organization is headed by the National Coordinator and she/he is supervised by the Board of Trustee. The organization is made up of program and Finance and Administration Units which are respectively headed by the Finance and Admin Manager and the Program Manager respectively. Both the program and the Finance and Admin Units are supervised by the National Coordinator of the organization. Details of the organizational structure are contained in the organization's organogram. **(Annex A)** For administrative convenience and ease of operations at the executive level, the organization is divided into the following units. These are;

Finance and Administration Unit: The Finance and Administration unit is made up of the finance, admin and HR staff that provides finance and administrative support to the program staff.

Programme Unit: the program Manager plan and supervises the coordination of programmes implementation of the organization and reports periodically to the National Coordinator.

SECTION TWO

2. GENERAL PRINCIPLES

2.1. Scope and Purpose

The Administrative policies and procedures of **Jireh Doo Foundation** are designed to acquaint staff with information about working conditions, benefits and policies affecting their employment. It represents the broad principles of personnel policy, staff code of conduct and ethics, health and safety as well as staff administration.

The coordinator shall enforce all regulations consistent with this principle. The policies contained in this manual together with the application condition of service shall form part of an employee contract.

2.2. Change in Policy

This manual supersedes all previous employee manual and memos that may have been issued from time to time on subjects covered in this manual. **Jireh Doo Foundation** reserves the right to interpret, change, suspend, cancel, or dispute with or without notice all or any part of this manual, and benefits at any time. **Jireh Doo Foundation** shall notify all employees of any change in policy. Changes will be effective on a date to be determined by the Management and approved by members of the Board of Trustee.

2.3. Application

The policies contained in this manual shall apply to all employee of **Jireh Doo Foundation** unless precluded by the terms of individually negotiated conditions of service, which shall nevertheless be consistent with these policy principles. Employees are responsible for reading understanding and complying with the provisions of this manual.

2.4. Learning through Experience

Jireh Doo Foundation shall provide the favourable policy environment that will enhance the learning of member of staff. The organization will expose members of staff to a number of work experiences that will facilitate the development of on- the job skills. These learning experiences will take the form of mentoring by senior officers for new staff and volunteers. Trainee's staff and volunteers would be engaged in practical exercises that will enhance their knowledge and skill development.

2.5. Long-Term Involvement

Jireh Doo Foundation shall engage full time staff for a period of not less than 3years and volunteers for a minimum period of 1year following a probationary period of 6months. In the period of probation, at expiration of six months shall determine trainees staff willingness and ability to learn on- the job and Consequent, decision of management to engage the staff on permanent basis or for the period defined by the terms of the contract agreement.

2.6. Gender Equity

The goal of Gender Equity is to be a catalyst, actively promoting and facilitating social transformation leading towards the equality of women and men to ensure sustainable human development. The organization's Gender Equity is based on the following principles:

- Gender equity is the means to gender equality.
- Gender equity is both a technical and political process.
- Equitable participation in development is both an end in itself, as well as a means to other outcomes.

- Gender Equality can only be achieved through partnerships between women and men.

SECTION THREE

3. EMPLOYMENT POLICIES AND PROCEDURES

3.1. GENERAL EMPLOYMENT POLICIES

3.1.1. *Equal Opportunity Employment*

Jireh Doo Foundation selects individuals regardless of race, colour, nationality, caste, creed, or sex. Those individuals are selected on the basis of qualification required as determined by the job description, including education, experience, training, skill, physical requirement or any other condition required to perform satisfactorily the duties of the position. It is the objective of the personnel to ensure that it builds a competent and efficient organization. Everyone is expected to show commitment to working to develop gender equity, both institutionally and within programs.

3.1.2. *“At Will” Employment*

Employment with JDF is “at will,” meaning that either JDF or the employee can terminate employment at any time for any reason within the law or organizational standards. All representatives of the organization should exercise great care not to make any representations otherwise. Therefore, during the recruitment, hiring and orientation process, no statement shall be made promising permanent or guaranteed employment.

3.1.3. *Hiring of Relatives*

Jireh Doo Foundation shall strongly discourage any situation that could create any conflict of interest, undue tension and friction within the organization. As such relatives and spouses can be employed to work in the organization; however, they shall not be allowed to work in the same department or supervised each other. Also, an employee is not allowed to take part in any decision regarding his/her relative or spouse including recruitment exercise. Where it is obvious that the employee is involved in the decision making on any issue concerning his/her relative or spouse the employee will be required to declare his/her interest by

- Declaring the conflict of interest by writing the National coordinator on habbajosephine@gmail.com in cc of Jhabba@jirehdoo.org
- The National coordinator will then call for a meeting with the SMT to determine the next step to take and communicate back to the staff.

3.1.4. *References*

An applicant will provide three names and addresses of references to be contacted by the organization for obtaining more information about the applicant as part of employment processes. The reference check will be done by either the HR or program manager within 3 days of submission by prospective staff.

3.1.5. *Job Description*

Each employee is expected to adhere to the Job Description provided by the organization’s Human Resources Department. Employees will be evaluated annually as determined by the overall Performance Evaluation Program based on the success and adherence to their Job Descriptions. Staff Job description will be prepared by HR and thematic leads, this will be attached to the contract letter.

3.1.6. *Personnel File*

The Personnel File for each employee will be maintained under the supervision of the Human Resources unit/Admin unit. The file includes: CVs, original of contract, Emergency and Medical Forms, Beneficiary Form, renewals letters, Performance Evaluations, disciplinary actions, and salary activities, etc. An employee seeking to obtain or add information in his/her file will be required to write to the human resource Manager making the request and until the request is granted, directives will be issued to the finance and Admin Manager for the release or addition of such information.

3.1.7. Employees' Engagement Form and Beneficiary Designation Form

Employees will complete an Engagement form and a Beneficiary Designation Form during the induction process and will only be used in case of an emergency or bereavement of the employee.

3.1.8. Medical Examination

Prospective employees shall be required to provide a medical report from a government hospital or any other certified hospital approved by the government. This medical report shall be provided by the prospective employee at induction. This is not meant to discriminate against any candidate as the result will not form the basis for the employee's engagement and be confidentially used for the purposes of placement and work benefit in the organization. In the event of an employee falling sick, the employees shall provide a medical report which shall be cross examine by the organization and a sick leave shall be granted in the case of chronically ill employee.

3.1.9. Change in Personal Information

Employees are required to inform the Human Resource Department and their immediate Supervisor, in writing any change in personal information such as: change of address, telephone number, marital status, birth of a child, educational qualification, honorary appointments, etc.

3.1.10. Location of Service

The location of service shall be specified in each contract.

3.2. Types of Agreements

3.2.1. Full Time Agreement

Full time employees are employees whose work week is not less than 40 hours. This is the most common Agreement for full time employees who are employed to work full time for a minimum of 35 hours per week.

3.2.2. Part Time Agreement

Persons who are engaged under an agreement with JDF and whose normal work week is more than twenty (20) hours but less than forty (40) hours. Employees in this category are entitled to all benefits as outlined in this Employee Handbook on a pro-rated basis.

3.2.3. Service Agreement

This Agreement is for individuals who will be paid a set monthly fee for the time worked as a nontechnical worker. Service Subcontractors will abide by all policies/procedures and are only eligible for a limited number of benefits and allowances as mentioned in the Agreement. Further details are found in the Agreement.

3.2.4. Independent Agreement (Hourly Subcontractor)

This Agreement is for individuals who will be paid a set hourly fee for the time worked. Independent Subcontractors will abide by all policies/procedures and are only eligible for a limited benefits and allowances as mentioned in the Agreement. This type covers Intern Agreements. Further details are found in the Agreements.

3.2.5. Consultants

Generally, the work of a consultant is more highly specialized and technical than that of temporary employees. Temporary employees and consultants may work full or part-time during the period of their engagement. Consultants and temporary employees do not accrue leave and vacation. Consultants will shall sign to uphold all organizational standards.

3.2.6. Volunteers/Interns

Industrial Attachment/Intern

Industrial Attachment /Interns are usually students or recent graduates who want to work for JDF for a short period of time to obtain work experience relevant to their field of study or job interest. In some cases, the student's educational institution may have a formal internship program through which an internship is sponsored and supported, either partially or totally. Interns are not eligible for company-sponsored benefits except holiday pay and administrative leave.

Volunteer

Volunteers refer to those individuals who work for JDF without receiving salary or wage compensation for the work they do. Volunteers usually work on a temporary basis. Volunteers are not eligible for JDF employment benefits but will however be paid monthly or daily stipends to serve as transport reimbursement depending on context where JDF operates.

Youth Corp Member

A Youth Corp Member refers to an individual employed by the Nigerian Youth Service Corp (NYSC) and assigned to a project by the NYSC. Youth Corp Members assigned to JDF are not eligible for JDF full employment benefits but will be paid stipends as their transport allowances.

3.3. Recruitment Procedure***3.3.1. Internal Job Postings***

JDF considers current employees for all available positions. The organization posts positions internally via email or WhatsApp so employees have the opportunity to apply. With the approval of the National Coordinator, it is the responsibility of the Admin Officer to prepare and post job openings (the Admin Officer will seek the input of the position supervisor in the preparation of job descriptions and vacancy announcements). Employees who wish to respond to a job posting should send their interest in writing, along with a resume, to the National Coordinator through the HR manager. The supervisor should be supportive in seeking other opportunities if the employee has been in good standing.

