Human Resources (HR) policies

Personnel policies

(CAC/IT/NO 61548):

MISSION OFFICE: **FAROF No 38 Gwari Avenue, Barnawa Kaduna State, Nigeria**

LEGAL STATUS: **Registered under the Part C of the Allied Matters Act (1990) Corporate Affairs Commission, Abuja, Nigeria.**

Authority: This Policy Guide was approved by the Board of Trustees and Chief Executive Officer

2023

Saving lives one at a time!!!

Introduction

FAROF HR Policy Manual

This Human Resources policies is designed to promote the philosophy of Freehearts Africa Reach Out Foundation (FAROF) with regard to standards of excellence; terms of employment; employee development; and employee services.

If may, its necessary to change these policies from time to time to reflect changes in the workforce, emergency or disaster, employment trends, economic conditions and Nigeria legislation. However, any changes in policy will be consistent with FAROF approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving FAROF objectives;
- Communicating Company standards and expectations in all aspects of employment including performance;
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect;
- Treating all staff, workers, contractors and customers in a professional, non-discriminatory manner;
- providing safe, effective working conditions, and;
- providing competitive terms and conditions in our workplace market

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as necessary.

This Policy Manual should be read in conjunction with FAROF Staff Handbook/Code of Conduct.

Chairman Board of Trustees:	***Chief Executive Officer***
Date: 28th November 2022	*Date: 28th November 2022*
Signature	*Signature:*

Human Resources

Policy and Procedure Manual

Welcome

Congratulations on your appointment and welcome to the team at FAROF. We are excited that you have decided to join us and look forward to a long, happy and successful partnership together. Our business is primarily about helping humanity through Health-Maternal newborn and Child Health programs; Child Protection; Education; and, Empowerment.

You have been hired because we believe you can help us to deliver these high levels of service satisfaction. We want to ensure that your interactions with other FAROF employees and our clients will reflect the value that FAROF places on Community Development interventions, solving diverse issues including to health challenges.

The purpose of this Manual is to introduce you to FAROF, give you some information about our history, our clients and what we do. You will also find information about your terms and conditions and employment, our expectations around your behavior and our policies and procedures. This manual should be read in conjunction with your Contract of Employment.

This Manual is by no means an exhaustive guide to your employment with us. It has been developed to act as a resource and reference for you. The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as required as our activities evolves and grows. You will be notified of any changes as they occur. If you have any questions about the content, please do not hesitate to contact the Admin unit of FAROF.

POLICIES BRIEF AND HIGHLIGHTS

Query Policy: employee are to avoid being issued a complaint/letter of query, if given letter of query twice from a superior, the third shall be a termination of appointment.

Dress code policy: Dressing should be corporate Mondays and Wednesday, always put on ID card or tag belonging to FAROF when engaged with official duties of FAROF.

Theft Policy: taking the property of FAROF or another person with the intention of permanent deprivation is prohibited

Confiscation Policy: it is prohibited to hold onto any item/property of FAROF for no reason; it will be regarded as thievery.

Smoking and Alcohol Policy: no smoking or drinking while on duty.

Confidentiality Policy: all FAROF documents are to be confidential and not shared without the management consent.

Discrimination policy: no indirect or direct discrimination, sexual harassment or bullying at workplace

Time policy: All employees must work 9 hours a day from 8.00am- 5.00pm, Monday to Friday with one-hour break for meals to be taken from 12.00 noon.

Environment policy: FAROF surrounding is to be kept clean at all time, disposal bin made available. Strangers or fraternization of non-staff while on duty is unacceptable.

Disciplinary Action Policy: In line with the Organization's disciplinary rules, the following will be regarded as serious misconduct:

a) Attending work and/or carrying our duties under the influence of alcohol or drugs.
b) Disrespect to superiors.
c) Unfinished duties
d) Disrespect to timing (Africa timing) is prohibited

Breach of these rules will be subjected to the application of the Disciplinary Policy which will normally result in summary dismissal, and only in exceptional cases will either notice or the reduced disciplinary action of a final written warning be applied.

Internet policy: Their shall be internet service within the office premise and data consumption per staff is maximum of 10MB.All emails sent must contain the organization disclaimer, indicating your name, title, email and contact details.

Email Use

1. Email facilities are provided for formal correspondence.
2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
4. Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
5. All emails sent must include the approved FAROF disclaimer.
6. All mails receive by a member shall always be acknowledge on received.

To protect {FAROF} 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 copyright or business confidentiality, or prejudicial to the good standing of FAROF in the community or to its relationship with staff, customers, suppliers and any other person or business 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.
5. Excessive 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.

This policy also applies to all employees, contractors and sub-contractors of FAROF.

Funds Diversification policy: diversification of grantors fund designed for projects is prohibited

Contracted policy: contract is based on time duration and can be renewed, there is no extra benefit for contract staffs.

Gender Equality and social inclusion GESI policy: kindly refer to the stand alone GESI policy guide

Training Policy: staffs are eligible for trainings and such capacity will be step down to others and implemented on daily activities

Drivers Recruitment policies:

i. Admin is to identify full address and details of employee(driver)
ii. The criteria for appointment is that he must be married and not single
iii. 4years driving experience
iv. All vehicles are to be maintained, servicing, replacement etc of parts should be practice.

Salutation Policies: All Staffs are to extend greetings at all time in **''GOOD MORNING''** only, there shall not any way staff offers greeting in afternoon or evenings.

Consultant Hiring Policies: a consultant can be hired for concept note writing/proposal, website design etc. either for direct service or indirect. The under listed shall be considered for all hired consultants

1. Signed MOU
2. Rate of monetary engagement, initial mobilization fee of 40% payment and balance 60% on completion of work.
3. Work progress evaluation checked

Managing information from meetings: (All meetings shall have agenda that are shared before the meetings, decision taken during meetings are documented and communicated)

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1. FAROF IN PERSPECTIVE INSTITUTIONAL CAPACITY

1.1. Organization Background

Freehearts Africa Reach Out Foundation (FAROF), founded on the **15Th December, 2011** by a team of great humanitarian hearts .(www.farof.org) located in the north West(Kaduna and Kano state), North East (Adamawa and Yobe state and North central (FCT-Abuja) region of Nigeria, is a women led non-profit organization, officially registered on the 30th May 2013 as an **NGO** under the **Part C of the Allied Matters Act (1990) Corporate Affairs Commission, Abuja, Nigeria (CAC/IT/NO 61548). W**ith an active Consultative Status at the United Nations ECOSOC; and, certified by the Federal Ministry of Finance, Budget and National Planning in the FCT-Abuja, Nigeria **(MBNP/NGOIC/S.1320/1).** FAROF has a strong presence is in the North West, North Eastt and North Central region of Nigeria, implementing programs that are focused in Nutrition projects through the Maternal Newborn and Child Health MNCH Programs); Education, child protection and empowerment. Bringing **over 14 years track record of implementing humanitarian programs in Northern region of Nigeria and with a broad management team of experts and partners, implementing projects with international best practice.**

Operational excellence is achieved through key technical, operational and professionals headed by Ambassador A. Eunice Ebunola: a Mental Health Nurse, a General Nurse, a Midwife, a Public Health Nurse PHN and an HIV/AIDS Counsellor, a Chief Nursing Officer with Ahmadu Bello University Teaching Hospital, Shika(Zaria), in Kaduna state of Nigeria, since 1989 till date, a representative and Ambassador of Nigeria deployed to Republic of Rwanda 2007-2011 as an HIV/AIDS and Gender Response Counsellor. She has over 32 years of health experience and community development work experience, nationally and internationally with international best practise.

She has received varied award, with the **Certificate of Service by Federal Republic of Nigeria (Ministry of foreign affairs, Abuja)** and **Certificate of Honour from Ministry of Health Republic of Rwanda**. Her passion towards women in Nigeria is unlimited as she uses all her available resources to empower and affect the lives of girls and women in Nigeria, especially in the North-West Region of Nigeria.

FAROF major strategy is using community participatory approach to implement programs, FAROF designed an initiative of Adolescent gender (A-Gender) to end Gender Base Violence (GBV) amongst Adolescents and young women in Nigeria

1.2. What We Do

- ✓ **FAROF Programs are categorized under three (3) divisions:**
  - **Health**-primarily focused on Nutrition-food security and Maternal Newborn and Child Health programs

- **Community Development-Empowerment (Household Economic strengthen and Agriculture)**
- **Education** (Girl Child Education, Orphans and vulnerable Children)
- **Child Protection/Violence** (Gender Base violence, Human Trafficking, and Conflicts Resolution)

Our clients

We are proud to list the following clients:

- **Marginalised (Disadvantage and Vulnerable) groups:** ranging from Migrants, internally displaced people, trafficked victims, HIV and the poorest quintile
- **General populace**
- **Children, women and youths**
- **Adolescent and young persons**
- **Key population** (PWID, FSW, PMTCT)

OUR VISION:

Envision serving as a source to humanitarian excellence, where every child and women's right are protected with improved quality health care, literacy and better living standard.

OUR MISSION STATEMENT:

FAROF mission is committed to creating a safe and healthy community for the most disadvantaged children and women through quality health care, education, protection against violence and exploitation, and community development that are sustainable, replicable and appropriate for hard-to-reach-areas

CORE VALUE:

Our core values are: **Excellence** (quality in service delivery), **Humanitarianism** (care for our target individuals), **Transparency** (Openness in our dealings), **Accountability** (responsible and answerable), **Commitment** (dedicated to our service) and **Resourcefulness** (value addition).

OUR PROGRAM DEPARTMENT

1. **Administrative and Finance Department**

a. Finance Unit

b. Strategic information unit

c. Resource Mobilization Consortium unit

2. **Health**

a. Prevention unit

b. Care and treatment unit

c. Gender programming

d. Water Sanitation and Hygiene WASH-Unit

3. **Education**

a. Education unit

4. **Community Development**

a. Empowerment unit

b. Agriculture

1.3. ORGANIZATION STRUCTURE

The overall management of the Foundation's program, including financial and program overview will be the responsibility of the Chief Executive Officer. She will be supported by the Board of Trustee who serve as Advisors, and assisted by the Strategic Development Manager SDM and the Project Management Team PMT.

FAROF has a Board of Trustees and Project management Team, under the leadership of the Chief Executive Officer (CEO), who is the legal executive for all of its operations. The CEO is assisted in the management of the organization by the Strategic Development Manager and executive management/Head Of Programs Departments (HOPDs).

FAROF's office is located at **No 38 Gwari Avenue, Barnawa, Kaduna state, Nigeria**

1.4. DEFINITIONS

Purpose: To minimize ambiguity in the interpretation of various terms used in the Manual, given below are the definitions of certain key terms, indicating the way these terms are meant to be understood:

a. "**FAROF**" means Freehearts Africa Reach Out Foundation.

b. "**Benefits**" refers to the part of an employee's Total Annual Compensation which is exclusive of salary and is comprised of allowances and fringe benefits.

c. "**Consultant**" refers to an independent contractor hired for specific tasks on a set of specific result areas defined for a specified period of time. Although remuneration for consultants is calculated on a per day basis for the duration of the assignment, payment will be based on

deliverables. However, in exceptional cases remuneration may be calculated on a monthly basis. Consultants:

I. Are not listed on the muster,

II. May not supervise FAROF employees,

III. Should not do work that is normally also done by employees, and

IV. Have control over their work process.

d. "**Chief Executive Officer**" (CEO) means the head of the organization or any other Officer exercising all or any of the powers of the CEO by official promulgation.

e. "**Employees**" shall mean all regular and temporary employees who are employed on the regular payrolls of FAROF. This term does not include consultants, contract staff, or part-time staff, unless expressly stated.

f. "**Family**" of the employee means spouse, dependent children, legally adopted children and financially dependent parents of the employee. A dependent child is one who is under the age of 19 and children age 19 to 25 if they are enrolled in school full time and are not married or employed.

g. **"Fiscal Year"** refers to the twelve-month period from January 1 to December 31.

h. "**Habitual**" means commission of an act of particular category more than three times within a period of six months, from the first time of misconduct.

i. "**Month**" means month according to the Gregorian calendar.

j. "**Masculine**" shall imply the "**Feminine**" and vice-versa.

k. "**Performance Year**" refers to the twelve-month period from January 1 to December 31.
l. **"Relative"** any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage (i.e. they live in the same house or have another type of dependent relationship)

n. "**Salary**" refers to the gross salary part of an employee's Total Annual Compensation and is exclusive of Fringe benefits.

o. "**Executive Management**" shall mean the management of FAROF at the level of Chief Executive Officer (CEO) and head of departments (HODS)

p. "**Management'** shall mean all staff in managerial or supervisory roles

q. "**Singular**" shall imply the "**Plural**" and vice-versa.

r. "**Supervisor**" refers to the employee of the organization who in-turn has employee(s) reporting to them.

s. "**Total Annual Compensation**" refers to the remuneration, which is total salary and fringe benefits payable to an employee for a specified 12-month period.

t**. "HOPD"** shall mean Head Of Program Department

1.5. SUCCESSION PLAN POLICIES:

Every member or employee stands to gain from leadership development opportunities under the Freehearts Africa Reach Out Foundation (FAROF)

The objective of the Succession Plan is to ensure that Organisation activities runs smoothly in the absence of the head.

Succession planning enables an organization to:

- determine the right skill mix to achieve company goals and determine what gaps need closing.
- Identify talented employees and provide education to develop them for future responsibilities.
- Identify which employees that are at risk of leaving.