Employees who have not completed at least six months of service (probation period) in their current position, or who are on a performance improvement plan, are not considered eligible to respond to posted positions. Employees are allowed time off with pay to interview for a JDF position. When applying for a position at another JDF location, the time off with pay will be limited to one day, unless the hiring manager requests additional interviewing time. Travel expenses for internal applicants will be treated the same as for an external applicant.

Most recruitment shall be through public advertisement/posting on the organizational website and other platforms. JDF reserves the right to prioritize and hire from within the organization and/or hire personnel externally.

3.3.2. External Job Advertisements/Collection of CVs

If no employee is found to be ideal for the position or no current employee of JDF applies for the position, the position will be advertised externally. External advertisements will usually be done through online adverts and circulation through networks or any other medium (within the law) JDF deems necessary. These advertisements will contain a summary of the organization, a list of positions required, brief descriptions of the duties of each position as well as other information required e.g. qualifications and other requirements, method of application, closing date etc. A JDF designated officer is appointed by the HR Manager to be in charge of the collection of CVs.

3.3.3. Short listing of Applicants

The selection process will involve a shortlist of applicants based on their qualifications and experience. There will be no discrimination against any candidate in line with JDF's policy of equal opportunities. The program manager and the position(s) supervisor(s) will be in charge of short-listing candidates for interview. The National coordinator may request another staff in the concerned department to perform the preliminary screening of applicants to develop a 'short-list' of candidates to be interviewed.

The short-listing process involves the use of set criteria to rate the applicants.

Candidates shortlisted for interview are contacted through emails and phone calls with details of the interview including venue, date, time etc.

3.3.4. Interview

Under no circumstance can one official act alone to conduct a selection interview. A well constituted panel is set up for this purpose and makes recommendation to management for consideration and action.

A panel consisting of key officers will be constituted to carry out the interview process. A panel chair is identified and in the event of disputes, the Program manager will recommend to the National coordinator who will have the final vote in case of disagreements regarding the ideal candidate. The Admin/HR Officer or the officer coordinating the recruitment is responsible for constituting the panel that will interview the selected candidates consisting of at least 3 members including the officer that will be responsible for supervising the position.

The interview process will entail face to face interviews (and skills test for some positions). In some cases, it may be necessary to conduct initial phone interviews. The interview panel will also consist of at least one officer with experience in the related field. Interviews should be conducted with already prepared score sheets with each panel member rating each candidate based on the set rating points. Prior to the interview date, score sheets will be prepared which will be used by the interview panel members to objectively rate each of the candidates.

Employees who are friends or relatives of an applicant must notify the NC and should recuse themselves from the interview and selection process.

3.3.5. Interview Summary and Recommendation

After the interviews, the committee chair/program manager has the responsibility of summarizing the results of the interview in a selection memo which will be signed by all the interview panel members and then sent to the National coordinator for approval. The selection memo includes a summary of the interview scores as well as recommended candidate.

3.3.6. Reference Checks

Reference checks may be made at any point in the recruitment process, but are normally made only for those candidates who are considered finalists or for the final selected candidate. The National Coordinator or his/her designee and the hiring supervisor should conduct the reference checks.

- Whenever possible at least two, but preferably three references should be obtained which must include educational and professional references.

- No reference checks should be initiated without the candidate's expressed knowledge and approval.
- References will normally be obtained verbally via telephone or in writing. All reference check conversations should be documented in writing and placed in the recruitment files

3.3.7. Employment Agreement Letter

The term of employment with JDF are established through execution of an "employment agreement"

letter. The National Coordinator is the only person authorized to execute an employment agreement on behalf of JDF. The employment agreement letter will be prepared in two copies to be signed by the National Coordinator and issued to employee, the employee will sign one of the original and one copies of the letter to signify acceptance of the offer and return same to the HR unit and the copy shall be placed in the employee's personnel file.

JDF employee is issued an agreement letter upon employment. This document provides the employee with the following information:

1. Position title
2. Rate of compensation
3. Probationary period
4. Estimated duration of employment
5. Location of post
6. Conditions for termination of appointment

In addition to the letter of appointment, all employees are provided with a job description, performance agreement, employee development plan and the JDF Employee Handbook.

3.3.8. Acceptance of Offer

The new employee is expected to submit a letter of acceptance within seven days after an employment agreement letter has been issued to show commitment to all stipulated conditions of employment.

3.3.9. Staff Orientation

All newly employed staff will undergo a one-week orientation to get acquainted with JDF's policies, code of ethics and conduct, internal control, other management practices and the workforce.

An agenda for each orientation shall be as set on a need basis to reflect changes within JDF.

3.3.10. Probationary Period

All new appointments are subject to a probationary period of six months. During the probationary period, the Supervisor will observe the new employee closely. Two weeks prior to the completion of the probationary period, the Human Resources Manager will send a Probation Evaluation Form to the Supervisor of the individual to be evaluated.

3.3.11. Confirmation of Employment

After an employee has successfully completed the probationary period, his/her appointment shall be confirmed by the National Coordinator with the recommendation of the employee's supervisor through HR Manager.

The supervisor's recommendation will be based on the successful evaluation of the employee's performance during the probation period. Notice of confirmation of employment will be done in writing and signed by the National Coordinator.

SECTION FOUR

4. WORK SCHEDULE

4.1. Working Hours/ Office Hours

Jireh Doo Foundation, work hours shall be from 8.00am to 4.00pm each day from Monday to Friday. There will be one-hour break for lunch, which can be observed between the hours of 12noon – 3.00pm on a staggered schedule so that the absence does not create a problem for co-workers. However, these work hours may be modified upon application to suit individual needs of staff but the 40 hours per week must be observed, when there is an official assignment outside the duty station, the employee would be expected to adjust to the scheme that will help him accomplished the task.

4.2. The Work Week

The standard workweek for **Jireh Doo Foundation** staff is a total of 40 hours running from Monday to Friday inclusive of the one-hour break daily and days that have been declared public holidays by the federal and relevant state governments of Nigeria. However, staff may be required to report for duty on Saturdays in order to accomplish a specific assignment to meet a deadline or meet their own deliverables.

4.3. Overtime

The Senior Management Team and National coordinator may require employees to work for periods of time in excess of their normal workweek depending on workload demand. Overtime is the time worked in excess of the standard daily or weekly hours including Saturdays, Sundays and public holidays. For all categories of employees, Overtime may not be paid for in cash at those instances but may attract compensatory time off. A form **designed for reporting overtime will at such instances is issued to staff** through their supervisors and is fill approved by their supervisors and returned to the Admin Officer/HR officer for computation and forwarded to the finance and Admin Manager and through the programme manager final approval.

4.4. Staff Meetings

Staff of Jireh Doo Foundation shall be required to hold weekly meetings on Mondays between the hours of 10am to 12:30pm. Staff may also be called upon or required to hold emergency meetings as required by management, however management shall make provision for refreshment for staff meeting if the above stated period of 2hours 30 minutes elapses. This is however subject to the availability of funds. Heads of offices must be notified of such emergency meeting to provide support if need be.

4.5. Compensation Time

Compensation time refers to time off in exchange for excessive/extra hours worked. This applies to programme officer that travels for field work. Basically, programme officers work entails travelling to field activities. It is understood that the workday exceeds eight (8) hours and may even include work at weekends. From time to time, work may require excluded work on

weekends. Examples of this may be group meetings, workshops, and travel to field projects. When extended weekend is anticipated, the officers will make a preliminary decision as to whether the work will count toward future compensatory time. The Programme manager will liaise with the management for further approval of such time.

Timesheets

Jireh doo Foundation shall maintain time sheet for all members of staff to measure time and effort put into work. Time sheet shall be filled by staff on a daily basis to be supervised by their supervisor and coordinated by Finance and Admin Officer. Time sheet shall provide the justification of payment of salaries at the end of the month. Time sheet shall be filled for five working days every week of the month which are the pay days.

Time reporting is also a basic donor requirement therefore, employees are required to complete and submit timesheets to enable salaries to be processed. Timesheets should be submitted to the supervisors for approval and to the account's office before the 26th of each month to allow time for salary computation.

4.6. SECTION FIVE

5. COMPENSATION AND BENEFITS

5.1. Remuneration

5.1.1. Salary Determination

Starting salaries and salary increase are determined by the JDF to reflect cost of living, and competitiveness. Each position is classified on the salary scale by both grade and step that reflect compensation based on job responsibility, including supervision and management duties.

The staff salary scale is based upon a number of factors including prevailing wage rates in the local community, cost of living consideration as well as operating budget that are approved by the Board. The scale is reviewed and revised every two years

5.1.2. Pay Periods and Pay Administration

Employees are paid monthly through bank transfers not later than the 28th of each month. Payment for each pay period will be immediately after signed timesheets have been received and other benefits have been computed. On each pay date, employees will receive a statement showing gross pay, deductions, and net pay. All applicable taxes will be deducted automatically and reflected accordingly in the employee pay slip.