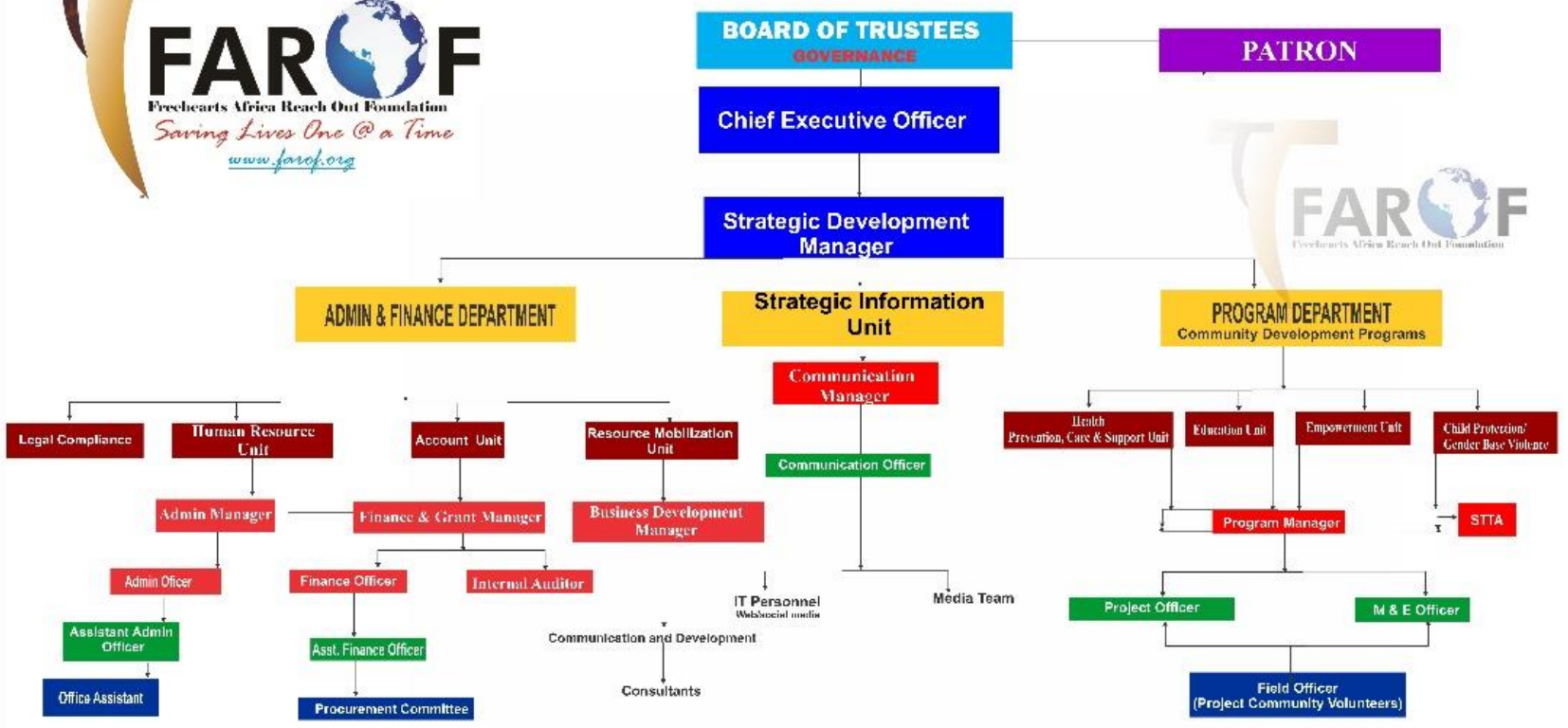
1.5.1. SUCCESSORS PROCEDURE (STEP BY STEP)

- When the CEO is not available (e.g. out of the country), the next in line is the Strategic Development Manager (SDM)who shall act in place of the CEO;
- next in line in the absence of the SDM is the Head of Finance and Admin who shall act in the position of the CEO to the organization;
- However, if the Head of Finance and Admin is not available or any of the mentioned listed personnel as above are not available, the Board of Trustee under the Leadership of the Chairman shall appoint a competent personnel to act in the position of CEO, this selection will be decide using a selection criteria and setting up of a 3member committee member; some of the criteria include:
    - Certain cadre of Senior staff who must have served with the Foundation for at least 3years; well trained to take leadership role and motivated for succession will be placed on the succession list.

1.6. ORGANOGRAM:

FAROF has a suitable and up to date organisational structure (both documented and in practice). See diagram below for our diverse Leadership roles

ORGANIZATIONAL CHART (ORGANOGRAM)



We shall employ the use of Short Term Technical Assistance STTA, and/or Consultants when the need arises; this is aimed at supporting Program technicalities & increase result areas.

A Humanitarian Organization You Hold Next!!! *Saving Lives One at a time!!!*

1.7. GUIDING PRINCIPLES

Rights and Responsibilities: Every person has basic rights and responsibilities that flow from our human dignity and that belong to us as humans, regardless of any social or political structures. The rights are numerous and include those things that make life truly human. Corresponding to our rights are duties and responsibilities to respect the rights of others and to work for the common good of all.
Social Nature of Humanity: All of us are social by nature and are called to live in community with others. Our full human potential is not realized in solitude, but in community with others. How we organize our families, societies and communities directly affects our human dignity and our ability to achieve our full human potential.
The Common Good: In order for all of us to have an opportunity to grow and develop fully, a certain social fabric must exist within society. This is the common good. Numerous social conditions - economic, political, material and cultural – affect our ability to realize our human dignity and reach our full potential.
Subsidiarity: A higher level of government -- or organization -- should not perform any function or duty that can be handled more effectively at a lower level by people who are closer to the problem and have a better understanding of the issue.
Solidarity: We are all part of one human family -- whatever our national, racial, religious, economic or ideological differences – and in an increasingly interconnected world, loving our neighbor has global dimensions.
Option for the Poor: In every economic, political and social decision, a weighted concern must be given to the needs of the poorest and most vulnerable. When we do this, we strengthen the entire community, because the powerlessness of any member wounds the rest of society.
Stewardship: There is an inherent integrity to all of creation and it requires careful stewardship of all our resources, ensuring that we use and distribute them justly and equitably --- as well as planning for future generations.

1.7.1. MANAGEMENT PHILOSOPHY

FAROF's management believes that each member of staff, regardless of the specific job title or description, has a valuable and important role to play. Once employees understand the requirements of their job, they are expected to perform to standard, normally without a great deal of senior management intervention or supervision.
Management's role is to provide the necessary human, material, financial, and technical resources as well as to foster a work environment that allows staff to perform at the peak of their potential.
Management is committed to maintaining timely, open and constructive communication with all staff and expects the same commitment from staff. While the majority of general and
Issue-specific communications will take place on an ad hoc basis, regular meetings shall be held to provide additional forums for staff and management to share ideas, concerns and news. These included, but are not limited to, all staff meetings in each office, departmental planning and review meetings and senior management meetings.
Basic policies and rules are outlined in this handbook, which are to serve as a guide for staff. Management shall endeavor to keep these guidelines up to date and to ensure that they are a useful framework for internal decision-making and policy application. Inevitably, circumstances will arise which are unforeseen by the policies contained in the handbook. Management will always consider each such situation and take decisions based on the needs of the organization and the staff concerned.

1.8. REVIEW AND APPROVAL OF THE EMPLOYEE'S MANUAL

The steps for review and approval of the *employee's Manual* are:

1. The manual will be reviewed and revised every two years or when necessary
2. The CEO will authorize the review of the manual by the HRO or designate
3. The reviewed draft will be submitted to the HRO, HOPDs and CEO for further review and comments.
4. The reviews and comments will be incorporated in the final draft to be sent to the legal counsel for review for compliance with the Nigeria Labour Law.
5. The reviewed manual by the legal counsel is sent to the Board approval
6. The CEO approves dissemination of the approved manual to all staff by the HRO
7. All staff sign and return the consent form to the HRO that they have read, understood and will comply with all the provisions of the HR manual
8. HRO files the consent for in each personnel file.

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2. RECRUITMENT & HIRING

Purpose: The purpose of this policy is to outline the basic steps in recruiting employees, in order to ensure that candidates for employment are selected in as objective and justifiable manner as possible
Description: FAROF seeks qualified, motivated and dedicated employees for all positions regardless of religion, sex, race, color, creed, ethnicity or origin. As the Organization values diversity, all offices should work towards establishing a diverse workforce.

2.1. VACANCY/CREATION OF POST

a) The first step of the recruitment process is the preparation of a job description and the required skills for successful fulfilling of the activities by the head of the unit with the vacancy. A Personnel Requisition Form must be prepared by the Supervisor and submitted together with a Job Description for the CEO's approval.

b) FAROF will provide to employees the opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. In general, notices of all regular, full-time job openings are posted, although FAROF reserves its discretionary right to not post a particular opening. Job vacancies will be posted on the employee bulletin board and sent via email to all staff. Normally these positions should remain open for 7 working days. Each job vacancy will include the dates of the posting period, job title, department, location, grade level, job summary, essential duties and required skills and abilities.

c) To apply for a position, the interested staff person should submit an application in writing expressing interest in the position and also listing job related skills and accomplishments. The letter should also describe how their current experience with FAROF qualifies them for the position. Applicants are encouraged to speak with their supervisors about their application. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization. An applicant's supervisor may be contacted to verify performance, skills, and attendance. Any staffing limitations or other circumstances that might affect a prospective transfer may also be discussed.

e) If an internal candidate is found fit for the job, s/he will be offered the position and the recruitment process will be considered concluded. If after seven working days there are no suitable internal applicants, the position will then be placed in the local newspapers seeking external candidates. Grant Information/logo relating to the advertisement must also be included.

2.2. SELECTION PROCESS

In line with FAROF's equal employment opportunity policy, there will be no discrimination against any candidate. External candidates will be considered only if the internal recruitment process is fruitless.

a) Short-listing of applicants: This applies to both internal and external recruitments. A panel of no less than two staff will carry out the initial screening of all the applications and shortlist those who fulfill the required conditions. Ideally the selection panel should be the position's supervisor and the HR Officer. Once the closing date for applications has been reached, the panel members will read the applications and shortlist candidates - no more than 2 for internal recruitment and no more than 5 for external. Tests and/or interviews will then be arranged for all candidates.

b) Tests and/or Interview

- The applicants selected at the end of the selection process will be invited for tests and/or interviews. Appropriate testing will be done, which are relevant to the skills required for the post and can include: technical test, computer skills test, written English test, etc.

- In case of an internal applicant, those basic tests can be skipped if this knowledge is already known by FAROF.

- At the interview, the candidates should all be asked the same predetermined questions and their responses noted. (Sample questions are provided on the HR CD-ROM). Ideally interviews should happen closely together so that the interview panel can compare candidates.
- The interview panel should be not less than 3 in number and include the position supervisor. The panel will briefly document how the selected candidate was chosen and make recommendations to the CEO or delegate who will make the final recruitment decision.

(c) Interview Techniques

Having prepared a justification for the role along with a job description and person specification, it is imperative that candidates are interviewed in a timely, professional and consistent manner. Managers and supervisors involved in the recruitment process will be trained to ensure that they and the candidates gain the maximum from the interview(s) and can form a considered judgement on how to proceed

2.2.1. REFERENCE CHECKS

All employment references (a minimum of three must be provided) will be checked and documented by the Human Resources Officer. This is to ensure that individuals who join FAROF are well qualified and have a strong potential to be productive and successful. A letter of offer will not be issued until satisfactory reference checks have been received.

One reference check must be of the former employer and the other the current employer preferably (not applicable to freshers and candidates without a job). If the candidate is a fresher then reference check other than a relative will be considered.

For internal candidates, a reference should be provided by the current supervisor.

2.2.2. ACCURACY OF INFORMATION

FAROF relies upon the accuracy of information contained in the employment applications, as well as the accuracy of other data presented throughout the hiring process and employment.

Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

2.2.3. REIMBURSEMENT OF COSTS

Candidates attending interviews from outside of Interview state are entitled to reimbursement of travel/expenses as per the following guidelines:

- They can produce a written invitation by FAROF to attend the interview
- They can produce tickets/receipts/vouchers as evidence of travel expenses incurred. Memos or statements will not be accepted for the reimbursement of travel expenses
- FAROF will reimburse the least cost from/to the candidate's location

The HR Officer will clearly state the above guidelines in the invitation letters sent out to the candidates. Reimbursement will be double the amount of the receipts on the assumption that the same expenses

will be incurred on the return trip. In no case will FAROF reimburse more than what the candidate had expensed to join the FAROF office. This is subject to the approval from FAROF Management Board.

2.2.4. OFFER OF APPOINTMENT/CONTRACT

After successful reference check, an offer will be made to the candidate based on the salary band, relevant work experience of the candidate, salary history, and budget availability.
Letters of appointment will be signed by the CEO or delegate and state employment terms and conditions to be signed by both parties (CEO and employee).
The employer will keep a copy of the signed contract and terms and conditions in the employee's personnel file and the employee will be given a copy for his/her records.

2.3. RECRUITMENT OF RELATIVES

Purpose: To establish the modalities for employing staff relatives.
Description: The recruitment of staff relatives will be subjected to the following conditions:

- The relative working for FAROF is automatically excluded from the selection and recruitment panels.
- The recruited person should be the most qualified and competent of all applicants
- They will not have to work in line management with their relative
- Both should not assume financial functions
- No one among the two should appraise the other

2.3.1. EMPLOYEE RESPONSIBILITY

It is the responsibility of employees to inform executive management when relatives are hired. This is to ensure that placements of staff comply with this policy.

2.3.2. VIOLATION OF POLICY

Failure to disclose this information may result in disciplinary action, including possible termination of one or both of the parties.

2.4. ORIENTATION AND INDUCTION

Purpose: To help new employees get off to a good start with the organization, a short orientation program will be scheduled for each new hire during the first week of work.
Description: All new employees should undergo a detailed orientation and induction process. The methodology would be that of spending formal time with selected employees to know them and understand their roles. The newly inducted employee should also use this time to understand his/her own role, as expected by peers. The first few days of a new job are extremely important to a new recruit. Simply providing a handbook and sitting them at their work-station is not enough.

2.4.1. FIRST DAY

a. The HR Officer will give new employees a tour of the office building and introduce the new employee to his/her co-workers and supervisor.
b. The HR Officer will explain to all new employees FAROF's effort reporting policy and provide them with a blank **timesheet** as well as their **Staff ID number**.
c. New employees will receive a copy of this **Employee Handbook** on their first day. The receipt for the employee handbook must be signed and turned in to Human Resources within ten (10) working days. It is important that new employees read the handbook, as it will answer many questions about FAROF and its personnel policies.
d. New employees will be given their **Job Description** on their first day. The job description must be signed and turned in to Human Resources within ten (10) working days.
e. New employees will be given a blank **Personnel Data Sheet**, which must be completed and turned in to Human Resources within ten (10) working days.
f. Employees will be required to submit 2 passport photographs.
g. Employees will be required to sign the code of conduct/ethics.

2.4.2. FIRST WEEKS

a. The CEO should brief new employees on the organization, its vision, mission and values, history, staff, culture and major policies including security.
b. Administration, Finance and Human resources units should also make new employees fully aware of relevant policies and procedures within the office. All staff will be shown where relevant finance & administration policies can be found.
c. New employees will be given on-the-job training by their supervisor during the first weeks with FAROF. During this time employees will gain a full understanding of their job responsibilities and FAROF's expectations for the position. New employees should not hesitate to ask questions as supervisors are anxious to help new employees in any way possible.

2.5. JOB DESCRIPTION

Purpose: All staff should have a detailed job description which should include brief descriptions of the role's primary function, job responsibility and key working relationships.
Description: A job description describes the major areas of an employee's job or position. A good job description begins with a careful analysis of the important facts about the job – such as the tasks involved, the methods used to complete the tasks, the purpose and responsibilities of the job, the relationship of the job to other jobs, and the qualifications needed for the job. Realistically, jobs are always changing – due to personal growth, organizational development and/or the evolution or introduction of new technologies, processes and procedures.

2.5.1. PURPOSE OF JOB DESCRIPTION

When writing job descriptions, keep in mind that the job description serves as a major basis for outlining job training, employee development, performance evaluations and salary administration. Flexible job descriptions will encourage employees to grow within their positions and learn how to make larger contributions to FAROF.

2.5.2. APPLICABILITY

- A job description will be posted for advertising all vacant positions.
- A job description will be handed to new employees and discussed on their first day on the job.
- Job descriptions will have to be signed by both supervisor and concerned employee.
- A signed copy of the job description should be handed over to the concerned employee while another one will be kept in the employee's personnel file.

2.5.3. RESPONSIBILTY OF SUPERVISOR

When a new position is created, it is the responsibility of the Supervisor to prepare a job description and seek the approval of the CEO. In order to meet the various needs of the organization for job descriptions, Human Resources has developed a job description form that will be used to document all jobs within FAROF.

2.5.4. RESPONSIBILTY OF EMPLOYEE

Job descriptions should be updated regularly by the employee and his/her supervisor and all sections of the description should be personally discussed to ensure employee fully understands the document.

2.6. PROBATION PERIOD

Purpose: FAROF uses a probation period to evaluate employee capabilities, work habits and overall performance.

Description: The probation period is also intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Either the employee or FAROF may end the employment relationship at will, with a period of one week's notice or payment of one-week salary in lieu of notice, at any time during the probation period, with or without cause.

2.6.1. DURATION OF PROBATION PERIOD OF A NEW HIRE

All new and rehired employees will work on a probationary basis for six (6) months following their date of hire. Any significant absence will automatically extend an introductory period by one month. If FAROF determines that the designated probation period does not allow sufficient time to thoroughly evaluate the employee's performance, the probation period may be extended for a period not exceeding six weeks. It is the responsibility of a supervisor to document any performance gaps in support of a request for the extension of the probation period.

If however, after this period the employee's performance is still not considered satisfactory, then their employment will be terminated by giving one month notice by the end of the fifth month or one month's pay in lieu of notice.

2.6.2. CONFIRMATION OF EMPLOYMENT STATUS

A review shall be carried out at least two weeks prior to the end of probation period by the supervisor. If the performance is found up to the expectations of the organization then the employee's services are confirmed. Staff on probation or extended probation who do not receive any formal communication within two weeks after the end of the probationary period are deemed confirmed

2.6.3. TRANSFERRED & PROMOTED STAFF

An Employee once confirmed will not need a further probationary period when promoted or transferred within FAROF. If a transferred/promoted employee is not successful in their new position, Executive Management can decide to return the employee to their previous position or comparable job depending on the availability within the office.

2.7. NON-DISCLOSURE

Purpose: To provide guidelines for the disclosure of confidential information to staff and external parties.

Description: The inadvertent disclosure of confidential information could cost the organization financially through penalties and court cases. Therefore, the authorization of the CEO or delegate shall be obtained before any confidential information is disclosed to FAROF staff who are not concerned with the information, or to outside parties.

3. CONFIDENTIAL INFORMATION

Confidential information falls into two broad categories: personal and corporate

Personal records include any records that contain personally identifiable information about individual customers, donors, or employees

Confidential corporate records contain sensitive information that would compromise the organization if it were released (correspondence, agreements, contracts, financial planning, etc), and proprietary information that is developed and owned by FAROF or to which FAROF has exclusive rights (corporate strategies, intellectual property, competitive information, trade secrets, etc).

3.1. PROTECTION OF INFORMATION

The protection of confidential business and personnel information is vital to the interests and the success of FAROF. Such confidential information includes, but is not limited to, the following examples:

a. Compensation and benefits data
b. Research papers
c. Financial and bank account information
d. Pending projects and proposals
e. Information pertaining to pending legal cases
f. Personal information of staff members
g. Information on internal disciplinary actions or investigations.
h. Medical/health status of employees.

3.2. IMPROPER DISCLOSURE OF CONFIDENTIAL INFORMATION

Employees who improperly use or disclose confidential personnel or other business information will be subject to disciplinary action, up to and including dismissal, even if they do not actually benefit from the disclosed information.

3.2.1. REFERENCE CHECK INQUIRIES

The HR Officer, with approval from either the CEO or designate, will respond to all reference check inquiries from other employers. Response to such inquiries will confirm only dates of employment, wage rates, and position(s) held.

3.3. PERSONNEL RECORDS

Purpose: To ensure accurate and efficient employee record keeping in a confidential manner.
Description: FAROF maintains personnel records for all staff employed. The records include such information as the employee's job application, CV, and records of training, documentation of performance appraisals and other employment records. It also contains payroll transactions, changes and revisions. This file is maintained by the HR Department.

3.3.1. RATIONALE

Proper personnel record keeping is a requirement for employers for several reasons:

- It makes good business sense to have accurate information handy and organized when it is needed;
- Most employers will eventually encounter the need to produce documentation about employee performance and work history; and
- Some personnel records are required by governments and must be kept somewhere.

3.3.2. OWNERSHIP

- Any equipment provided to the employee remains the sole and exclusive property of FAROF, whether to take home or at office use remains the property of FAROF
- Personnel files and ownership of personnel files and their contents rests with FAROF. Information contain in the personnel files is strictly confidential and to a certain degree restricted.

3.3.3. ACCESS CONTROL

Personnel records must be kept in a secure location and they must not be left unattended even during the business day. Access to an employee's personnel files is provided to the CEO and whoever the CEO grants access. Employee's personnel records are provided to others only as may be required by law. Those granted access are responsible for handling and maintaining personnel files in a confidential manner.

3.4. RESTRICTED EMPLOYEE ACCESS

Employees may occasionally view their personnel files upon request and granted approval by the CEO, to confirm information in the file and identify any specific information, which is believed to be incorrect. Employees who wish to review their file should request approval from the CEO. With reasonable advance notice, employees may review their own personnel files in the presence of the HR Officer.

4. PER DIEM POLICY

Purpose: Per Diem is provided for all business travel, in order to offset the cost of meals and other non-reimbursable expenses incurred by FAROF employees while travelling on official business.
Description: All FAROF employees travelling for monitoring, evaluation, training and other program development activities and spending one or more nights outside of their duty region are eligible for per diem. Per-diem is paid to compensate for food costs incurred as a result of being away from home. The Per Diem allowance is not intended as an income supplement for employees.

4.1. GENERAL PROVISIONS

Employees are considered to be in travel when they are on official business and more than 1 hours away from their official duty station. Employees may be reimbursed for mileage cost of 125 kilometres of their official duty station. receipts are required to account for Per Diem costs.

4.1.1. ELIGIBILITY

All employees travelling within Nigeria and spending one or more nights outside their areas of operation are eligible for per diem. Staff travelling outside of Nigeria for FAROF business will apply the policy as it relates to FAROF international travel.

4.1.2. RATES

The current per diem rates are calculated in Kilometers (KM) and in some case a flat rate or taxis rate is used, based on the approval of Donors and the FAROF management. However, executive management can change the rates at its discretion and issue a circular to that effect and stating the effective date of the change. The same rates would be used as the basis for calculating per diem to be provided to partner staff that travel to any other location for the specific purpose of participating in an event or monitoring funded projects of FAROF.

4.2. EXCLUSIONS

In cases where FAROF or another entity in any fashion provides meals (as in the case during workshops, seminars etc.), the employee will not receive the commensurate portion of per diem for that day.

4.3. LODGING

Lodging will be paid by FAROF. Staff safety and security is a priority to FAROF so whenever possible FAROF will make prior arrangements for accommodation. FAROF will annually pre-select hotel vendors and negotiate and agree reasonable rates with them. Staff are encouraged to provide feedback to the business office whether or not the services provided by the hotels are satisfactory.

4.4. REQUESTING PER DIEM ADVANCE (TRAVEL ADVANCE REQUEST FORM)

In advance of travel, an employee must fill out a travel advance request form, which must be authorized by his/her supervisor, certified by the GCU and approved by the CEO. Additionally, a member of the finance team must certify that the employee does not have outstanding advances

Attachments

1. TRAVEL ADVANCE REQUEST FORM
2. TRIP PLAN
3. TRAINING PROFILE (IF TRAINING)
4. INVITATION LETTER (IF INVITED)
5. OTHERS e.g. e-mail correspondences

4.5. LIQUIDATING PER DIEM (TRAVEL EXPENSE VOUCHER)

Travel advances must be liquidated prior to receiving new advances and no later than five business days after returning from the trip. Upon return, the employee must fill out a Travel Expense Form (TEF).

a. If the travel advance exceeds the amount actually spent, the employee must reimburse the unspent balance within three days of returning from the trip.

b. If expenses exceed the travel advance received, the employee will be reimbursed for the over-expenditure.

c. Per Diem will not be advanced or reimbursed out of petty cash.

Attachments

1. TRAVEL EXPENSE FORM
2. TRIP REPORT
3. TRAINING REPORT
4. RECEIPTS

Kindly refer to the stand lone policy for detail on Travel Policy

5. INDENTITY CARDS

Purpose: To put into effect the issue and wearing of employee identity tags.

Description: FAROF will issue all employees with a Photo Identity Card within 5 business days of joining the organization.

1. All employees should carry their I.D. Card on them to their place of work, during work hours (in the office) and in the course of official travel.
2. At the time of cessation of service, employees are required to return their identity Card to the organization
3. In case of theft / loss of I. D. Cards, the employee will inform the HR Officer immediately. And obtain a police report and a court affidavit and submit to the HR Officer who will issue a duplicate I.D. card.

5.1. BUSINESS CARDS

Purpose: This policy regulates the eligibility and issuing of corporate business cards to FAROF staff.

Description: FAROF provides business cards to employees who interact regularly with partners, stakeholders and vendors. These cards are typically used during formal introduction as a convenience and memory aid.

1. ELIGIBILITY

All levels employees except vehicle operators are eligible for business cards.

2. FORMAT

The format of Business cards and all other use of the FAROF logo must adhere to the procedures laid down in the FAROF Identity Manual.

6. USE OF EQUIPMENT & VEHICLES

Purpose: This policy sets out guidelines on the proper use and operation of equipment and vehicles belonging to FAROF.

Description: Equipment essential in accomplishing job duties is often expensive and may be difficult to replace. When using equipment belonging to FAROF, employees are expected to exercise due care, and follow all operating instructions, safety standards, and guidelines.

6.1. OFFICE EQUIPMENT/PROPERTIES

a. Employees are required to notify their supervisor if any equipment, machines, or tools appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment used on the job.

b. The improper, careless, negligent, destructive, or unsafe use or operation of equipment can result in disciplinary action, up to and including dismissal.

c. All office equipment's, including those signed by employee for take home, should be handled with care and use **ONLY** for its intended function in FAROF's work-related activities, in no account should the Foundation's property be used for any other purpose other than the purpose it was assigned for, the use of FAROF's equipment and/or properties outside FAROF official works can result in disciplinary action, up to and including dismissal. If an employee feels the urgency to use FAROF property outside FAROF work, a consent must be received from the Head of Admin prior to the use of such property

6.2. VEHICLES

The following general safety precautions must be followed in the operation of organization vehicles and are more fully explained in the FAROF Vehicle Policy and Procedures guidelines.

a. All passengers must wear seatbelts at all times when riding in FAROF vehicles.

b. The speed limit for FAROF vehicles is 120 km/h on highways and the local established limits for cities, towns and villages and other settlements.

c. Driving under the influence of drugs or alcohol is strictly forbidden.

d. Driving after dark is not permitted outside urban centers.

e. The vehicle log book must be completed for all vehicular movement.

f. Vehicles are never to be driven outside city limits without prior authorization.

a. Driver Shall have a valid driver license (**Loss of License/Change in Status** Authorized drivers are prohibited from driving in connection with FAROF activities if their license is revoked, suspended or expired, or their driving privileges are otherwise restricted. Employees who drive in connection with official FAROF activities are required to report a change in driver's license status immediately to their supervisors. Non-employees must report

a change in driver's license status to the organization on whose behalf they are authorized to drive.

b. **No Admission of Liability**

The driver shall not jeopardize FAROF's position regarding its insurance by admitting fault or liability, nor shall any reimbursement or other payment be offered or made. The driver is expected to cooperate with any internal investigation of the accident.

c. **Seat Belt Requirement**

1. The driver, all passengers and all employee, must wear seat belts.
2. Organization driver's mode of dressing shall be well suited with tie and tagged with an ID Card.
3. Record of time and kilo meter KM of Vehicle before takeoff.
4. Record of time and KM of vehicle on arrival.
5. Record of destination and No vehicle is allowed to visit any other locations other than the location recorded at point of departure (Office).
6. Point of departure shall always be from the office, if during transit, item to be picked/purchase is unavailable at the point originally recorded in the office, then the office admin shall be notified before change of destination to other location to find product/item.
7. Drivers are not to exceed speed of 120Km/hr outside town and 60km/hr within town.
8. Receipt of any purchased items (fuel, spare parts, engine oil etc) shall be reported to the accountant, any item without receipt is termed invalid.
9. Careless driving or damage to Vehicle due to careless driving will not be accepted by the Organization as the penalty is severe.
10. Vehicle interior and exterior most be cleaned before usage and proper maintenance shall be observed. Fault caused to vehicle due to carelessness or ignorance will not be condoled.

d. **Information to Gather**

At the time of the accident, the driver must note the following information and give it to his or her supervisor:

- Nature and extent of the damage to vehicles and other property.
- Name and address of the legal owner of the other vehicle or vehicles, if any.
- Name, address, driver's license number and state, and date of birth of the driver of the other vehicle or vehicles, if any.
- License number make and model of the other vehicle or vehicles, if any.
- Name of the insurance company of any other driver or drivers, policy number and expiration date, and policy holder's name and address.
- Time, place and date of the accident.
- Names and addresses of anyone injured and description of injuries.
- Names and addresses of any passengers and other witnesses.

6.3. *PERSONAL USE OF VEHICLES*

Staff are not permitted to use FAROF vehicles except for business purposes.
Employees violating this policy will be subject to disciplinary action up to and including dismissal.