5.1.3. Salary Advances

Jireh Doo Foundation shall issue salary advance of not more than one month of the employee's net pay to existing employee. Any staff seeking for salary advance must obtain approval from his/her supervisor before applying to the National coordinator through the programme manager to Finance and Admin Manager. The finance and Admin Manager will in turn forward the request to the National for final approval. Upon approval from the National Coordinator, the finance Manager will redirect the request to the Finance and Admin Officer for onward payment. The salary advanced to the staff will at once be deducted at source in next pay period.

5.1.4. Staff Salary Review

Jireh Doo Foundation shall review the salaries of employees on yearly basis in line with the consolidated salary structure of the organization. The review of staff salaries is also based on the annual performance appraisal.

5.1.5 Staff Salary Remittance

Each employee of JDF working on a project shall be required as part of the organization's sustainability and resource mobilization plan to remit 20% of the project staff salaries to the coffers of the organization in the designated project account of the organization. This is to enable the organization fund her initiated projects.

5.2. Benefits

Provided below is a list of benefits/allowances.

5.2.1. Regular Contract

Allowance	Amount	Frequency	Comments
Transportation	As stated in contract/level of staff	End of Every Month	Eligible after one (1) month of contract depending on location
Food Allowance	As stated in contract/level of staff	End of Every Month	Eligible after one (1) month of contract depending on location
Annual Leave (Vacation)	21 working Days	Prorated	Staff are eligible after one year
Sick Leave	10 workings Days	Prorated	Eligible after one month
Holiday Leave	Official holidays declare by the Federal Government	Per Year	As it comes
Study leave with pay	As applied		Employee on continuous employment with JDF for not less than 2 years

Maternity Leave	63 working Days or three months whichever is higher	As Determined	Staff are due after one year
Paternity leave	3 working days	As determined	Staff are due year after one year
Top-Up Card	As stated in contract/Base d on level of staff	End of Every Month	Allowance for cell phon e credit each month. Eligible after one (1) month of contract .

5.2.2. Medical Insurance (or Allowance)

All staff of the organization upon engagement will be issued the National Health Insurance Scheme form to fill for their health insurance. The insurance schemes cover the 90% of the employee, his/her spouse and at most four of his/her children 's medical bill. Every employee will be required in the form to choose the hospital of their choice. JDF will be required to pay 30% of the annual premium to cover this insurance policy as determine by the insurance agent or company while the employee will be required to pay 70% of the annual premium. This counterpart fund will be deducted once at source per annum

5.2.3. Workmen compensation or Insurance against accidents and death

Jireh Doo Foundation as part of her responsibilities to provide fringe benefit to her teaming staff will insure all her staff including Volunteer staff against accident and death as workmen compensation for any injury, permanent disability and death that may engulfed any staff while on official assignment. JDF will be responsible for the entire annual premium as determine by the insurance company.

5.2.4. Group life insurance

Group life insurance covers only the death of the employees. This is aimed at compensating the family of the bereaved for the loss. JDF shall assure all her staff under group life assurance policy and pay up the annual premium as part of her statutory obligation. In the event of death of any of her staff, the entitlement shall be paid to the employees' next of kin as stated in the employee's engagement form.

5.3. Leave/Official Holidays

5.3.1. Leave

The following defines the types of leave benefits; limitations and procedures authorized the management of the organization.

5.3.2. Leave Procedures

All kinds of leave are available to employees **Jireh Doo Foundation**. Request for any type of leave must be made at least one week before the leave intended, on a leave application form, which date approved prior to commencement of must be leave.

Staffs are required to complete a Leave Request form which must be approved by their supervisor and the National Coordinator. Approval is subject to the staff having the leave time accrued. The form is submitted to the HR Officer who reviews and confirms that the employee has accrued the number of days requested before the form is submitted to the supervisor for approval. Vacation leave requests should be submitted at least 1 week prior to the desired dates. Sick Leave and Compassionate Leave requests should be submitted as soon as possible after the need is known. The form for Sick leaves more than two days requires attaching 'doctor's note'. Copies of approved leave forms must be sent for filing in the staff's personal files.

5.4. Types of Leave

5.4.1. Annual Leave (Vacation)

All employees of the organization are entitled to twelve days (12 working days) leave with pay. Request for leave, except for urgent situations, must be made at least one week before the actual date intended for the leave. Staff can only take a maximum of 7 days at a stretch. 9 days will be given to the staff at the end of the year.

At the end of any particular year, any unused leave being carried forward will be forfeited and JDF will not be held liable for payment of the forfeited leave. Where a public holiday falls within an approved annual leave period, that holiday shall not be considered as part of the annual leave. Approval for leave period rests with the employees' supervisor or her designee while release of the employee for the said leave will done by the HR Manager/Program manager.

5.4.2. Sick Leave.

- Full time employee shall be entitled to 10 working days period sick leave in one calendar year, paid sick leave can only be used for:
- Employee's actual illness or disability

To care for a sick member of employee immediate family defined as parents, children, spouse or siblings. Sick leave shall not be used for extended family illness

A maximum aggregate of four weeks (21 working days) sick leave may be allowed for an employee with pay. However, employee must present evidence of the need to proceed on such sick leave. This can be applied for via-email presenting such evidence directly to the program manager who will review and send for the approval of the National coordinator through the finance and Admin manager, however with exception of life-threatening conditions.

In the case of extended illness and when the employees have exhausted all categories of leave, he/she can request for a period of leave without pay from the National Coordinator through the program manager. An employee must submit a medical report at the end of an extended period of illness.

5.4.3. Maternity Leave

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

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

5.4.4. Paternity Leave/Compassionate Leave

All male employees who have completed one (1) year (12 months) service are entitled to fourteen (14) days ordinary paternity leave to support spouse who has put to birth. Ordinarily, paternity leave is to be taken four (4) days after the date of delivery. **In cases where deemed necessary, compassionate leave may be approved for staff for limited a number of days not exceeding seven (7) days.**

5.4.5. Leave without Pay (LWOP)

Leave without pay shall be granted to any staff in the event of a protracted illness and long-term study leave for a period of nine to twelve months.

5.5. Guidelines for Using Leave

Staff who have been granted leave are expected to spend the days of their leave outside the office except in a case of emergency call from the office.

5.6. Extension of Leave

Extension of leave shall be granted to a member of staff only on the basis of ill health or in the incidence of emergency situation beyond the immediate control of the staff with prior notice to the organization within 24 hours. Staffs are not allowed to extend their approved leave days without the approval of their supervisor or the coordinator.

5.7. Unauthorized Absences

Jireh Doo Foundation shall not condole absence from office without leave. Any staff found absent on work days without approval shall face disciplinary measures which range from warning to issuing of query and consequently dismissal of the employee.

5.8. Work from Home Days

Jireh Doo Foundation shall compensate members of staff who work extra hours to accomplish task and meet projects deadline. Only Staff who do over time shall be compensated. Staff that work from home shall be acknowledged.

This can be approved by the program manager who directly oversee implementation and understand the daily task undertaken by each staff, however his approval cannot go beyond one (1) working day, beyond which the National coordinator must give approval after the review of the finance and Admin manager.

5.9. Restoration

A member of staff who has gone on sick leave for more than **three days** shall resume duties in the office following the expiration of his/her leave period. The staff restoration shall be effective following a medical report from the hospital stating that the staff has fully recuperated and is mentally, emotional and physically fit to discharge his/her duties.

5.10. Payment at Separation

In the event where a staff is disengaging from the organization on the ground of ill health, such a staff shall be entitled to all statutory benefits that accrued to him/her as stipulated in relevant sections of the policies of the organization

5.11. Holidays

An employee of **Jireh Doo Foundation** is entitled to the following holidays per year, which are official holidays declared by the Federal Government of Nigeria. Holidays to be observed shall include

- New year day
- Id-El-Kabir
- Good Friday
- Easter Monday
- May day
- Democracy Day
- Ed-El-Maulud
- Ed-El- Fitri
- Independence Day
- Christmas Day
- Boxing day

Note: Other holidays occasionally announced by the Federal Government of Nigeria shall also be observed. Where holiday conflicts with serious official engagement, which could not be postponed, the holiday could be deferred or cancelled at the discretion of management. When this occurs, staff will be duly informed by management.

5.12. Statutory Deductions

5.12.1. Taxes

All staff payments such as salaries and allowances shall be subject to a tax deductible from sources being for PAYE every month as determine by relevant tax authority.

5.12.2. Pension

Jireh Doo Foundation as part of her statutory obligation shall adopt a pension scheme for all staff of the organization. 18% of the monthly gross emolument of staff will be remitted to the pension company; the organization will pay 10% on behalf of the staff while each employee will be required to remit the balance of 8% deducted at source. The pension administrator will be required to provide each staff with pension account number and staff will be allowed to withdraw the funds upon attaining retirement age.

5.12.3. National Housing Fund

A National Housing fund deduction of 2.5% of the basic salary will be deducted from each staff at source.

SECTION SIX

6. PERFORMANCE MANAGEMENT

JDF's performance management process shall follow the order below:

- Employee orientation/Objectives setting
- Periodic review of performance
- Training
- Annual Performance Evaluation

6.1. Employee Orientation/Objective Setting

For employees who have recently joined the organization (who haven't gone through an annual performance appraisal process), the employee orientation will include the initial discussions with the supervisor on job standards and deliverable. At the initial meeting with the supervisor, the employee is expected to develop and finalize the performance objectives for the coming rating period.