Detail of Vehicle Policy in Annexes E

7. SAFEGUARD OF EQUIPMENT

Purpose

The purpose of this policy is to ensure that all property maintained by FAROF is kept in the best possible working condition and to ensure proper use of such property and FAROF networks.
"Property," as the term is used in this policy, is defined as any piece of equipment, furnishing, vehicle, building or supply leased, owned, donated or otherwise in the custodial care of FAROF or any person acting as its agent.

7.1. The Use of FAROF's Property

No FAROF employee should expect any privacy on FAROF premises or when using FAROF property or networks, except that which is required by law.

General Guidelines on the Use of FAROF's Property

- All FAROF employees must maintain his or her work environment in an orderly fashion and follow all FAROF's rules to ensure its proper use and maintenance.
- Employee should ensure the safe guarding of FAROF properties at all time, failing to safeguard FAROF equipment or damage/lost to FAROF equipment/properties will lead to a disciplinary action
- notify The management within a 24hours period in the event of any damage, theft or other loss of FAROF's property
- .Any employee who is found to have neglected or misused FAROF's property will be subject to disciplinary action up to and including termination.
- If an employee's misuse of FAROF's property damages the property, FAROF reserves the right to require the employee to pay all or part of the cost to repair or replace the property.
- Misappropriation of FAROF property is grounds for immediate termination and possible criminal action.
- FAROF's property (including computers, pagers, telephones, cellphones, copiers, fax machines, Internet services and printers) is intended for business use only. Limited personal use as necessary is allowable under consent from the Managment but should be the exception and not the rule. FAROF reserves the right to discipline employees for excessive personal use of FAROF's property.

7.2. Use of FAROF's Vehicles

Any employee for whom driving is an essential job duty must be authorized and approved by the Admin department to drive FAROF's vehicles. It is the responsibility of the employee driver of FAROF vehicle to ensure that the vehicle is in full operational condition before each use. The employee driver will sign a vehicle log report noting any problems with, or damage to, the vehicle before each use. Should the employee return the vehicle to FAROF with damage to the vehicle, the vehicle log report

will be used as support evidence of the condition of the vehicle before it was used by the employee driver. Any vehicle found to be unsafe will be removed from the operational fleet until appropriate maintenance or repairs have occurred.

8. PERSONAL MAIL

Purpose: To provide guidelines for employees on channelling private mail through the office.
Description: Employees may receive their private mails through postal or courier services c/o FAROF. Such mail, however, may be opened by FAROF if it is not marked personal, as it is not always possible to determine from the envelope or cover whether the contents are personal or official.

8.1. RESPONSIBILTY

Staff must mark all personal mails as private & confidential in order to prevent such mail from being opened by FAROF.

8.2. INDEMINITY

FAROF accepts no responsibility for staff personal mail that is lost or misplaced.

9. CELLULAR PHONES & AIR TIME

Purpose: This policy explains the modalities for assigning cell phones to staff and determining the appropriate amount of air time assigned to various positions.
Description: FAROF provides a modest cell phone and/or air time on a monthly basis to assist staff in making work-related calls.

*9.1. E*LIGIBILITY

CEO, in consultation with the HODs, will decide which employee's duties and responsibilities require him/her to be in regular contact with partners, vendors and stakeholders.

9.2. APPROPRIATE AMOUNT

CEO, in consultation with the HODs, will determine the amount of air time an eligible employee is entitled to. The amount is a direct function of the extent of outside official contact deemed necessary by the organization.

9.3. VOLUNTEERS

Volunteers will be assigned tasks from time to time as deemed necessary by FAROF. FAROF will have a limited contract with volunteers and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employees of the organization, although stipends will be provided to volunteers, this will carter for both transportation and feeding.

They may be nominated to attend meetings/seminars or workshops on behalf of the organization and shall abide by whatever policies laid to this effect. Meet your direct supervisor for details.

10. CODE OF ETHICS

Purpose: FAROF's reputation is built upon the principles of fair dealing and ethical conduct of our employees. FAROF's reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.
Description: The continued success of FAROF is dependent upon the trust of partners, donors, vendors, beneficiary communities and of the government. FAROF is dedicated to preserving this trust. Employees are obliged, therefore, to act in a way that will merit the continued trust and confidence of the public.

10.1. APPLICABLE LAWS AND REGULATIONS

FAROF will comply with all applicable laws and regulations and expects its management, officers, and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.
It is prohibited for FAROF's employees to make "unofficial payments" or bribe in anyway anybody for the conduct of FAROF business.

10.2. ACCEPTABLE CONDUCT

In general, the use of good judgment, based on high ethical principles, will guide employees with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with the employee's immediate supervisor. If necessary, the matter may be referred to the CEO for advice and consultation.

10.3. FAROF VALUES BASED BEHAVIOUR

Employees must:

a) Demonstrate honesty in their behavior and actions.
b) Avoid conflicts of interest and identify situations where they may occur.
c) Expect honesty from partners, suppliers and others that FAROF works with.
d) Take responsibility for actions and resources entrusted to them and ensure that resources entrusted to them are allocated and used justly and equitably to achieve FAROF's mission.
e) Take responsibility for his/her actions and accepts consequences of his/her actions.
f) Act as good steward of human, financial and material resources.

11. CONFLICT OF INTEREST

Purpose: No employee shall take any action or make any statement intended to influence the action of another, including donor's and beneficiaries, to benefit the private interest of the employee or the employee's family members, rather than the interest of the organization.
Description: Although, FAROF recognizes and respects the right of employees to take part in activities outside their jobs, those activities must be lawful and free of conflicts with their responsibilities as FAROF employees. Employees must not misuse FAROF resources or influence, or discredit FAROF' good name and reputation.

11.1. DEFINITION OF CONFLICT OF INTERESTS

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative or associate as a result of FAROF's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage. An associate is any person with whom the employee has a close relationship through some outside affiliation, whether civic, religious, or otherwise.

11.2. INFLUENCE ON TRANSACTION

No presumption of guilt is created by the mere existence of a relationship with outside interests. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they immediately disclose in writing to the CEO of FAROF the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

11.3. PERSONAL GAIN

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which FAROF does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving FAROF. Failure to fully disclose any relationships, which may constitute a conflict of interest, may result in disciplinary action including termination.

11.4. EXAMPLES OF CONFLICT OF INTEREST

a. Receiving of Gifts

i. No employee may solicit or accept, directly or indirectly, any gift, gratuity or favour.

ii. All offers of donations to FAROF must be directed to the CEO, who will accept on behalf of the organization.

b. Purchasing Power

No employee will use the buying power or duty-free privileges of FAROF to acquire goods or services for the benefit of the employee or his/her family members.

c. Procurement

No employee shall authorize for use by FAROF any product or service furnished by a firm in which the employee or the employee's immediate family members has a financial interest. Such decisions should be referred to the interested employee's supervisor.

d. Banking

Employee shall not use FAROF' name on any, or for any, personal banking accounts.

e. Reimbursements

No employee may authorize their own reimbursements for expenses.

f. Non-compete

No employee may provide services for compensation to any organization engaged in similar activities as FAROF, except with prior authorization by the CEO.

g. Consultancy

Consultancy provided to FAROF by staff, is not permitted while in the employment of FAROF irrespective of whether it is done outside official working hours, or during their annual leave.

h. Gifts/Loans

Throughout the year, vendors, associates, partners and others may give gifts to the organization, departments or individuals. Grant funds cannot be used for procuring gifts of any kind and such items are unallowable cost. While this practice of giving gifts is not encouraged, these gifts can be accepted under the following conditions:

- Any gift received should always be treated as a gift to the organization and not to the individual. As such departments and the organization should find appropriate and just means to share the gift with all staff.
- No gift may be accepted if there is any possibility that it could be perceived to have influence on any type of professional, programmatic, management or purchasing decisions made by the organization.
- The practice of providing gifts should never be encouraged and only those that are modest may be accepted.
- No employee should avail of personal loans from FAROF partners,
- Making a promotion decision about a spouse or relative is not permitted.
- Buying equipment from suppliers for personal use at high discounts in name of FAROF is not allowed.

Any questions about these procedures or the possible appearance of impropriety should be referred to the CEO.

12. SEXUAL HARASSMENT

Purpose: FAROF is committed to ensuring that employees are provided a work environment free from all forms of discrimination, including sexual discrimination.
Description: All employees must refrain from sexual harassment of other employees, partners, project participants/beneficiaries and clients and business visitors.

12.1. DEFINITION

Sexual harassment is defined as:

- Unwelcome sexual advances
- Requests for sexual favors and/or other verbal or physical conduct of sexual nature where submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- Using the acceptance or rejection of sexual advances as a basis for employment decisions concerning the individual.
- Or any such conduct with the purpose or effect of unreasonably interfering with an individual's work performance; or creating an intimidating or hostile environment.

12.2. FILING OF COMPLAINT FOR SEXUAL HARASSMENT

If an employee feels s/he has been subjected to sexual harassment by anyone in the workplace, s/he should immediately inform the Head of Department or another member of the Executive Management Team. The complaint will be investigated immediately by a team appointed by the CEO and confidentiality will be maintained to the degree feasible.
Employees proven to have made false or bad faith claims will be subject to disciplinary actions.

12.3. CORRECTIVE ACTION

If a sexual harassment complaint is found to be valid, immediate and appropriate corrective action will be taken. The employee who has violated this policy will be subject to discipline up to and including dismissal.

12.4. CONFIDENTIALITY AND RETALIATION

It is FAROF's intention that any reporting employee or employee participating in the investigation of a sexual harassment complaint will not be retaliated against in any way. All complaints will be investigated immediately, and confidentiality will be maintained to the degree feasible. Employment status will not be jeopardized for filing a good faith complaint.

13. PROTECTION OF CHILDREN AND YOUNG PEOPLE FROM ABUSE AND SEXUAL EXPLOITATION

Purpose: FAROF strongly condemns all kinds of child abuse and sexual exploitation, especially towards project beneficiaries.

Description: Abuse and sexual exploitation of a child constitutes acts of gross misconduct and is grounds for dismissal. Additionally, FAROF shall report all acts of child abuse or sexual exploitation to the appropriate authorities.

13.1. PROHIBITION

a. Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes exchange of assistance that is due to beneficiaries.

b. Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of maturity or age of consent locally. Mistaken belief in the age of a child shall not be an excuse.

c. FAROF employees may not engage in any form of unlawful harassment, discrimination, physical or verbal abuse, intimidation, favoritism or exploitative sexual relations. Sexual relations between workers and beneficiaries are strongly discouraged

d. Sexual exploitation may include non-contact activities such as showing pornography to children or certain internet-based activity.

13.2. REPORTING CONCERNS REGARDING SEXUAL EXPLOITATION OF CHILDREN

Where a FAROF employee develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same organization or not, s/he must report such concerns to the FAROF CEO or Human Resources at FAROF headquarters, and to local legal authorities, where appropriate.

13.3. BEHAVIOUR

FAROF employees are expected to behave in accordance with FAROF values and create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of the code of conduct described below

13.4. CODE OF CONDUCT

All FAROF employees must sign a Code of Conduct. A copy of the signed Code of Conduct shall be kept in the employee's personnel file.

14. ALCOHOL AND DRUG-FREE WORKPLACE

Purpose: FAROF is committed to providing employees with a work environment that is free of the problems associated with the use and unlawful possession of controlled substances or alcohol.

Description: An employee, who has an addiction to, dependence upon, or problem with drugs or alcohol, is encouraged to seek assistance by writing in confidence to or asking for a personal appointment with the CEO. The CEO or such other person as they may specifically designate will provide the employee with information regarding local hospitals and community organizations offering drug treatment programs.

14.1.1. PROHIBITION OF ILLEGAL DRUGS

a. The unlawful use, sale, possession, distribution, dispensation, formulation, manufacture, or transfer to any illegal drugs on organization property, in organization vehicles or on other work sites where employees may be assigned during work hours is strictly prohibited.

b. Further prohibited is the use, sale, possession, distribution, dispensation, formulation, manufacture, or transfer to any illegal drugs on non-working time to the extent such use impairs an employee's ability to perform his/her job or affects the reputation of the agency to the general public or threatens its integrity.

c. The use, sale, possession, distribution, dispensation, formulation, manufacture, or transfer of alcohol on organization property, in organization vehicles or on other work sites where employees may be assigned during work hours is strictly prohibited. Further prohibited is the reporting to work under the influence of alcohol.

14.1.1.1. VIOLATION

All employees are required to fully comply with the provisions of this policy. Employees violating this policy will be subject to disciplinary action, up to and including dismissal.

14.1.1.2. DRUG TESTING

FAROF reserves the right to require drug testing upon reasonable suspicion of an employee's use or abuse of a controlled substance in violation of this Policy. Testing will be done by a certified laboratory in conformance with all applicable laws. An employee's failure or refusal to cooperate with requested testing for drugs can result in termination.

The results of all drug screenings will be confidential (i.e., made available only to those with a legitimate, job-related "need to know" or as required by law).

Employees may be required to successfully complete an appropriate substance abuse rehabilitation program as a condition of continued employment. Failure or refusal to do so is grounds for disciplinary action up to and including termination.

14.2. HIV POLICY

The organization gives attention to the accommodation of HIV/AIDS and other debilitating illnesses in the workplace. The aim of FAROF is to create a work environment in which staff members feel comfortable, supported, and capable in addressing their needs.

With respect to HIV/AIDS in the workplace, FAROF must adhere to the following practices and procedures:

- FAROF will in no way discriminate against those affected by HIV/AIDS.
- FAROF guarantees to all employees that job access, promotion, security, compensation, and opportunities for training will not be influenced by an individual's HIV-status.
- FAROF will prohibit harassment of employees living with HIV/AIDS.
- FAROF will protect employees living with HIV/AIDS from stigmatization and discrimination in the workplace.
- FAROF will guard the confidentiality of all FAROF employees living with HIV/AIDS. Under no circumstances will an employee's health status, including HIV-status, be revealed to a third party without the employee's written consent. An FAROF employee is under no obligation to discuss or disclose his/her condition to a manager or other FAROF employee. However, to receive HIV/AIDS care and treatment benefits, an employee should inform the CEO or other appointed point person that he/she would like to avail him or herself of these benefits. This information must be kept confidential and be only disclosed with the employee's written consent to appropriate parties/organizations to enable access to the needed care package.
- FAROF does not require HIV testing for current employees or job applicants. However, FAROF encourages employees to seek voluntary HIV counselling and testing for their own welfare and the welfare of their loved ones.

15. ATTENDANCE AND PUNCTUALITY

Purpose: Each employee's position and work are important to FAROF.
Description: It is essential that employees report for work each work day and arrive and depart on time for FAROF to run in an efficient manner.