6.2. Periodic Review of Performance

Prior to the annual performance reviews, the employee and his/her supervisor go through at least 2 review meetings where the supervisor discusses with the employee the set objectives and the timeframe for achieving them, the employee's performance so far, areas that need improvement and general discussions on the employees work, challenges and advice on the way forward. The dates for the review meeting should be agreed upon during the performance appraisal discussions. Information gathered from the performance review meetings also feeds into the annual performance reviews.

6.3. Training

During the review meetings which lead to the annual performance appraisals, supervisors will identify areas where the employee requires capacity building and provide continuous mentoring to address capacity gaps. More detailed capacity building plan should be outlined in the employee professional development plan which should be developed or revised during the appraisal period.

6.4. Performance Evaluation

The following information regarding the preparation of the written appraisals of work performance.

Employee appraisal/evaluation is carried out during the last quarter of the year. **Jireh Doo Foundation** shall implement a performance related pay. Review meetings shall hold twice a year on a six-monthly basis. The procedure of appraisal shall be clear and objective. The management shall review the appraisal criteria/indicator on a regular basis and others assigned by the task. An employee's performance shall be appraised against the duties specified in his/her job scheduled for the post and the approved performance indicators. The result of the evaluation will enable the employee examine his/her merits and demerits and also (for the employer) to make the necessary improvement/adjustment.

6.5. Appraising Authority

Jireh Doo Foundation as an incorporated non-governmental organization has the board of trustee as the highest decision-making body. The board is responsible for appraising the National Coordinator while supervisors appraised the staff under them. The final review will be done by the HR Manager or the National Coordinator.

6.6. Mid-Year and End-of-Year Evaluation

6.6.1. Mid-Year Counselling Evaluation

The midyear and End of year evaluation shall be conducted at the mid of the year in line with the 12-calendar month year. Midyear counselling which is geared at improving performance of staff and to address any other such issues shall hold alongside the Midyear evaluation.

6.6.2. End-of-Year Evaluation

The end of year evaluation shall hold at the organization's annual retreat and shall be geared at reviewing the performance of the staff for the year and also to seek to improve performance. This evaluation shall influence renewal of contract with employee where management chooses to do so.

6.7. Performance Improvement Plan (PIP)

An employee whose rating for the annual appraisal is below satisfactory will be placed on a performance improvement plan. The supervisor will be expected to meet with the employee to discuss performance and come up with the performance improvement plan. The PIP template will be used for the development of the plan which will be signed by both the employee and the supervisor and filed in the employee's personnel folder.

6.8. Professional Development Policy

JDF is very much interested in the professional development of its employees and will help employees develop their professional capabilities. Supervisors will do their best to mentor and coach employees to ensure that their professional capabilities are strengthened. JDF will also, to the extent possible, support employees to seek external professional development opportunities.

The professional development of an employee should continue throughout the employment with JDF, regardless of the employee's grade or length of service. The best employees are those who are proactive in their individual development, making sure they stay current in their professional standards, policies and practices, while also identifying new areas in which to develop their expertise.

Purpose of this policy:

Maintain the satisfaction and productivity of employees at all levels of the organization.
Support the professional development of staff members. Guide all staff in the process of creating individual professional development plans.

Reduce turnover of support and mid-level staff. Increase productivity and job satisfaction among support and mid-level staff.

In identifying/stating staff professional development goals, these should be grouped in three:

- *Goals for successful performance in current position*
- *Short-term goals are generally finished in one year or less.*
- *Long-term goals generally take two or more years.*

Steps

At each annual performance review, the supervisor and employee will work together to fill out the PDP. Supervisors will ensure that the review meetings hold as schedule, at each review, the plan will be revisited, discussed, and updated as necessary.

The supervisor is responsible for following up with the employee, as outlined in the development of the plan, between reviews.

The employee is responsible for taking action as outlined in the plan.

It is the primary responsibility of the employee to complete the Professional Development Plan (PDP) during annual appraisals, discuss plan with his/her supervisor, and submit to HR for filing. The employee and supervisor will note all the formal and informal training activities planned to help the employee meet the current, short- and long-term goals of the development plan. This is mainly the employee's responsibility because the employee is best able to self-assess the areas of training need and development. However, a supervisor is also sometimes able to identify a training need that benefits both the employee and the organization, so both the employee and supervisor participate in completing the plan.

SECTION SEVEN

7. CODE OF PROFESSIONAL ETHICS AND CONDUCT

All employees will familiarize and adhere to the Code of Professional Ethics and Conduct. Violations of any of the provisions of may result in sanctions ranging from suspension from work without pay to termination from the Project.

7.1. Standards of conduct

As a staff member of Jireh Doo Foundation, every employee commits him or her to:

1. Be responsible for the use of information and resources to which they have access by reason of their employment with Jireh Doo Foundation.
 - Will ensure that i use Jireh Doo Foundation information, Funds and resources entrusted to me in a reasonable manner and account for all money and property, following the appropriate policy and procedural requirements. Resource and property include:
 - Jireh Doo Foundation vehicles
 - Telephones, photocopiers, fax machines and stationeries
 - Other office equipment/resources belonging to Jireh Doo Foundation

Computers including the use of E-mail, internet and intranet,

1. Ensure the safety, health and welfare of all **Jireh Doo Foundation** employees.

- I will adhere to all legal and welfare and organizational health and safety requirement in force at the location of my work.
- I will comply with any security guidance and be pro-active in informing management of any necessary changes to such guidelines.
- I will conduct my behaviour in such a way to avoid any unnecessary risk to safety, health and welfare of myself and others, including partner organizations and beneficiaries.

3. Ensure that my personal and professional conduct is, and seen to be, of the highest standards and in keeping with Jireh Doo Foundation's beliefs, values and aims.

- I will treat people fairly, with respect and dignity
- When working in a national context or travelling internationally or nationally on behalf of **Jireh Doo Foundation**, I will observe all local laws and be sensitive to local customs
- I will not work under the influence of alcohol or use, or be in possession of, illegal substances on **Jireh Doo Foundation** premises or accommodation.
- I will seek to ensure that my sexual conduct does not bring **Jireh Doo Foundation** into any ill repute and does not impact on or undermine my ability to undertake the role for which I am employed.
- I will not enter into commercial sex transactions with beneficiaries. For the purpose of the code, a transaction is classed as any exchange of money, goods, or services or favours with any other person.
- I will dress decently at all times I am on the business of Jireh Doo Foundation.

3. Perform my duties and conduct my private life in a manner that avoids possible conflicts of interest with the work of Jireh Doo Foundation and my work as an employee of the organization

- I will declare any pecuniary, personal, family (or close intimate relationship) interest in matters of official business which may impact on the work of Jireh

Doo Foundation- e.g. contract for goods/services, employment or promotion within Jireh Doo Foundation partner organizations, civil authorities, beneficiary group.

- I will conduct by behaviour in a manner that does not undermine national or international perception of Jireh Doo Foundation's impartiality.
- I will seek permission before agreeing to adoption as a prospective candidate or another official role for any political party.
- I will not accept any additional employment or consultancy work outside of Jireh Doo Foundation without prior permission from management.
- I will not accept significant gifts or any remuneration from governments, beneficiaries, donors, suppliers and other persons which have been offered to me as a result of my employment with Jireh Doo Foundation.

I will not abuse my position as a Jireh Doo Foundation employee by requesting any service of favour from others in return for assistance by Jireh Doo Foundation.

4. Avoid involvement in any criminal activities, that contravene human rights or those that compromise the work of Jireh Doo Foundations.

- Every employee will contribute to combating all forms of illegal activities.
 - Every employee must notify Jireh Doo Foundation of any unspent criminal convictions or charges prior to employment.
 - Every employee will also notify the organization if face any criminal charges during my employment
 - No employee will engage in sexual behaviour with a minor. A minor is taken to be anyone under the age of 18 (or older if stipulated in local legislation) regardless of local custom.
5. Refrain from any form of harassment, discrimination, physical or verbal abuse, intimidation or exploitation.
- Every employee will fully abide with the requirements of Jireh Doo Foundation equal opportunities, diversity and anti-harassment policies.
 - No employee will ever engage in any exploitative, abusive or corrupt relationships.

7.2. General Day-To-Day Conduct

Every employee shall conform to and abide by the organization policies and shall observe, comply with and abide by all orders, which may from time to time be given by any person under whose jurisdiction, supervision or control he/she may for the time being be placed. The aim of this code of conduct is to give you guidance regarding the key issues in that you need to be aware of as a Jireh Doo Foundation employee, and the standards by which you may need to conduct your behaviour in certain circumstance. The code implies to all Jireh Doo Foundation employees, regardless of location, and in accepting appointment undertake to discharge your duties to regulate your conduct in line with the requirements of this code. The code is designed for your guidance and protection, although the breach may result in disciplinary action (including dismissal in some instances) and, in some cases, may lead to criminal prosecution.

Whilst recognizing the local laws and cultures differ considerably from one location to another, Jireh Doo Foundation is a National Non-Governmental Organization (NGO), and therefore the code is based on international and National standards, as well as written to reflect the organizational beliefs and values, to support its mission to improving the lives of Single Parent and their Children, Singles living with HIV and AIDS, Orphans and Vulnerable Children through the provision of care and support services such as scholarships, nutritional support, medical care, psychological support and voluntary and confidential Testing services and its commitment to ensuring that employees avoid using possible unequal power relationship for their own benefit.

7.2.1. Lending and Borrowing

No employee shall borrow money from the organization however employees are entitled to salary advance on a conditional basis.

7.2.2. Unauthorized Communication

No employee shall engage in any form of external communication on behalf of the organization without due authorization.

7.2.3. Use of Political or Other Influence

No employee shall be allowed or permitted to use political or other influence to lobby government, traditional and religious leader to achieve their selfish end on the platform of the organization. Any such attempt or act by any employee shall be punished and disciplinary measures taken.

7.2.4. Propagation of Religious/Sectarian Beliefs

No employee shall propagate religious/sectarian beliefs or take part in religious/sectarian bias, partiality, or favouritism.

7.2.5. Nepotism, Favoritism, and Victimization

No employee shall indulge in provincialism, parochialism, favouritism, sexual discrimination, harassment, victimization or wilful abuse.

7.3. Sexual Harassment

7.3.1. Definition

Sexual harassment is the attempt to make advances, requests and other verbal or physical conduct of a sexual nature aimed at securing sexual favours against the will of the opposite or similar sex in the work place.

7.3.2. Reporting of Sexual Harassment

Any case of sexual harassment when an employee feels sexually harassed and wishes to seek redress should be reported to the management who shall undertake to investigate the problem without delay. Cases of sexual harassment must not first of all be reported to the Personnel Officer as in the case of other grievances, he/she can report in writing or verbally to the National coordinator or her assigned representative whose role is to handle staff grievance through the appropriate channels of communication without delay

7.4. Important Workplace Information

The following information provides additional information for employees to know employees of Jireh Doo Foundation.

7.4.1. Identity Cards

Jireh Doo Foundation will provide each employee with an Identity Card with a designated expiry date as shall be determined by management of not more than 4 years. Every staff must wear this ID card at all times within the organizational premises and when on official duty.

7.4.2. Misuse of Identity Card

Identity card must only be used when on official duty of the organization or when needs arises. Misuse of the identity card such as for fraudulent activity or misrepresentation of the organization will not be accepted. Any staff that engages in such will be considered to have committed an offence and shall be disciplined according to organizational procedures.

7.4.3. Loss of Identity Card

Any staff that loses his or her ID card should report same within 24 hours of losing the ID to the Finance and Admin Manager.

7.4.4. Return of Identity Card

Where it is proven that the circumstances surrounding the misplacement of the ID card was out of carelessness, such staff will be required to bear the cost for the replacement of such ID card.

7.4.5. Business Cards

Jireh Doo Foundation shall provide business cards to all her staff except were provision is not made.

7.4.6. Office Supplies

Jireh Doo Foundation shall provide with the organization all office equipment such as Computers, printers, biros, chairs, tables among others. Employee shall ensure the judicious use of this equipment to ensure and avoid wastage.

7.4.7. Taxi Charges

The organization shall pay all Taxi charges incurred by employees during official assignment. The organization is only liable for overhead cost only if it was informed on such cost.

7.4.8. Energy Conservation

Shut down workstations at the end of the day, including computer system speakers and monitors. Turn off all lights and heating/air conditioner units in your office at night and on weekends to reduce energy usage.

7.4.9. Fire Extinguishers

Fire extinguishers are placed at various locations throughout the buildings. Each extinguisher is marked by a red and white sign overhead on the wall.

7.4.10. First Aid Kits

First aid kits are available with the security.

7.4.11. Dress Code

Staff are expected to come to office in attire which is respectful of JDF clients, guests and co-workers, and suitable for their job responsibilities. Suitable traditional ethnic attire is also acceptable. More formal business or traditional attire may be required for participation in meetings or special events. Inappropriate dressing such as attires that are overtly exposing and/or ripped or which do not present a responsible look are not accepted as office attires and should not be worn to the work place. Certain types of attire such as shorts, bathing suits, and halter-tops are not allowed. Employees should be considerate of the demands and schedules of surrounding work groups and tailor their attire appropriately.

7.4.12. Duty Station

At present, the duty stations of the Organization's staff are considered to be in Benue, Borno, Yobe, Nasarawa, Kwara, Abuja, and Gombe (this covers for locations where JDF has an operational presence). The nature of the Organization's work may require technical staff to travel. The costs of business, travel, including lodging and applicable per diem will be provided.

7.4.13. Gifts

Except for gifts of nominal value such as a calendar or pen, or meals and social invitations that are in keeping with good business ethics and do not obligate the recipient or the employee, it is unacceptable for any JDF employee or member of his or her immediate family to accept, give, or offer commissions, gifts, payments, entertainment, services, loans, or promises of future benefits to or from suppliers, government officials, or anyone in connection with JDF activities.

7.4.14. Private Telephone Conversations

It is expected private phone calls will be kept to reasonable levels and not made or received in a manner that will cause direct nuisance to colleagues in the workplace.

7.4.15. E-Mail

Emails are provided for official use only. Employees are not to use official email accounts for personal use or to transmit information that express the personal views of the employee or may be damaging to a person or an entity. Misuse of official email may be ground for dismissal.

To protect JDF from the potential effects of the misuse and abuse of email, the following instructions are for all users:

1. No material is to be sent as email that is defamatory, in breach of the law or confidentiality, or prejudicial to the good standing of organization in the community or to its relationship with partners, staff, beneficiaries, stakeholders and any other person or Organization with whom it has a relationship.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by authorised staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.
4. When using email, a person must not pretend to be another person or use another person's computer without permission or use another person's Email to send or receive mails as this will amount to impersonation.
5. Private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

7.4.16. Internet

The internet is provided by JDF for official use. Private use is to be kept at a minimal. Management has the right to access the system to check for private use.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff needs to be aware that some forms of internet conduct may lead to criminal prosecution.

7.4.17. Communication

The following mediums shall be used to communicate within and outside JDF

Internal memos

Emails

Letters

It is important that all communication amongst departments, individuals within JDF and also with partners and stakeholders including funders be documented for reference purpose; hence we recommend that for all official communications the above listed mediums be used.

For outgoing and incoming letters, a register is expected to be opened and all staff is to consult with the office assistant to enter such in-coming and out-going correspondence.

7.5. Drug-and Alcohol-Free Workplace

The unlawful use, possession, or distribution of a controlled substance (drugs and alcohol) is prohibited in JDF's workplace. Any abuse of this policy should be reported to the Coordinator immediately.

It is the policy of JDF to prohibit the use of cigarettes, pipes, cigars, other tobacco products, illegal drugs, and all substances of abuse in all offices and conference facilities in order to provide and maintain a safe and healthy work environment for all employees.

The prohibition on tobacco use and substance of abuse applies to:

- All areas of offices occupied by JDF employees
- All office space rented by JDF, even if sublet to other organizations.
- All JDF sponsored off-site conferences and meetings
- All vehicles owned or leased by JDF.
- All JDF employees and visitors to JDF offices
- All contractors and consultants and (or) their employees working in JDF offices.

Violations of this policy are reason for disciplinary action up to and including termination. All employees are required to sign a drug free policy acknowledgment form to be maintained in the personnel folders.

7.6. HIV/AIDS Workplace Policy

JDF, as an equal opportunities employer, reaffirms that it will not discriminate against employees who are human immunodeficiency virus positive (HIV+).

All employees, including those who are HIV+, will be treated as full and respected members of staff. HIV status will not be taken into consideration when assessing employment qualification and suitability for promotion, which will be decided on merit alone.

JDF recognizes the duty of confidentiality towards employees who are HIV+. The HIV status of an employee is personal medical information. It will not, other than in the most exceptional circumstances,

be shared with others without the employee's prior written consent; and in the case of spousal disclosure, gender rights will be respected.

JDF understands that people with HIV may have special needs, including treatment, care and support, as well as the prevention of mother-to-child transmission. Every reasonable effort will be made to accommodate those needs, within the limits of what is reasonable and practical in any given situation. Every effort will also be made to offer continuing employment to those who are HIV+, as long as they remain able to work safely and to acceptable standards.

JDF expects and requires all staff to support this policy through appropriate behaviour. Acts of discrimination against or harassment towards an HIV+ employee, whether male or female, on the grounds of his or her infection, will be considered a disciplinary offence.

7.7. Child Protection Policy

Staff members and partners of the JDF have a common commitment to the prevention of child abuse and the protection of children. The abuse and exploitation of children happens in all countries and societies across the world. This policy sets out common values, principles, and beliefs and describes the steps that will be taken in meeting our commitment to protect children.

7.7.1. What is Child Abuse?

Abuse of children involves a variety of forms of ill-treatment. The term “abuse” does not exclusively comprise sexual abuse, but any form of physical or emotional abuse, including neglect. In this context, the following should be noted:

- Sexual abuse signifies forcing or enticing a child to take part in sexual activities, whether or not the child is aware of what is happening.
- Physical abuse means a deliberate physical injury or the willful or neglectful failure to prevent physical injury or suffering.
- Emotional abuse can be defined as the persistent emotional, ill-treatment of a child, thus causing severe and persistent adverse effects on the child's emotional development.
- Neglect refers to the persistent failure to meet a child's physical and/or psychological needs, likely to result in significant harm to a child's health and development.