15.1. ATTENDANCE

a. The employee must attend work every working day except on leave.
b. If an employee is going to be absent from work for a bona fide reason, the employee must contact his or her supervisor or the HR officer within one hour of office opening. If absenteeism will result in scheduling or staffing problems, supervisors must be notified prior to the normal work shift. Failure to report illness will be considered leave without pay.
c. If an employee is absent for a period exceeding five (5) working days without contacting his or her supervisor, it will be considered a voluntary resignation.
d. Employees who cannot attend work with the regularity required to sustain smooth and efficient operations may be subject to disciplinary action up to and including termination.

15.2. PUNCTUALITY

a. Although individual schedules may vary, all employees independent of position must be at their work area on time, ready to work. When an employee arrives to work late, he or she shall make up time missed by working later. All employees must work 9 hours a day from 8.00am- 5.00pm, Monday to Friday with one-hour break for meals to be taken from 12.00 noon.
b. Employees whose consistent tardiness adversely affects smooth and efficient operations may be subject to disciplinary action up to and including dismissal.

15.3. OVERTIME

When operating requirements or other needs cannot be met during regular working hours, employees will be expected to work overtime. All overtime work must receive the supervisor's prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work. Overtime compensation is paid only to Vehicle operators. The overtime rate is N485.00 per hour and if the overtime is taken on a non- working day, it is taken as 8 hours work. However, where per-diem is paid for travels on non -working days, no overtime will be claimed.

16. STAFF DUTIES & EXPECTATIONS

Purpose: How we do our work should reflect our identity as a result-based organization.
Description: Each employee is responsible for the responsibilities listed on their job description. However, to reflect our identity as a result-based organization, FAROF also prescribes certain general behaviours expected of every FAROF employee.

16.1. DUTIES AND EXPECTATIONS

a) To perform in person the jobs specified in their job description and performance plans.

b) To follow instructions given based on the terms of employment.

c) To handle with due care all instruments and tools entrusted to them for work.

d) To report for work always in a fit mental and physical state.

e) To give proper aid when an accident occurs, or an imminent danger threatens life or property in their place of work without endangering their own safety and health

f) Not to engage in purchases from business in which they or other FAROF staff have direct financial interest.

g) Not to actively engage in party politics whilst representing FAROF.

h) To show acceptable and disciplined conduct during interactions with partner organizations and the community.

i) Not to intentionally commit in the workplace any act which endangers life or property.

j) Not to take away property from the workplace without due authorization

k) Not to be repeatedly late for work.

l) Not to be absent from work without permission and outside the rules of the organization.

m) Not to create or engage in fights in the workplace.

n) Not to accept gifts of remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty.

o) Not to use information known to them by reason of their official position to their private advantage.

p) To keep confidential information in line with contractual terms.

16.2. PERSONAL APPEARANCE

Purpose: To maintain a professional and respectful work environment by ensuring clear standards for personal appearance, the following guidance on dress has been established**.**
Description: Because of the highly visible and public nature of FAROF's work around the country, employees are encouraged to maintain a neat, clean and professional appearance and to conform to the standards of business attire most common to the location of their job and site assignment.

16.2.1. INNAPPROPRIATE ATTIRE

As a general reference, the following are considered inappropriate attire for the office:
- Torn jeans
- Plastic flip flops
- Sweat pants/track suits
- Shorts
- Tank or halter tops
- Sleeveless T Shirts

16.2.2. CASUAL DAY

Friday is designated as a day for more casual attire, however, the above guidelines on what is inappropriate still apply and the employees must still maintain a neat and clean appearance.

16.2.3. RESPONSIBILITY

When an employee reports to work in inappropriate attire, it is the supervisor's responsibility to address the issue.

17. PROBLEM RESOLUTION

Purpose: This policy provides employees with an opportunity to present their complaints and to appeal decisions by management through a formal complaint procedure.
Description: FAROF is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem,

complaint, suggestion, or question receives a timely response from FAROF supervisors and management.
Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment and helps to ensure everyone's job security.

17.1. TREATMENT FOR EMPLOYEES

FAROF strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism.

17.2. DISAGREEMENT WITH ESTABLISHED RULE

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure described below. No employee will be penalized, formally or informally, for voicing a compliant with FAROF in a reasonable, business-like manner, or for using this problem resolution procedure.

17.3. PROBLEM RESOLUTION PROCEDURE

If a situation occurs when an employee believes that a condition of employment or a decision affecting him or her is unjust or inequitable, the employee is encouraged to make use of the following steps. The employee may discontinue the procedure at any step.
a. Employee presents problem (in writing) to immediate supervisor after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to the HR Officer or any other member of management.
b. Supervisor responds to problem during discussion or after consulting with appropriate management, when necessary. Supervisor documents discussion.
c. Employee presents problem to CEO if problem is unresolved within ten (10) days of presenting problem to the supervisor.
d. CEO counsels and advises employee, assists in putting problem in writing, visits with employee's manager(s), if necessary.
e. The CEO will inform the HR Officer of the final decision which will then be communicated to the employee. A copy of the written decision will be placed in the employee's file.

17.4. CONFIDENTIALITY

Information gathered through the complaint process must be treated in a discreet and confidential manner by all parties involved. Documentation related to a complaint will be maintained separate from the personnel files.

18. WHISTLEBLOWER (ANTI-CORRUPTION)

Purpose: This policy governs the reporting and investigation of allegations of suspected financial and/or fraudulent misconduct and the procedures for investigating such complaints. Complaints may be made directly to supervisors or by using an anonymous reporting system as described below.

Description: Consistent with FAROF' Guiding Principles, all employees are responsible for the good stewardship of all FAROF resources, including public and private support, which enables FAROF to continue its mission. The organization's internal controls and operating procedures are intended to detect, prevent and deter improper activities and misuses of those resources. However, intentional and unintentional violations of these internal controls and operating procedures and/or of laws and regulations can occur in any organization. All members of the FAROF community are encouraged to report suspected financial and accounting misconduct and/or fraudulent activity in accordance with this policy. FAROF will investigate allegations of misconduct and protect those individuals who in good faith report such allegations. FAROF who is currently a registered entity with the EFCC (SCUM Certificate) to report misappropriation of funds.

18.1. SCOPE

a) Accounting and Auditing Matters, including;

i. Fraud or deliberate error in the preparation, evaluation, review or audit of any financial statement of the organization

ii. Fraud or deliberate error in the recording and maintaining of financial records

iii. Deficiencies in compliance with the organization's internal accounting controls

iv. Misrepresentation or false statements to or by a senior officer, employee or accountant regarding a matter contained in financial records, financial reports or audit reports

v. Deviations from full and fair reporting of the organization's financial position

vi. Any fraud or violation of law relating to acts of financial misconduct

b) Embezzlement/Fraud (to appropriate improperly for one's own use money or property, including the misapplication of funds, mishandling of cash and bookkeeping errors)

c) Falsification of Contracts, Reports or Records (including altering, fabricating, falsifying, or forging all or any parts of a document, contract, or record.

d) Improper Supplier or Contractor Activity (including and improper negotiation or diversion or illegal activity with respect to supplier or contractor awards)

e) Theft

f) Partners' Inappropriate Use of Resources (including use of organization's or donated resources such as cash, food, commodities, materials for purposes other than those for which they have been intended.)

g) Other illegal or criminal use of organization property or assets.

h) Kickbacks, bribery or the pay or giving of anything of value to a government official directly or indirectly for the purpose of securing an improper advantage.

18.2. PROCEDURES FOR RECEIVING COMPLAINTS

a) Anonymous Reporting:

Employees with concerns or complaints regarding the above matters may report such concerns or complaints anonymously through the following platforms: send an SMS as Anonymous to 07081333335 or send an email to whistle@farof.org

b) Complaints to Supervisors:

Employees may also report concerns or complaints to a supervisor. In such cases, the supervisor shall immediately report the matter to the CEO. The CEO shall follow the procedures outlined below. Supervisors shall ensure that employees are not discharged, demoted, suspended, threatened, harassed, discriminated or otherwise retaliated against for the making of a report in good faith under this policy.

18.3. PROCEDURE FOR HANDLING COMPLAINTS

a) Receipt of Complaint.
Upon receipt of a complaint, the CEO shall acknowledge receipt of the complaint to the sender where possible and shall develop a strategy for the investigation of the complaint in consultation members of executive management, In-house Counsel and others as appropriate.
b) Confidentiality and Non-Retaliation:
To the fullest extent possible, a complainant's identity will be kept confidential. It is against the policy of FAROF for any employee, officer or director to discharge, demote, suspend, threaten, harass or discriminate against any individual for making a report in good faith under this policy. Any such retaliation or harassment may subject an employee to disciplinary action up to and including discharge. Reports shall be deemed made in good faith if the individual had reasonable grounds to believe or suspect misconduct, even if the belief or suspicion later proves to be unsubstantiated.
c) Reporting and Record Retention
Compliance will maintain a record of all complaints covered by this policy and shall prepare a periodic report to the Board of such matters. Copies of all complaints and investigation records will be maintained in accordance with the organization's document retention policy. In addition, during or in reasonable anticipation of an investigation under this policy or by government authorities, no FAROF employee shall destroy, alter, conceal or remove any records, documents or other potentially relevant evidence, nor shall any FAROF employee otherwise obstruct any such investigation.
d) Consequences:
Anyone filing a complaint governing a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense. Whistle blowers will be protected from retribution

Kindly refer to the Foundation's standalone Whistle blowing policy

19. SAFETY THROUGH TEAMWORK

Purpose: FAROF accepts responsibility for providing staff with a safe working environment and expects all staff to take responsibility for performing their work in accordance with safety standards and practices.
Description: Staff safety is a high priority at FAROF. Safety will only be achieved through teamwork in the organization. All staff must join together in promoting safety and taking every reasonable measure to ensure safe working conditions exist throughout the organization.

19.1. RESPONSIBILITY FOR SAFETY

Everyone is responsible for safety. When an employee notices an unsafe condition, he or she is required to report the condition to his or her supervisor or the Admin Officer. Immediate corrective action must be taken by the Admin Officer.

19.2. ACCIDENTS

Employees are required to report in writing any injury received at work to their supervisor immediately, even if it appears to be minor, and explain how the injury occurred.

19.3. SAFETY PROCEDURES

An unsafe worker is a danger to the worker and fellow employees. Attention to all safety procedures is essential, not only to prevent injury, which is paramount, but also to protect property and the tremendous investment that it represents:
Each employee is responsible for safety. To accomplish this, every employee shall:
a. Know and apply safety procedures at all times.
b. Know the locations, contents and use of first aid and fire alarms
c. Understand his/her job fully
d. Seek guidance from your supervisor when unfamiliar conditions are encountered.
e. Report any accident or near accident to his/her supervisor promptly.

19.4. VIOLATION OF SAFETY PROCEDURE

Violation of a safety procedure is in itself an unsafe act. A violation will be grounds for disciplinary action, the extent of which will be determined by the nature of the violation.

20. VISITORS IN THE WORKPLACE

Purpose: To provide for the safety and security of employees and the facilities at FAROF, only authorized visitors are allowed in the workplace.
Description: FAROF office is a workplace and hence visitations by family, friends or children that affect the productivity of an employee or her/his colleagues are discouraged.

20.1. AUTHORISED PERSONS

All visitors should enter FAROF at the reception area. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

20.2. CHILDREN VISITORS

Children visiting the office must always be accompanied by an adult. Except under exceptional circumstances, children may not accompany their parents to work. It is the responsibility of staff to make alternative child care arrangements for the day, such as using their leave or finding care through friends and family. The employee should come prepared to complete the time sensitive task and leave upon its completion.

20.3. SECURITY TAG

Visitors after making an entry in the register kept with the security guard would be issued with visitor pass by the security guard and the visitor should be displaying the same pass for the entire time that he is in the office premises. The same should be returned back to the security guard. HR is responsible for monitoring the visitor pass.

20.4. UNAUTHORISED PERSONS

Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances. If an unauthorized individual is observed on FAROF's premises, employees should immediately notify the security personnel on duty, their supervisor or, if necessary, direct the individual to the reception area.

20.5. RESPONSIBILTY OF STAFF & SUPERVISORS

Whenever possible, staff should arrange to meet any personal visitors in the lobby rather than at their desk. However, the organization understands that from time to time employees may want to have personal visitors during FAROF work time such as family members to see where they work and meet their colleagues or for some emergencies.
Employees should keep such visitations to a minimum and should plan visits to occur during break and lunch times.
Supervisors should address if and when work is deemed to be affected by excessive visitations.

21. MEDIA RELATIONS

Purpose: This policy seeks to inform staff on the modalities for dealing with media representatives.
Description: Communication with news reporters and other journalists is at times sensitive in nature. Therefore, only the CEO or his/her designate may authorize staff contact with the media.

21.1. MEDIA REQUESTS FOR INFORMATION.

Any telephone calls or visits from members of the media must be directed to the CEO or designate. Employees may not discuss any organization related matters with the media without prior approval of the CEO or designate.

21.2. PROMOTION OF MISSION AND ACTIVITIES OF FAROF

All staff will promote the mission, work and activities of FAROF in a professional and positive manner with all media, clients and the general public at all times.

21.3. REMOTE WORKING AND/OR SOCIAL DISTANCING

Staff are permitted to work from an alternative workplace including home if their office workplace is uninhabitable and prior approval has been sought from the manager. In an infectious disease emergency, working remotely and/or practising social distancing should occur. Social distancing involves minimizing contact with others and avoiding crowded places and large gatherings of people, whether in internal or external spaces. It is recommended that a distance of at least one meter should be maintained between persons wherever practical; however larger distances are more effective. Visiting or other contact with unwell people should be avoided wherever practicable.

22. PERFORMANCE MANAGEMENT

Purpose: As an organization created to serve others, FAROF requires a performance management system that focuses on performance to achieve its mission, on fairness to respect the dignity of all employees, on employee development to build skills and behaviors, on empowerment to create strong employee commitment, and on behaviors consistent with organization values. Overall, the performance management system seeks to respect the dignity of each individual while focusing employee talents, skills, and behaviors on achieving results.
Description: The FAROF Performance Management System has five parts: performance plan, employee development plan, coaching, appraisal, and rewards/recognition. The FAROF Performance Management System emphasizes achieving results, developing staff, supporting achievement of results, acting in accordance with FAROF values-based behaviors, evaluating performance carefully, and rewarding performance.

22.1. PERFORMANCE PLANNING

Performance Planning is a joint effort between an employee and their supervisor to;
Determine annual individual results-based objectives based on the organization's program, or departmental needs;

- Discuss the knowledge, skills and behaviors required to excel in the job; and
- Review behaviors that demonstrate FAROF' values.