As a consequence, any form of abuse or neglect causes severe harm to the child's physical and mental health, survival, development or dignity. Even if an injury is not visible, acts of abuse or neglect are cruel and inhumane.

7.7.2. *Our values, principles and beliefs*

- All child abuse involves the abuse of children's rights.
- All children have equal rights to protection from abuse and exploitation.
- The situation of all children must be improved through promotion of their rights as set out in the UN Convention on the Rights of the Child. This includes the right to freedom from abuse and exploitation.

- Child abuse is never acceptable
- We have a commitment to protecting children with/ for whom we work

7.7.3. What we will do

JDF will be committed to protecting children from abuse through the following means:

- Ensure that all staff and partners are aware of the problem of child abuse and the risks to children.
- Ensure, through awareness and good practice, that staff and partners minimize the risks to children.
- Ensure that staff and partners are clear what steps to take where concerns arise regarding the safety of children.
- Support children, staff or other adults who raise concerns or who are the subject of concerns.
- Act appropriately and effectively in instigating or co-operating with any subsequent process of investigation.
- Work in partnership with parents/care givers and/or other professionals to ensure the protection of children.
- All staff and volunteers will have access to a copy of the child protection policy.
- Orientation will include briefing on child protection issues.
- Staff, partners, and other stakeholders associated with the organization will be encouraged to actively participate in building and maintaining an environment which is safe for children.
- If JDF personnel are dismissed for child abuse or behaviour that contravenes the Child Protection Policy, then the organization may disclose this as the reason for dismissal, if references are requested by a prospective employer or for legal reasons. Include Child Protection Policy information in materials for staff, volunteers, and Board members as appropriate.
- Ensure that staff members proven to be involved in any form of child abuse be subjected to strict disciplinary action including possible dismissal.
- Ensure staff understand the Child Protection Policy, have access to child protection material and understand their responsibilities to protect children and report suspected abuse.
- Ensure that staff and partners understand the risks of acting in ways that may be abusive or may place a child at risk of abuse.

SECTION EIGHT

8. SAFETY, HEALTH, AND ENVIRONMENTAL MANAGEMENT

8.1. Scope and Purpose of the Health and Safety Policy

The Health and Safety section of the Jireh Doo Foundation Human Resource Policy is designed to acquaint staff with information about working conditions, to ensure, so far as is reasonably practicable, the safety of all employees and any other persons who may be directly affected by the activities of the organization. For administrative convenience and ease of operations at the executive level, the organization is divided into the units. The National Coordinator or her designee shall enforce all regulations consistent with this health and safety policy. The heads of units shall also have the responsibility to ensure compliance with respect to their units.

This Health and Safety Policy is divided into two broad sections, detailing responsibilities for Jireh Doo Foundations in one section and for employees of Jireh Doo Foundation in another. It imposes certain obligations on JDF as an employer not only to take all such actions as are reasonable to safeguard the health and safety of their employees, but also to be able to show that they are doing so, by producing adequate written policies and procedures. Jireh Doo Foundation fully accepts its responsibilities under this Policy.

Jireh Doo Foundation will, so far as is reasonably practicable:

1. Aim to achieve compliance with legal requirements through good occupational health and safety performance.
2. Provide adequate resources to implement this policy.
3. Establish and maintain a safe and healthy working environment.
4. Ensure that significant risks arising from work activities under our control are eliminated or adequately controlled.
5. Develop and implement appropriate occupational health and safety procedures, and safe working practices.
6. Include the management of health and safety as a specific responsibility of managers at all levels.
7. Ensure this policy is understood and implemented throughout the organisation.
8. Involve employees in health and safety decisions through consultation and co-operation. Maintain workplaces under our control in a condition that is safe and without risk to health.
9. Regularly review compliance with the policy and the management system that support it.
10. Provide sufficient information, instruction and supervision to enable all employees to avoid hazards and contribute to their own health and safety at work.
11. Ensure that employees receive appropriate training, and are competent to carry out their designated responsibilities.

12. Assess the risks in the workplace regularly.
13. Ensure that the workplace satisfies health, safety and welfare requirements (e.g. First Aid Boxes and health kits), facilities for ventilation, temperature, lightening etc.
14. Ensure safe and clear access to and egress from the building, including fire exits.
15. Regularly check the premises room by room for structural defects, worn fixture and fittings or electrical equipment that may constitute danger and take the necessary remedial action.
16. Ensure that all equipment is suitable for its intended use and is properly maintained and used.
17. Ensure that all members of staff are aware of the procedure in case of accidents.
18. Ensure that all members of staff are aware of and carry out their health and safety responsibilities as set out in their job descriptions.
19. Prohibit smoking or alcohol consumption on the premises.

20. Prohibit any external contractor working on the premises without prior discussion with the officer in charge to negate any risks to the staff or users.

21. Provide appropriate protective clothing [if required] for members of staff and proper orientation on the use of fire extinguishers and other emergency safety devices.

The Management considers this matter of such importance, that breach of health and safety procedures by staff constitutes misconduct and will be dealt with as a disciplinary matter.

Employees will also be made aware of their responsibilities under the Health and Safety policy and will:

1. Take reasonable care of their own health and safety and that of others around them; which include proper usage of waste bins and keeping the toilet/store areas clean always.
2. Co-operate with the management of Jireh Doo Foundation on matters of health and safety
3. Use work equipment and premises correctly.
4. Provide guidance to users [Clients and visitors] of the organization and act responsibly to ensure their health and safety
5. Users of the office premises of Jireh Doo Foundation (Principal and field Offices) will also be made aware of their responsibilities
6. Agree to use the equipment in a safe manner with regard to the health and safety of those around them [or the management can ask them to desist etc.]

It is not possible to detail here all the health and safety matters that come up on a day-to-day basis, so staff and management must constantly be mindful of their responsibilities individually and collectively for the safety of themselves and their colleagues.

SECTION NINE

9. DISCIPLINARY AND GRIEVANCE POLICY

9.1. Disciplinary Procedures

All JDF employees are expected to comply with the organization's standard of behavior and performance.

Any non-compliance with these standards will lead to disciplinary actions.

Under instances where management does not feel other action is warranted, the organization endorses a policy of progressive discipline as a means to remedy unacceptable behavior and performance. Progressive discipline attempts to provide the employee with an opportunity to improve. JDF, however, retains the right to administer discipline in any manner it sees fit. This policy does not alter the employer-employee "at-will" relationship.

The supervisor should document all his/her efforts to apply progressive discipline. The documentation should include:

- ☐ A statement and brief summary of the violation infraction that includes date/time/place and any other background facts;
- ☐ A summary of the meeting with the employee;
- ☐ Agreements between supervisor and employee of corrective actions and follow-up meeting dates; and

- Recommendations for disciplinary action

All recommendation by supervisors to terminate an employee should be sent to the Coordinator for approval and to ensure appropriate processes are followed.

An example of how progressive discipline may be applied is given below:

For a first violation, the supervisor will:

- Meet with the employee to inform the employee of the problem and to discuss the matter
- Warn the employee that a second violation will result in further disciplinary action that could include a written reprimand that would be placed in the employee's personnel file or there may be other disciplinary action

On the second occurrence of the same violation, the supervisor will:

- Issue a written reprimand to the employee
- Discuss the problem with the employee and warn him or her that a third violation will result in more severe disciplinary action that could include suspension or termination

For further occurrences of the same violation, the supervisor may issue a written reprimand and recommend termination.

JDF reserves the right to determine when a violation is not appropriate for progressive discipline. An employee may be terminated immediately for serious violations of JDF policies. An employee who feels he or she has received discipline that is not justified should follow steps outlined in the Open Door Policy. Serious violation of JDF policy in conduct stated in this policy to attract termination and includes but is not limited to any or all of the following:

It should be noted that where the supervisor failed in his/her responsibility to institute disciplinary measures against the employees under them, the HR officer or the HR Manager will reasonably take proactive approach to instill disciplinary action against the erring employee and the supervisor in question.

*Fraud, forgery, bribery, corruption, stealing or dishonesty, drunkenness or dereliction of duty, sexual harassment, using violent or foul language, refusal to obey a reasonable instruction, gross insubordination, disclosure of confidential matters, using violence, intentional or negligent damage to JDF property, fighting or brawling, using your position to obtain advantage from third parties, suppliers or subordinates, and willful disregard of this policy for the time being and any conduct likely to endanger the lives or safety of other people or the property of JDF or which adversely affects the progress of work or the image of JDF will be rated as an offence and will attract disciplinary action **that could include suspension or termination. In cases where adjudged necessary the National Coordinator will set up a disciplinary committee that will lead the investigation and report back to the National Coordinator within a stipulated timeline.***

9.2. Complaints and Work Place Solutions

It is the policy of JDF to encourage employees to bring to the attention of management their complaints or concerns about work-related situations. Employees will be provided with an opportunity to present their suggestions, complaints, and questions through an “open door policy”. They may also present them to the National coordinator, or to a senior staff. Employees are encouraged to first try and resolve issues through the process described in the Open-Door Policy.

The National Coordinator is always available to work with employees and supervisors to find solutions to workplace problems.