Each employee and their supervisor must identify up to five results-based performance objectives on the FAROF Planning and Development Form. Those results-based objectives must be aligned with the departmental and the organization program needs.

22.2. DEVELOPMENT PLANS

The development of FAROF staff is an organization value, rooted in the organization's vision and mission. Development plans are mainly done as part of the performance planning process. It is an ongoing process of identifying gaps in performance and building new skills throughout the year. Employees and their supervisors complete the Development section of the FAROF Planning and Development Form at the beginning of the assessment year. This form lists career interests, the training needs for the short and long term, as well as the learning/development plans for the year.

22.2.1. COACHING SESSIONS

Coaching sessions are opportunities to monitor employee development plans and performance plans. They are also opportunities to affirm good performance and to identify potential performance problems. Moreover, coaching sessions can examine how learning is being applied to work, and if a mentoring relationship would be helpful.

22.2.2. PERFORMANCE ASSESSMENT

For all regular employees, their performance is evaluated according to an ongoing 12-month cycle, which starts at the end of each fiscal year. All employees will have a review at this date, regardless of start date to get all employees within this cycle.
Performance assessment does the following:

- Provides direct feedback on performance so that the employee can maximize strengths and address performance gaps.
- Allows the supervisor and staff to exchange perspectives on the role and performance.
- Provides input to the merit increase.

Formal performance assessments are conducted at the end of probation period for new employees, the first 6 months for all and September 30, for all other staff. The process includes a self-assessment by the employee, an assessment by the supervisor and a review by the second level supervisor. Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. After the probationary period, a new employee and his/her supervisor must discuss the job responsibilities, standards and performance requirements of the position (although it is encouraged that quarterly informal discussions take place to ensure the probationer is on the right track). These discussions give new employees the opportunity to discuss job tasks, and to identify and correct weaknesses, encourage and recognize strengths and discuss positive purposeful approaches for meeting set goals.

22.3. APPLICABILITY

Every FAROF employee must have a performance plan and an employee development plan by the end of the first month of joining FAROF. Any current FAROF employee who takes a new job with a new supervisor should also have a new employee development plan and performance plan one month after taking the new job. Every FAROF employee who reports to a supervisor for at least three months of the fiscal year should have a performance appraisal done. For example, if an employee begins employment with FAROF on 1 July, that employee would have a performance appraisal that would examine performance during July, August and September. If a supervisor takes a new position and has

new employees to supervise, the supervisor must, before taking the new job, complete a performance appraisal for every employee that s/he supervised for at least three months sometime between 1 January and 31 December. This means that an employee may receive more than one appraisal during the year if the employee had more than one supervisor during the year.

22.4. RESPONSIBILTY OF EMPLOYEE

Most parts of the performance management system require the employee to initiate action. For example, the employee prepares the first draft of the performance plan and employee development plan. The employee is responsible for scheduling the coaching session. Also, for the performance appraisal, the employee must do a written self-appraisal on the FAROF Performance Plan/Assessment form.

22.5. MERIT INCREASES

The overall rating on the performance assessment informs later decisions about merit increases. The overall organization financial situation determines if merit increases are given and what the range of those increases, if given, might be. Each year, Human Resources will issue a procedures memo about merit increases once the Executive decisions about availability of funding for merit increases is made.

22.6. TIME FRAME

The FAROF Performance Management System operates on the FAROF fiscal year, 1 January to 31 December. During that year, there are the following standard deadlines:
31 January - Deadline for completion of performance plans and employee development plans
31 May - Deadline for completion of first coaching session
30 September - Deadline for completion of second coaching session
15 December - Deadline for completion of performance appraisal
Jan-March - Merit increases given (dates for staff increases may vary) pending organization financial situation.

23. TRAINING AND DEVELOPMENT

Purpose: FAROF recognizes a responsibility to enhance the employee's opportunity to develop skills and abilities for full performance within the position and for career advancement within the organization. Both the head of department and the Human Resources Office have a responsibility to assist in the professional development of employees.

Description:

1. The head of department initiates the professional development process with the use of an employee's performance appraisal. Through the Performance Evaluation (PE) system, an assessment is made of the training and development needs of the department and its employees.
2. HRT&D assists in the professional development process by evaluating the recommendations of departments as well as overall learning skill and institute needs by:

   a. Developing and presenting training courses, and
   b. Offering training material and advice as to applicable methods for achieving training objectives.
3. The following training is mandatory for the designated groups(s) of employees:
   a. Any regular staff employee with a full time equivalent (FTE) of 0.5 or greater shall attend new employee orientation within 30 calendar days after his/her first date of employment.
   b. Note: If an employee separates and returns to regular employment within one year, the employee will not be required to attend new employee orientation. Employees who separate and return to regular employment in over one year are required to attend new employee orientation.
   c. All newly hired or promoted supervisory employees shall complete a supervisory training program, within 180 days of supervisory assignment.

23.1. Procedures

FAROF assist employees in achieving training objectives. However, ultimate responsibility for development and training resides with the employee.

1. Department heads are encouraged to recommend to HRT&D any training and development which would benefit the department or employee. Department and division heads are also encouraged to develop departmental or divisional staff development programs specific to the needs of the department or division.
2. HRT&D continuously evaluates recommendations and overall University needs and establishes training programs as possible to meet those needs.
3. Scheduled training programs for employees are announced through bulletins distributed to all department heads, designated web sites and University publications.
4. Upon approval of the department head, an employee may attend a training program conducted by HRT&D or other designated providers. An employee
   a. May request nomination/registration or to be nominated/registered for training programs;
   b. May attend training as paid working time if either he or she registers, or is nominated for, training for departmental related objectives; and
   c. May attend as paid working time at the department head's discretion if he or she registers, or is nominated for, training for personal objectives. If paid time is not authorized, the employee shall be notified of that fact by the department head prior to the beginning of the training program.
5. HRT&D is responsible for maintaining a record of employees who complete their training courses within the system of record. Upon completion of HRT&D sponsored certificate training, HRT&D is responsible for forwarding the record of completion to the Human Resources Office of Employee Records.
6. If a department's training needs cannot be met by HRT&D, a referral of the request may be made to appropriate resources and advice given to the department head concerning alternatives.
7. Bond

As part of the staff and FAROF_development activities, FAROF may at times decide to send a designated staff person for trainings and/or further studies both abroad as well as at local level. NGO will bear the full/partial costs of the trainings/studies for this. However, the designated staff sponsored for the trainings/studies is required to sign a bond with FAROF that requires him/her to complete the full tenure of working with the organization.

24. PROMOTION, TRANSFER OR DEMOTION

Purpose: The purpose of this policy is to achieve optimum utilization of a staff member's skills and talents by agreement to employ the person in a more advantageous work situation through promotion, transfer, or demotion, and to enhance the career advancement of staff members.

Description: FAROF encourages the policy of open promotion, transfer, reclassification and demotion of individuals to staff positions on the basis of qualifications and suitability without regard to race, tribe, sex, age, colour, religion, national origin, handicap, or disability status. It is the policy of FAROF to fill staff positions with the best qualified and best suited candidates either by promoting, transferring or demoting an employee or by hiring from outside FAROF.

Definition:

a. Promotion: The permanent movement of a staff member from a position in one job grade to a position in another job grade of increased responsibility or complexity of duties and in a higher salary range.

b. Transfer: The permanent lateral movement of a staff member from one position to another position in the same or another department assigned to the same salary grade.

c. Demotion: The permanent movement of a staff member from one position in one job grade to a position in another job grade of decreased responsibility or complexity of duties and in a lower salary range.

d. Reclassification: The permanent movement of a position's title and/or salary grade assignment. Reclassification may result in a promotion, transfer, or demotion of an employee.

24.1. PROMOTIONS AND TRANSFERS

A Head of Department may recommend the promotion or transfer of a qualified staff member in his/her department to a vacant position within his/her department, without posting of the vacancy on the notice board; however, all staff members of the department must be made aware of the vacant position and be given consideration. The CEO will approve all promotions or transfers.

24.1.1. DEMOTIONS

A Head of Department may also recommend the demotion of a recently promoted or transferred staff who does not succeed in the new position by reassigning him/her to another position, or by reclassifying the staff member's grade, to a level at which he/she will be able to meet performance requirements. A demotion may also be used to apply a disciplinary action for misconduct, or for other reasons. A staff member may request a demotion to start training in another occupation, to continue employment when a layoff is imminent, or for other reasons. The CEO or delegate will approve all demotions.

24.1.2. PROMOTION AND TRANSFER OPPORTUNITIES

The purpose of the Promotion and Transfer Opportunities policy is to enhance the career advancement opportunities of staff members by providing each staff member the opportunity to apply and receive consideration for a promotion or transfer.

a. A notice of all job vacancies will be posted on the office notice boards or email for a period of one week by the HR Officer. A staff member who wishes to apply for one of these vacant positions must do so through the HR Department.

b. Staff members who meet the following requirements may make application and be considered for a promotion or transfer to a vacant position through a transparent selection process:

(i) Meets the minimum qualifications for the job or has clearly demonstrated the ability to perform the job.

(ii) Has been employed in his/her current position for a minimum period of twelve (12) consecutive months (the CEO may approve exceptions to this provision, particularly if a staff member is being forced to seek another job due to circumstances beyond his/her control or if an internal departmental promotion or transfer is involved). In the event the CEO approves a promotion or transfer prior to completion of the 3 months probationary period and the staff member is hired into a new position, a new 3 months probationary period is established.

(iii) Has a satisfactory record of performance in his/her current position.

c. A staff member's expressed interest in a position will not jeopardize his/her current position or future opportunities.

d. A staff member who makes application for a promotion or transfer may be required to take job-specific testing.

e. A staff member is not required to notify his/her present supervisor when applying for a vacant position or transfer; however, the staff member must have the approval of his/her present supervisor if he/she schedules appointments, interviews, etc. during regular work hours. Such scheduling should be at a time when it will cause the least disruption of work and may be limited to a reasonable number of interviews by his/her supervisor. Time that is approved by the supervisor for interviews is not docked or otherwise charged against accrued leave.

f. A supervisor may not limit the number of interviews scheduled outside of the regular work schedule of the staff member.

g. The effective date of a promotion or transfer will be determined jointly by the two departments involved. Normal notice is two weeks.

24.1.3. PAY ADJUSTMENT UPON PROMOTION, TRANSFER OR DEMOTION

a. Promotion

When a staff member is promoted to a position of increased responsibility or complexity of duties requiring a change of title and having a higher salary band, he/she will receive a salary adjustment either to the entry level of the salary band of the new position or to a salary rate decided by the Executive Management Team based on the staff current salary and position whichever is the higher amount. However, a staff member's salary rate may not exceed the maximum salary rate for the new grade.

b. Transfer

In order to discourage indiscriminate transfers, job hopping, and unfair competition between departments, a staff member who transfers laterally to another position having the same or a different title, and the same salary range, is not eligible for a base salary increase.

c. Demotion

Upon demotion or downward reclassification of a staff member's current position, a staff member's salary may remain unchanged, if it is within the salary range of the new position or may be adjusted to an appropriate level within the new salary range as agreed upon by the CEO. The new pay rate shall be determined by consideration of the circumstances related to the demotion, the employee's employment record and job performance.

24.2. PROMOTION, TRANSFER OR DEMOTION AUTHORIZATION

The HR Officer is responsible for ensuring that the Promotion, Transfer or Demotion Policy is uniformly and equitably administered.

All promotions, transfers, or demotions must have the prior approval of the CEO prior to any commitment being made and prior to the effective date of the proposed change of status. This approval is required for review of the nomination, availability of funds, and compliance with FAROF policies.

24.2.1. TEMPORARY ASSIGNMENTS

Assuming other duties temporarily for a brief period of time does not constitute a promotion and generally would not entitle the employee to additional compensation.

25. STAFF SPECIAL RECOGNITION PROGRAM

Purpose: To recognize and reward extraordinary performance of individuals and teams, the FAROF staff Special Recognition Award Program provides for the timely recognition of significant employee contributions.

Description: Recognition awards provide a unique opportunity for immediate recognition, rather than the more customary annual recognition of performance and service and more regular affirmation by supervisor of good performance by staff in their normal performance of duty.

In the FAROF staff Recognition Program, special recognition may be given to individuals or teams for a significant achievement and are given soon after the time that the achievement occurs. The Recognition Program is not intended to replace or restrict other recognition that are done by the organization such as the CEO's Award or rewards based on Annual Appraisals or recognition given by the supervisors on a regular basis for good performance of their duties.

25.1. EXAMPLES OF "RECOGNITION AWARDS

The focus of the Recognition program is giving timely recognition in flexible, low-cost ways that are meaningful to the employee or team being recognized. Recognition can be monetary or non-monetary. Recognition Awards can include but not be limited to: a certificate, or trophy, or medallion, a handicraft or other gift (artwork, t-shirt, pen, photograph, whatever is culturally appropriate), a music CD-ROM or a book, or other small office items, such as coffee cups or mugs; a personal item of clothing, such as baseball caps, t-shirts, and sweatshirts, and, an organizational pin or other organization item, a cash award of up to N50,000 (Fifty Thousand Naira).

25.2. EXAMPLES OF EMPLOYEES' ACHIEVEMENT

Employees' contributions that may be recognized through this Award include, but are not limited to specific examples for achievement in:

- Innovation, risk-taking & problem solving,
- Actions directly related to success of the work unit, department, or organization;
- Efforts that demonstrate in an exceptional manner the values of FAROF;
- Extraordinary customer service;

- Significant contributions to Safety/security;
- Consistent service beyond the call of duty and what is normally expected;
- Stewardship of organization resources;
- Achievement in program quality;
- Outstanding efforts in management quality;
- Obtaining increased funding for FAROF programs;
- Exceptional efforts in partnership and representation

25.3. IMPROPER, UNACCEPTABLE USE OF AWARD

The recognition program is for **specific** examples of contributions **beyond** what is their normal job description and is NOT for general reasons such as the person is hardworking, punctual, cordial, team player, practices FAROF value-based behaviors etc. Examples of improper, unacceptable use of this staff recognition program include but are not limited to:
a) Holding a regular quarterly all staff luncheon for all staff because "everyone in the department or organization works hard." Recognition program must reward a specific, exceptional achievement by an individual or team or department soon after that exceptional action occurs. Nominations without such clarity and specificity will not be considered.
b) Giving an Award to someone not for any special achievement but because FAROF has never given the person any special award.
c) Giving someone days off for recognition. Extra Leave time (vacation) must not be used as Award.