9.2.1. Open Door Policy

An employee of JDF has the right to discuss any issue with any level of management without worrying about discipline or retaliation. While each supervisor's approach will vary, the basic process for exercising the Open-Door Policy is as follows:

- First, talk with the immediate supervisor or any senior officer that the employee feels comfortable with and discuss the issue.
- If you are not satisfied with the resolution of the issue at that level, you may feel free to take the issue to the next level of management
- Then, if you are still not satisfied, you may take the problem to the next level or to any supervisor within the organization with whom you are comfortable. The supervisor will review the issue and report the final decision to you and to the National Coordinator.
- Supervisors should act as promptly possible to ensure that they respond to employees in a timely manner. For situations that cannot be resolved promptly, supervisors should inform employees and keep them updated on the progress.

SECTION TEN

10. ENDING OF CONTRACT WITH JIREH DOO FOUNDATION

JDF may terminate a staff member at any time for any reason. Employment separations from JDF payroll are by resignation, involuntary termination, retirement, reduction in workforce, death of employee, or expiration of contractual agreement. The purpose of this information is to ensure awareness by employer and the employee regarding the termination of contracts for any of the following reasons.

10.1. Notice period for separations

Employees under Jireh Doo Foundation are by no means comparing to remain permanently with organization, however the organization will do everything possible to consciously build staff capacity to enable them remain valid on the job and provide work benefit as incentives to encourage employees to continue their service in the organization. However, in the event where the employee intends to disengage his/her service from the organization, the employee will be required to give period of notice in compliance with Nigerian labour law as follow:

- An employee that served the organization for a period of **three months or less** will be required to give a notice of **one day, or** one day salary in lieu of notice
- Employee with the organization for **more than three months but less three than years** will be required to give a notice of **one week, or** one week salary in lieu of notice.
- Employees with the organization for **more than three years but less than five years** will be required to give notice of **two weeks, or** two weeks' salary in lieu of notice.

- Employees that served the organization for **five years or more** will be required to give a **notice of one month period, or** one month salary in lieu of notice.

In the event where the organization is considering the separation, the organization shall equally comply with the duration of notices as specified above or pay the employee salary advance in lieu of notice.

10.2. Contractor Separation

Any staff or employee who wishes to separate his/her contract with the organization shall follow the organization's contract policy regardless of whether the departure results from a dismissal, layoff or voluntary resignation.

10.3. Forms of Separation

10.3.1. Resignation

Any employee or staff who wishes to withdraw his/her services from the organization shall meet the length of notice required for resignation by the organization. The employee shall submit a letter of resignation to the National Coordinator through the Human Resource Manager stating the reason of separation and date of commencement of separation.

10.3.2. Expiry of Fixed Term Contract

Employee or staff contract shall be terminated if the fixed term of that contract is expired. This expiration should be done in line with the terms and condition of the contract entered thereof. This includes employees employed to work on donor funded projects.

10.3.3. Dismissal

Employees of Jireh Doo Foundation shall be dismissed if he/she commits terminable offences or engages in acts of gross misconduct as stated in the disciplinary and grievance policy or because they show a poor work or unsatisfactory performance.

10.3.4. Permanent Disability

If an employee has a resultant permanent disability rendering him/her incapacitated, such an employee shall be laid off, however if such disability is as a result of the employee performing his/her official duty, the employee shall be compensated by the organization. The said compensation will be 100% of annual gross emolument of the employee which shall be paid instantly.

10.3.5. Redundancy

Jireh Doo Foundation may have the cause to render some positions redundant in the event of the organization's inability to meet financial need of the employees, shift in programming focus, and reduction in scale of programming and economic reasons. In the event of redundancies, the organization shall negotiate with the employees to withdraw their services. Redundancy shall attract 10% of the employee's annual income as compensation. This compensation shall be paid to the employee within one month.

10.3.6. Retirement

Any employee of the organization that put in 35years of service in the organization shall be required to retire from active service and shall be entitled to retirement benefits such as pension and gratuity. Also, an employee though may not spend up to 35years in the organization but attain the age of 65year shall be required to retire from active service. Such employee if spend less than 15years in service with the organization shall not be entitled to retirement benefits like gratuity but shall be entitled to his pension.

10.3.7. Death

JDF employment agreement is not transferable therefore, when an employee passes away, this brings about the termination of the employment agreement. His/her salary and benefits will automatically be paid to his/her legally named next of kin.

10.4. Documentation

For separation, the employee will be required to have an exit interview with HR Manager or Management and result will be properly filed in the employee's file. the Human Resources/Admin Manager will issue a

letter of separation (signed by the National coordinator), officially designating an employee's last day of employment, to the employee and to the Finance unit, a copy of the letter will also be filed in employee folders. All resignation letters will also be filed in employees' personnel folders.

10.5. Recovery of JDF Property

Terminating staff members are responsible for returning any or all JDF equipment, documents, keys, books, manuals, computers, and other items issued or provided by JDF to include Identity card to the supervisor or to the Human Resources/Admin Manager. If an individual fails to return JDF property, JDF reserves the right to recover any associated replacement costs from the final salary payment to that employee to the fullest possible extent permitted by law. Access to JDF equipment and property, including e-mail services, will routinely be cancelled immediately upon termination.

10.6. Separation Benefits

Employees separating from JDF for all reasons except summary dismissal will be entitled to separation payments which will include payment for time worked, payment for unused leave time, payment of travel advance owed etc. Employees who are summarily dismissed are only entitled to payment for time worked up to the point of dismissal.

10.7. Employee Exit Clearance Form

All separating employees are required to complete the exit/clearance form which requires the signatures of all heads of units. This form clears the separating employee of any outstanding loans, advances etc. and return of official property.

10.8. Final Stages for Exiting Employees

10.8.1. Exit Interview

Any employee or staff who wishes to withdraw his/her services with Jireh Doo Foundation shall go through an exit interview with the supervisor and the human resource manager. Exit interview is usually conducted with an employee who wishes to leave or resign from the organization base on mutual consent of both the employer and the employee through dialoguing. Exit Interviews are used as a medium for the employee and line Supervisor (or other senior staff determined by JDF), to discuss and record the employee's opinions on employment with the organisation. Gaining the opinions of employees leaving the organisation is a valuable method in which JDF can assess current working practices and strive towards continuous improvement of employment policies and practices.

10.8.2. Verification of Employment and Salary

Upon request, the Human Resource/Admin Manager will verify only dates of employment and title over the telephone. Other personnel information will be released only with written

authorization from the employee. Reports for performance related information may be addressed to the employee's former supervisor or the National Coordinator.

SECTION ELEVEN

11. Travel INFORMATION (travel/security review)

The following defines travel information for those employees travelling outside of their permanent work location.

From time to time, an employee may be required to travel away from their permanent work location on official business. The guidelines, given below, are applicable to in-country as well as international travel.

11.1. Need for Travel

A need may arise for an employee of Jireh Doo Foundation to travel to a designation place to represent the organization in any giving capacity. The need could be to train or receive training, attend oversight functions and meetings. All travel must be approved by the employee's supervisor.

11.2. Travel Authorization

Employees who have travel plans are required to complete the travel authorization form and submit to their supervisors for signature. Finance office will only process travel advance request when travel authorizations have been approved by supervisors. Approved travel authorizations should reach the finance office a least one week prior to proposed travel date.

11.3. Responsibility

The employee's responsibility during the travel shall include but not limited to representing the organization.

11.4. Travel Status

Travel for staff of Jireh Doo Foundation shall be with prior approval from the management of the organization. Any staff that embarks on a trip without approval from the management shall do so at his or her risk.

Jireh Doo Foundation shall make provision for local and international travels. Local travel shall include trips within the country and international travel shall include trips outside the country.

11.5. Travel Expenses

11.5.1. Per Diem Amounts

Expense	Amount	Comment
Hotel	#10,000-40,000	This amount will depend on the location, state or country that the staff will be expected to travel to.
Per Diem (Meals & Incidentals)	#8,000 per day	

11.5.2. Official Duty

Jireh Doo Foundation shall make provision for local transportation for activities or official assignments within the location of organization's office. Official Assignments undertaken by staff shall have provision for surface transportation when staff are on field assignment at any of the field offices.

11.5.3. For Travel of 10 Hours or Less

Travels within the locality of the organization that is less than 10hours shall paid for according to the rates of Jireh Doo Foundation as determined by the Finance and Administrative unit of the organization.

11.5.4. Travel Advances/Accounts

Jireh Doo Foundation shall provide travel advances to members of staff who are embarking on travels to carry out assignments or functions on behalf of the organization

11.6. While on Official Travel

11.6.1. Travel Coordination

Travels for staff of the organization that are travelling in group shall be coordinated by a team leader with supervision from the Finance and Admin Unit.

11.6.2. Illness or Injury

Jireh Doo Foundation shall be responsible for the health and well-being of staff embarking on travels for any official function. In the incidence of any illness or injury suffered by a staff, the insurance cover of the organization for members of staff shall provide compensation to the staff for any damages suffered.

11.6.3. Leave during Official Visit t

In the event where a staff leaves coincide with the period during official visit to , such a staff shall be recalled to work .

11.6.4. Cancelled Reservation

In the event of travel out of station and the trip is cancelled, reservations for accommodation shall be cancelled and refunds made back to the organization or staff.

11.6.5. Trip Report

Staff who embarks on travel out of work station shall be required to provide a trip report on return from the trip within a 48 hour period accompanied with an expense report and a cost reimbursement request in the case of extra cost incurred in the course of the journey.

ACKNOWLEDGEMENT OF JDF HR MANUAL

I acknowledge that I have received a copy of JDF Employee Handbook dated I understand

that this handbook replaces any and all prior verbal and written communication regarding JDF working conditions, policies, procedures, appeal, processes and benefits.

I understand that the working conditions, policies, procedures, appeal processes, and benefits described in this handbook are confidential and should not be distributed in any way nor discussed with anyone who is not an employee of JDF.

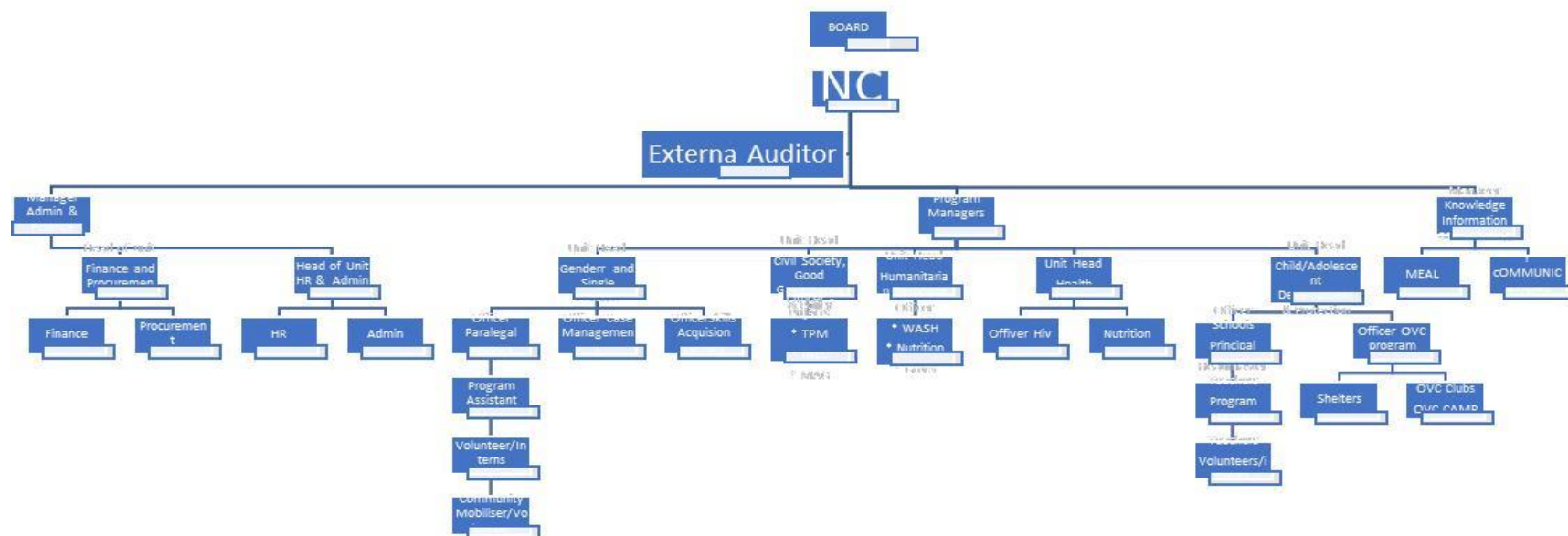
I have read and understood the contents of this handbook and will act in accordance with these policies and procedures as a condition of my employment with JDF. I have read and understood the Statement of Values and Code of Ethics for JDF as a condition of my employment by JDF.

I understand that if I have questions or concerns at any time about the handbook or the Standards of Conduct, I will consult my immediate supervisor, my supervisor's manager or the Executive Director, as necessary.

Employee Signature

Date

Employee Name (Please Print)



INSTRUCTIONS - ANNUAL PERFORMANCE EVALUATION FORM

Procedures

Completing the Annual Performance Evaluation Form

Appraisal Methodology: This appraisal shall be done using traditional approach

Personal Information – The employees will complete the personal information section. The evaluation period will cover 1 January to 31 December 2018 or the date of joining the organization to 31 December 2018.

Section A – Responsibilities and/or Performance Goals. The supervisor will list the major responsibilities and goals. Additional goals and accomplishments will be listed on a separate attachment.

Section B – General Performance Factors and Ratings. The supervisor will determine the performance against the assigned responsibilities and goals in Section A. Every attempt should be made to rate the employee for each Performance Factor. The Not Observed (NA) rating should only be used if the supervisor did not have sufficient opportunity to evaluate the employee.

Section C – Overall Rating. The supervisor will assign an overall rating based on the employee's overall performance as documented in Section A and B; and sign the Annual Performance Evaluation.

Conducting the Performance Evaluation Review (Supervisor): The supervisor will schedule a meeting with the employee to review his/her overall performance and provide feedback on the completed the Annual Performance Evaluation Form. The employee will sign and may attach comments to the Annual Performance Evaluation Form.

Second Level Supervisor Review: The supervisor will forward the signed form to the Second Level Supervisor for review and signature.

The Annual Performance Evaluation Form is complete and the original copy will be sent to the Human Resources Department for the employee's personnel file. A copy of the evaluation will be given to the employee.

Confidentiality: Every employee is entitled to privacy and respect during the evaluation process. The completion of the form, discussion and transferring of the Annual Performance Evaluation Form to Human Resources Department should be held in confidence.



EMPLOYEES' PERFORMANCE EVALUATION FORM

NAME:		EMPLOYEE NUMBER
JOB TITLE:		
DATE OF ENGAGEMENT	UNIT	LOCATION
EVALUATION PERIOD (DD MM YYYY) to (DD MM YYYY)		
SUPERVISOR NAME		
SECOND LEVEL SUPERVISOR NAME		

A. RESPONSIBILITIES AND/OR PERFORMANCE GOALS: Supervisor and contractor will summarize agreed upon major responsibilities and/or goals assigned during the evaluation period.

1.	
2.	
3.	
4.	
5.	

B. GENERAL PERFORMANCE FACTORS AND RATINGS: Use the definition ratings below to rate factors. Rate the contractor on the basis of performance level achieved on the responsibilities listed above. Check NA box, if this does not apply or you did not observe.

(1) UNSATISFACTORY	(2) BELOW AVERAGE	(3) AVERAGE	(4) ABOVE AVERAGE	(5) OUTSTANDING
Performance may be deficient enough to justify termination.	Performance is below requirements and improvement is required.	Meets full job requirements. Good performance.	Performance is beyond requirement for satisfactory performance.	Performance is extraordinary, approaching best possible for the job.

PERFORMANCE FACTORS – All Contracted staff	NA	1	2	3	4	5
1. JOB KNOWLEDGE. Job performance indicates understanding of the tasks and ensures quality delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. QUALITY OF WORK. Works to complete daily tasks correctly with little or no supervision, respond to emails in a professional manner and timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. QUANTITY OF WORK. Meets productivity standards of tasks and willingly take up extra responsibility to meet organizational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. FOLLOWS THROUGH. Carries activities through to conclusion and ensures projects are completed in a timely manner to meet deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. MOTIVATION. Shows interest in the job, seeks additional work, a self-starter and requires little supervision and takes action to improve performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. RELIABILITY and FLEXIBILITY. Good attendance and on time to work. Works well under pressure, accepts unexpected jobs, accepts and makes changes easily.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. JUDGMENT. Solves work related problems with little or no help in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. TEAMWORK. Encourages cooperation and works well with team members and works closely with assigned supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. ETHICS. Demonstrates ethical behavior and performs required duties in an ethical manner consistent with the Code of Ethics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. CONSISTENCY and COMMUNICATION: Consistent at work and resumes on time, interacts with colleagues in a professional manner, while using the right channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Capacity strengthening: Staff makes effort to strengthen personal capacity to improve performance in addition to organizational efforts (Share list of training and reports)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12: EXTERNAL COMMUNICATION: Supports JDF visibility through social media platforms (check should be done), amongst sector groups, partners and other agency						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Support organizational funding: (State clearly how staff supported in fund raising)

14. Have you under the year in view supported organizational safeguarding efforts? If yes how?

C. OVERALL RATING. The supervisor will assign an overall rating based on Sections A and B.

(1) UNSATISFACTORY	(2) BELOW AVERAGE	(3) AVERAGE	(4) ABOVE AVERAGE	(5) OUTSTANDING
Performance may be deficient enough to justify termination.	Performance is below requirements and improvement is required.	Meets full job requirements performance.	Performance is beyond requirement for satisfactory performance.	Performance is extraordinary, approaching best possible for the job.

1 – ☐ 2 – ☐ 3 – ☐ 4 – ☐ 5 – ☐

OVERALL COMMENTS:

SUPERVISOR SIGNATURE	DATE
SECOND LEVEL SUPERVISOR SIGNATURE	DATE

I have reviewed this evaluation and discussed with my supervisor/manager. My signature means that I have been advised of my performance and does not necessarily imply that I agree with the evaluation or the contents. I have noted any comments as an attachment.

EMPLOYEE SIGNATURE	DATE
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