25.3.1. SCOPE

This Program applies to all staff, full-time and temporary.

25.3.2. RESPONSIBILITY:

Managers, Staff Recognition Committee for the organization staff recognition Award and the CEO.

25.4. PROCEDURES

To request for approval to give a recognition award to a staff or team, any staff can make a nomination to the Staff Recognition Committee. No person can nominate herself/himself or their team. The staff must use the form and send the nomination to the HR with a copy to the CEO with the following information:
- The name of the person, persons or team being considered for the Award
- The reason for the nomination for recognition Award (what specifically did this person or team do that was so special?)
- The proposed Award to be given (certificate, gift certificate, pen, T-shirt, etc.).

25.4.1. STAFF RECOGNITION COMMITTEE

A five-member Staff Recognition Committee will be set up to review the nominations and make one of the following determinations:

a) The nomination does not merit recognition and if so why

b) The nomination does merit recognition and is approved for a recognition by the organization and if so why and identifies what should be the type of reward.

The HR Officer will arrange the meeting of the Staff Recognition Committee. Three members from the Committee will constitute a quorum for a valid committee meeting. Human Resources will keep record of all such nominations, recommendations and awards given.

25.4.2. SERVICE APPRECIATION AWARDS

In recognition of dedicated service to the organization, all employees of FAROF are entitled to Service Appreciation Awards based on successful completion of 5 / 10 / 15 / 20 / 25 / 30 years' service. Certificates embossed with the FAROF logo will be awarded. The following are the service appreciation awards:

5 years – Award of N 1,000,000.
10 years – Award of N 2,500,000.
15 years – Award of N 4, 500,000.
20 years – Award of N 7,500,000.
25 years – Award of N 10,000,000.
30 years – Award of N 15, 000,000.

The award can be in cash or kind. Snacks shall be organized on completion of 5/ 10 / 15 years of service, lunch or party shall be organized on completion of 20 / 25 / 30 years of service when budget permits. this shall be based on the availability of funds, while the Resource Mobilization unit shall raise funds to aid these events.

26. SALARY AND BENEFITS ADMINISTRATION

Purpose: The overall goal of a salary and benefits administration programme is to attract, retain, and motivate employees and to help FAROF to achieve its management objectives.

Description: Because employees represent a substantial investment in FAROF and labour costs have a significant impact on the annual budget, it has become critical for FAROF to adopt an effective salary and benefits administration programme. The loss of quality personnel due to an ineffective compensation programme will have an impact far in excess of the obvious costs of replacement.

Compensation levels and benefits packages must be in accordance with what is legal and appropriate in Nigeria.

26.1. SALARY ADMINISTRATION

All salaries and employee contracts must be stated and paid in local currency (Naira). Fluctuations in the U.S. dollar exchange rate do not automatically result in a change in local salary rates.

Approved Organizational Scale: FAROF's policy is to compensate staff in accordance with the organization's Compensation Plan, which includes the salary scale. FAROF will conduct a salary survey every two years to update its Compensation plan which may result in salary reviews depending on the availability of funds.

FAROF's goal is to have a compensation plan that attracts and retains employees. As such, FAROF reserves the right to adjust salaries as necessary either because of individual circumstances or to ensure that FAROF's compensation remains competitive in the local market, within available resources. For audit purposes, human resources must maintain in its files all documentation associated with the proposed salary adjustments. Also important is consistent use of titles for staff positions.

26.1.1. HIRING SALARY

New employees normally will be considered for a hiring salary that is at least the minimum of the salary range for the position, depending on how completely their qualifications meet the requirements of the position and based on their past salary history.

26.1.2. OVERTIME

Most hire positions are considered to be salaried, rather than paid on an hourly or daily basis, and are usually not eligible for overtime pay. Therefore, from time to time, employees may be expected to work longer than the standard workweek without additional compensation. However, FAROF will overtime to junior positions only (Drivers). All overtime must be accurately recorded and is considered taxable income (see Section below on timesheets and the *Monthly Time and Effort Sheet*).

26.2. SALARY

1. FAROF will pay monthly gross salary net of statutory deductions such as PAYE, Pension National Housing Fun (NHF) and housing advance where applicable in arrears on 25th of the month in compliance with Nigeria labour law and respective grant administrative terms and conditions and in line with the organization's salary scale. The organization will conduct a salary survey every two years and may review salary accordingly to be comparable and competitive to the pay received by similarly situated employees in other organizations in the sector depending on the availability of funding.
2. Housing Advance: In line with the practice in Nigeria of paying rent annually upfront, FAROF will pay 20% percentage of the annual salary, in line with the organization's salary scale as housing advance lump sum to permanent staff to assist with rent payment. Staff on probation will only be entitled to housing advance upon confirmation of their employment status and this will be prorated accordingly.

26.3. FRINGE BENEFIT

This sub-section covers employee extra benefits in addition to regular pay.

Definition

Fringe Benefits (Including long tern employees' benefits)

A fringe benefit is a form of pay for the performance of services. It is an incidental or additional advantage, especially a benefit provided by the organization to supplement its employees' regular pay. The fringe benefit for FAROF is calculated between 20%-25%.

The organization offers its employees the following fringe benefits:

Employer's Pension Contribution

The organization is under legal obligation to register and make contributions to the Pension Contributory Scheme. On a monthly basis, the organization will contribute to the Pension Contributory Scheme ten per cent (10%) of each employee's monthly emolument as the employer's contribution. This amount and the employee's pension contribution will be remitted to a Pension Fund Administrator (PFA) of the employee's choosing. This rate can be reviewed at Executive management's discretion. A total of 18% is saved as staff pension; kindly refer to salary deduction charges to understand what makes staffs pension 18%.

Medical Health Insurance

The organization views Health insurance as probably the most important benefit that it provides to its employees. For workers, employer-provided health coverage gives them some security about their own and their family's health in a way that is typically more affordable than individual insurance. For organization, offering health coverage is often a necessary compensation form to remain competitive in the marketplace. The organization will contract a Health Management Organization (HMO) to provide at most **10% super plan** of health insurance to the staff, spouse and maximum of four children. The landscape of employer-provided health insurance is impacted by law. The organization will purchase a health insurance plan and pay for the health insurance premium for each employee. Such includes: Zenith Medicare, etc.in some case, FAROF will directly add the 10% during staff salary payment to staffs accounts, depending on Executive management's discretion

Group Life Insurance

In addition to health insurance, the organization offers its employees, life insurance benefits. The organization will contract with an insurance company to provide cover for all its staff and pay the annual premium. The organization will make provision of up to 8% of staff total basic salary annually for life insurance premium payment.

Severance

Employee reductions and terminations are an unfortunate result of economic downturns. Even in good economic times, however, the organization will carefully assess its operational structures and may sometimes decide to reduce its workforce. When the organization is forced to issue layoffs, it will provide these laid-

off employee's severance pay. Severance is typically a cash payment- similar to temporarily continued wages- made to employees who lose their jobs. Severance pay eases the employee's transition to being unemployed and, in the ideal world, briefly replaces lost wages until an individual finds new employment. Laid off employees will be paid 25% of their annual basic salary as severance pay. The organization will make provision for severance pay of 0.5% of its total staff basic salary annually.

Professional Development Assistance (Professional And Career Development Benefits

Professional Development Assistance program is a benefit that pays for the job-related education, annual practice license fees and subscriptions of employees. This program allows employees to improve their knowledge and skills in a field that they can apply to the organization's business and maintain current financial status. Thus, professional development assistance can be mutually beneficial to both organization and employees. The organization will make provision of 0.5% -15% of total basic salary annually.

Gratuity

Gratuity is a part of salary that an employee receives from the organization in gratitude for the services offered. Gratuity is a defined benefit plan and is one of the many retirement benefits offered by the organization to the employee upon leaving the organization's employment. An employee who leaves the organization's employment as a result of retirement/superannuation, for a better job elsewhere, on being retrenched or by way of voluntary retirement is entitle to gratuity payment. The organization will approach a life insurer in order to purchase a group gratuity plan and will pay annual contributions based upon the terms of the group gratuity scheme. Gratuity will be paid as follows and subject to the approval of FAROF Management:

Years	Basis of payment
Below 2 years	None
2 – 5 years	One-month basic salary for every year
6 – 10 years	Two months basic salary for every year
11 – 15 years	Three months basic salary for every
Above 15 years	Six months basic salary for every year

The organization will make provision of 0.5% of total basic salary annually.

National Social Insurance Trust Fund (NSITF)

The organization will ensure the provision of social security protection and safety nets for all its employees against deprivations and income insecurity in accordance with national and international laws, conventions and world best practices. Therefore, the organization will contribute 1% of employees' emoluments to the National Social

Insurance Trust Fund every month. This covers workplace injury, death or disability during the service period of employee with FAROF

Long Service Awards

The organization will recognize and demonstrate the appreciation of loyalty and commitment of long serving employees and to define the categories of long service awards. This policy applies to all employees who have completed 5; 10; 15; 20 and 25 years continuous paid service. Details are contained in the HR Policy. Annually, the organization will make provision of 0.5% of the total basic salary.

Travel benefit-

This benefit is optional and its at 1.5% -5% of basic

Accident/injury Benefit-

This benefit is optional and fixed at 3% of basic

The National Housing Fund (NHF): FAROF statutory contribution on NHF is the optional 2.5 percent contribution of monthly income by employees earning minimum wage and above in public and private sectors shall be deducted and remitted monthly by all employers. The main objective of NHF is not just to make affordable funding available for housing, but to create an environment that makes affordable housing possible.

Leave or Vacation Allowance

The organization pays vacation/leave allowance subject to FAROF Management approval/discretion under the following:

- Applicable sick leave schemes will apply for staff absent through their own illness or to care for a dependent (this includes staff with contagious disease who are sent home so they do not present a risk to the workplace).
- Leave without pay provisions or annual leave will apply to staff absent because they are concerned about being at work or concerned about being affected by the emergency, or who refuse to come to work, or who are attending to other non-work matters.
- Staff who are sent home by FAROF Management due to crisis situation will be paid special leave while activities may be temporary suspended and still fully funded. Subject to donors approval
- Staff already on annual or sick leave remain on leave and shall be covered by same decision taken for other staffs
- If staff have been sent home by FAROF and funding has been reduced, then leave without pay will apply (with 7 days' notice being given).
- Staff have the option of utilising their annual leave in this situation.
- Sick leave only applies in the event of the employee's illness/injury or that of the employee's dependent, pre-approval from the management of FAROF.
- Staffs are entitled to leave/vacation allowance only if the project budget covers for it.

End of Service Benefits

End of Service Benefits in FAROF means that any employee or worker who is working gets some cash after ending their service and will be entitled for End of Service benefits. If an employee is working for the organization and when s/he resigns or gets terminated or the project on which s/he is working ends, s/he will get his full and final settlement from FAROF which is known as End of service benefits. End of Service (EOS) benefits all depends on the time period an employee works in the organization and based on that s/he will be awarded cash benefits towards ending his/her ervices from the organization. The employee shall be entitled to 10% of annual gross salary as EOS benefit. EOS will be paid based on the length of years of service.

Relocation allowance

Where an employee is relocated to another location of employment at the instance of the organization, the relocated employee will be entitled to

i. 30 days hotel accommodation or N5000 per day in lieu of hotel accommodation

b) Up to N150, 000.00 in moving expenses to move his/her belonging to the new location. A transporter's invoice must be presented, and the payment will be made directly to the transporter.

26.4. SALARY SCALE

FAROF salary policy

With the growth of FAROF, it has proved necessary to define a clear policy for the compensation of our staff. This process was undertaken in 2022, and the resulting policy was adopted by the board of Trustee and enforced from January 2023 onwards.

The objectives of this policy are the following:

- Compensate staff with equity, setting salaries based on objective criteria
- Being transparent internally, and externally (for our donors, partners, and job applicants)
- Keeping a ratio of a (approximately) 2 between minimal and maximum base salary (cf. below)
- Being consistent with existing compensation practices in similar organizations and in the sector
- For practical reasons, taking into account previously existing practices

This salary grid applies to all employees with a Nigeria-based employment contract and in compliance with local labor law (even if the employee leaves abroad). It doesn't apply to our consultants incorporated abroad since the cost of life and status differences (including which additional taxes they need to pay) are too important to fit them all in a single grid; however, we try to apply equally fair criteria when negotiating the rates of consultants. It also of course doesn't apply to consultants based in Nigeria. The grid finally doesn't apply to specific status with legally-set compensations (interns, *volunteer*).

26.4.1. Principles

The main criteria taken into accounts are the following:

- **Seniority/Experience**, first within FAROF and also in similar positions, to acknowledge both experience and age in itself
- **Responsibilities** in the organization, both coming from managerial and from crosscutting responsibilities.
- Since all employees are currently based in Nigeria or in countries with a similar cost of living (London-UK), and remote working is based on employees' personal wishes, **no geographical correction is applied**.
- In order to promote equality within the team, there is **only one salary grid regardless of the area of work** (technical or support, except for assistants).
- The grid **doesn't allow for neither individual or team bonuses based on performances**, which should be acknowledged via additional responsibilities, nor does it allow for individual negotiations. As an organisation with a mission we are aiming at providing other incentives for employees than just their pay level.
- There is no specific gratification for staff deployed in the field since given the (relatively short) length and conditions of missions, they don't create additional costs for employees (outside of fees reimbursement, covered separately as per our internal policy).

The core salary grid is based on the standard FAROF working time at 45 hours/week. The salaries of employees working a reduced schedule (whether 45 h/week or less) are therefore calculated pro rata based on the 45 h/week amount. All salaries expressed here are gross salaries; in Nigeria the net salary varies based on individual situations but the ratio is usually around 80% of the gross salary (this is before the revenue tax, deducted on top of it). Apart from the salary, all employee benefit from FAROF's Fringe Benefits of 25% covering health insurance and all other benefits.

26.4.2. Functioning

<u>Seniority/Experience</u>

The grid is first calculated on a linear function based on seniority and/or Experience, with FAROF's base salary starting at ₦60, 000/month (i.e. a rounded up amount of **Nigeria minimum wage of ₦30, 000/month**). The maximum anticipated base salary would be ₦15,200, 000/ month after 41.5 years of internal experience (time required for getting full-pension retirement currently). The grid is therefore targeting a ratio of around 2 between minimal and maximum base salary, with a faster raise rhythm at start to encourage employees to commit with our organization. The grid published here is therefore simplified after 10 years of seniority/Experience, but raises of 10% are still applied yearly; also each Grid level also depend on the employees educational qualification level (WAEC/NECO, ND, HND, BSC, MSC, etc.), although we giver higher consideration/advantage to years of experience and skills in the specific thematic areas

Grid level (seniority in years)	Basic salary in ₦ (45h/w) per month	Basic salary in ₦ (45h/w) in 12months	Grid level (seniority in years)	Basic salary in ₦ (45h/w) per month	Basic salary in ₦ (45h/w) in 12months
1	60,000	720,000	**8**	550, 000	6,600,000
2	120,000	1,440, 000	**9**	650,000	7,800,000
3	180,000	2,160, 000	**10**	720,000	8,640,000
4	220,000	2,640, 000	**15**	1,080,000	12,960,000
5	2,90,000	3,480,000	**20**	1,440, 000	17, 280,000
6	360,000	4,320,000	**25**	1,800, 000	21, 000, 000
7	420, 000	5,040,000	**30**	2,160,000	25, 000,000

The grid level is calculated based on years of seniority/experience = 1 grid level. Seniority is accounted at 100% for experience gained at FAROF (including internships, consultancies, etc.) to reward loyalty to the organization. Seniority at **similar position outside of FAROF is accounted at 75% of its value**, including all staff contracts (employee, consultant, apprenticeship, but not internship or unpaid volunteering) working for a similar job description. Working in the humanitarian sector will be considered necessary to be considered similar experience only for positions where the content of the job differs greatly between humanitarian and other sectors. Assistant position's seniority is calculated reduced by 1 grid level.

26.4.3. Salaries base on Responsibilities

An additional amount is added to the base salary for employees on a **monthly basis** with the following responsibilities as part of their Terms of Reference:

	Role	Management supplementary Amount per Month
A	**Chief Executive Officer**	**₦1, 850, 000**
B	**Member of the Top management team e.g Strategic Development Manager.**	**₦1,650, 000**
C	**Project Manager (Health, Education, Empowerment, etc.)**	**₦950, 000**
D	**Area/State project manager / Coordinator / Technical lead**	**₦600, 000**
E	**Line manager / pole facilitator / other ad hoc responsibilities**	**₦150, 000**
F	**Office Assistant**	**₦50, 000**

These additional amounts are not cumulative for employees having several “hats” (the highest is applied).

Kindly Note: FAROF is a non-profit making organisation, however we value experience and/or skills of our employees greatly, All employee basic salaries or addition salaries due to responsibility are all subject to the availability of funds and Donor support, "either direct grant or sub-grant".

26.4.3.1. TAX from salaries

In FAROF some staffs are paid stipends and not salaries, stipends have different ranges, however, whether stipends or salaries, All Employees are eligible to tax deduction from any sum above the minimum wage of ₦30, 000/month

26.4.4. Evolutions

Upon their arrival, each employee's experience is evaluated based on the rules stated above, and their salary re-evaluated after contract change/extension. For permanent employees, salaries are then re-evaluated on a yearly basis following seniority rules, or on the following month for new responsibilities and availability of Funds and/or inline to budget as stated and approved by Donors.

The reference point on which all the salary levels showed in the grid are calculated is negotiated yearly by FAROF's employee's representatives and management, taking into account the evolution of cost of living as well as the overall financial situation of the association.

26.5. EMPLOYEE PAY DURING CRISIS SITUATION

Depending on the scenario, different issues may arise as to what staff/employee can expect in relation to whether or not they are paid during a crisis event such as epidemic, natural disaster, earthquake, insecurity, or other unforeseeable event.

Firstly a situation-need-analysis will need to be conducted and/or meeting held by the executive Board members of the Foundation to determine situation and/or staffs remuneration during crisis period, while considering other factors and subject to donors approval.

A crisis situation example is used to illustrate. That FAROF will, while funding/Donor permits (Donors pre-approval), continue to pay staff/employees their normal salary during a crisis situation, provided they:

- come to their usual place of work (with suitable protection measures in place – such as personal hygiene, cleaning regimes, etc.); or
- work remotely (e.g., from home); or
- carry out pre-approved alternative duties for their employer or another agency; or
- are on sick leave; or

- are looking after sick dependents (using sick or other leave entitlements or anticipated sick leave); or
- are directed by employer to halt/suspend all activities under the donors partner Directives; or
- are instructed by the National degree/law of the Federal government of Nigeria to halt all activities/business for the safety of all.

The scenarios in the table below may also mutually come in play:

Status	**Scenario description**	**Payments to staff**	**Remark**
Open to Permanent staffs and contract/casual staffs	In any crisis situation that lead to temporary closure of activities	Salaried staff will continue to receive their pay (100%) during a sustained Emergency as stated above.	Subject to Donors approval
Open to Permanent staffs and contract staffs	prolonged crisis situation period more than 2months period	Salaried staff will be entitled to 80% of remuneration	Subject to Donors approval
Closed to Volunteers/interns	Any crisis situation	Volunteer/intern staffs may not be eligible to any form of salary/stipend/payment during a sustained Emergency period and are permitted to stay home and/or work from home as the case may be	Subject to Donors approval
Open to Volunteers/interns	Any crisis situation	Will be provided stipend if called to workplace as long as he/she are willing and provided with protective equipment (PPE).	Subject to Donors approval
Casual staff and contractors only	If a contractor or casual worker is sick or not able to come to work or directed not to come to work	No payment will be made.	Subject to Donors approval
Open to Volunteers/interns only	if a closure is prolonged due to any form of crisis situation	FAROF will seek to provide alternative work with continuous pay	Subject to FAROF Management approval

26.6. COST-OF-LIVING ADJUSTMENT

The organization may give its employees cost-of-living increases if these adjustments reflect updates to the Compensation Plan based on inflation rate in the country and the availability of funds. A memo explaining any such increase should be kept in the human resources files. The CEO must approve cost-

of-living increase and the cost of living increase will be between 5% - 15% of annual salary. If FAROF would like to provide a cost-of living adjustment, this is a possibility, but subject to the guidelines for cost-of-living increases.

The above applies to across-the-board increases, where all employees receive an increase according to the guidelines the organization is using. For increases given to individual employees on a case-by-case basis, see the next two sub-sections on merit and promotion increases and administrative adjustments.

26.7. MERIT AND PROMOTION INCREASES

Merit Increases: FAROF has a merit-increase program through which the performance of all employees is evaluated systematically on an annual basis. The system must provide a consistent and equitable basis for making decisions regarding increases in staff pay.

Promotion Increases: A promotion is defined as an increase in a position's responsibilities substantive enough to warrant a change in the job description and a salary increase. The position's qualifications and performance requirements should be consistent with other higher-level positions, as demonstrated in a new job description. It is recommended that employees be eligible for a promotion into a higher-level position only after they have completed a minimum of 12 months in their current job.

A supervisor seeking a promotion for a staff member should submit a request to the Human Resources Manager for the CEO's for approval. The request must include a new job description and a justification for the promotion. The employee should be informed only after approval has been given.

Any promotion increase granted should be dependent on such factors as:

- Individual's qualifications in relation to similar positions
- Position of employee's salary in new salary range
- Time since last salary increase
- Time until next salary increase.

26.8. ADMINISTRATIVE ADJUSTMENTS

FAROF reserves the right to make adjustments to an employee's salary, benefits, or grade level, as well as to make across-the-board adjustment to salaries and benefits. Examples include adjusting an employee's grade level or salary to bring it in line with those applied to other positions in the organization. Administrative adjustments must be supported by proper documentation with approval signatures.

27. SALARY ADVANCE

Purpose: To regulate the issuance of salary advances to staff and to document to required procedures.
Description: Salary Advances represent funds issued to employees with the understanding that the amounts advanced will be recovered as deductions against wages to be paid to the employees.

27.1. APPROVED USE OF SALARY ADVANCE

Employees may not receive advance payments against future salaries. In the rare case that the organization feels an exception is warranted, **this requires the explicit approval of the CEO**.

Salary advances are neither a "benefit" nor a "right" of employment; it is for truly exceptional emergency purposes. The advance must be cleared within three months of issuance or by termination of employment, whichever is soonest.

A salary advance may be issued for pay to be earned while on vacation or to fulfill an emergency need for funds to respond to a personal financial crisis, such as an illness in the family, an accident, death of a family member, or an eviction notice. In general, FAROF discourages the issuance of salary advances for reasons other than those specified above.

27.2. AMOUNT OF SALARY ADVANCE

Salary Advances, if granted, may not exceed ten per cent (10%) of the employee's annual salary. Salary Advances must be recovered via payroll deduction or by reimbursement from the employee within ninety days of their issuance.

27.2.1. NUMBER OF APPROVED SALARY ADVANCES PERMITTED

Employees may receive no more than two advances within a twelve-month period.

27.2.2. ELIGIBILITY

Only full-time regular or contract employees who have completed probation are eligible to apply for salary advances. Temporary employees are not eligible to receive Salary Advances.
If an employee resigns or is dismissed before settling his/her salary advance, the remaining balance must be deducted from the severance pay or any other amount due that employee.

27.3. APPROVAL

It is against the organization's policy for an employee to approve her/his own salary advance. To request a Salary Advance, the employee must submit the following to her/his immediate supervisor:

- A signed Salary Advance Request Form that indicates the reason for the Salary Advance, the amount needed, and the details of any other payroll advances received from FAROF during the previous twelve months.
- The Salary Advance Request Form must also contain a statement by the employee consenting to the repayment of the Salary Advance, if granted, to FAROF via payroll deduction.
- A Payment Request, indicating the amount requested.

The procedure is as follows:

1. For approval of an exception, the staff submits a salary advance application form to their supervisor for recommendation. The application is then submitted to the HRO who

recommends to the CEO for approval. This form stipulates description of the need and proposed amount of the advance and repayment plan the amount, term of the advance, and repayment procedures.

2. The CEO approves the request.
3. Once the form is properly filled out, signed, and approved, the advance is issued by the finance unit.
4. Repayment is made through salary deductions over the course of a maximum of three months.
5. If the employee leaves prior to full repayment, the balance is deducted from his/her final paycheck.

The Director Business Office must carefully track approval, disbursement, and monitoring of repayment.

27.4. EMPLOYMENT TAXES, PENSION AND OTHER DEDUCTIONS

FAROF *will* deduct pay-as-you-earn tax, pension contributions and other deductions from the employee's monthly gross salary and remit to the government as required by law. All deductions and remittances must be documented.

27.5. EFFORT REPORTING

Purpose: Staff are paid on the basis of approved timesheets, which establish verified effort on project(s).

Description: Accurately recording time worked by Donor Source is the responsibility of every employee. Time worked, is all the time actually spent on the job performing assigned duties.

27.5.1. RECORD

Employees should accurately record the time they begin and end their work each day in the sign-in book at the reception area.

27.5.2. FALSIFICATION

a. Altering, falsifying, tampering with time records, or signing in or out for another employee may result in disciplinary action, up to and including termination of employment.

b. Accuracy in recording time is critical to the proper financial management of FAROF and all employees are expected to complete their monthly time sheets promptly and properly.

27.5.3. TIME SHEETS

At the end of the month, all employees must submit a duly completed and signed timesheet to their supervisor for review and approval before submitting to the Finance Dept. for payroll for processing. The below listed measures will be complied with:

a. Staff must complete individual time sheets on a daily basis according to the actual time worked on a particular program (funding source), or vacation and sick days utilized. Staff must consult with supervisors for guidance on what funding sources to charge for costs.

b. Managers must periodically conduct spot checks to ensure all staff members are completing their timesheets on a daily basis. This will be done by visually reviewing timesheets at workstations to ensure that employees have entered the time worked up to the previous day.
c. Timesheets must be submitted to the Finance Department by the 23rd of the following month. If a timesheet is not received by 23rd of the month, FAROF has no justification to process salary payment and the staff member will not be paid.
d. Staff proceeding on leave should submit their timesheet before going on leave.
e. Failure to complete and submit accurate time sheets to your supervisor for approval on a monthly basis constitutes a serious breach of the FAROF policies and jeopardizes our ability to meet USG and other donor contractual obligations and may call for disciplinary action that may involve termination.

28. EMPLOYEE BENEFITS

This sub-section covers employee benefits with distinctions made as necessary.

28.1. ANNUAL LEAVE

Purpose: FAROF provides eligible employees with an annual paid vacation to provide opportunities for rest, relaxation, and personal pursuits.
Description: All employees are entitled to paid annual leave days during a fiscal year (i.e. January - December). This is to provide employees with time during the year to relax and enjoy time away from their job duties. This is subject to availability of funds and FAROF approval

28.1.1. ACCRUAL RATES

Full-time employees accrue annual leave according to the following schedule:

- Unconfirmed staff = Not eligible to annual leave
- Confirmed staff = 14 working days annual leave

Annual leave days begin to accrue on the date of receipt of confirmatory letter of hire.

28.1.2. ELIGIBILITY

Staff must successfully complete six months of employment with FAROF before applying for leave. Any employee on probation is not eligible to apply for annual leave.

28.1.3. ADVANCES

Annual leave may be advanced up to the total amount of days to be accrued in that leave year. If an employee who is advanced annual leave subsequently leaves the organization before all used leave is accrued, all unearned leave days will be deducted from the employee's final pay check or severance payment. New employees normally cannot be advanced annual leave in the first six months of employment, unless prearranged upon employment or under exceptional circumstances.

28.1.4. SCHEDULING

Regardless of an employee's date of hire, annual leave planning is done for all staff on an annual basis each January. Each January supervisors are responsible for working with their staff to develop a schedule of leave that takes into account work plans and targets.

While every effort shall be made to accommodate employee preferences for annual leave dates, the need of the organization to meet established targets and results based objectives will take precedence. Tentative annual leave schedules for all staff shall be submitted to Human Resources Officer by 31 December.

28.2. LEAVE REQUESTS AND APPROVAL

Employees shall formally request annual leave at least 10 working days prior to the proposed leave start date by submitting a Leave Application Form to their supervisor for approval. This advance notice is required to ensure adequate measures are in place for coverage while the employee is on leave. Leave days can be used in increments of half a day.

28.2.1. PROCEDURE

- Each department is responsible for developing a yearly departmental vacation schedule to ensure adequate coverage in the department. Department managers may, at their discretion, set a deadline for vacation requests in order to develop a master schedule.
- Vacation Leave is requested through the completion of a Leave Request Form.
- Supervisors may deny leave requests at their discretion due to such factors as conflicting vacation schedules or pending deadlines.
- When a vacation scheduling conflict arises, it is the supervisor's responsibility to work with the employees involved to develop an acceptable solution.
- Taking leave without authorization is grounds for disciplinary action up to and including termination.
- Failure to return from vacation leave as originally scheduled, or as extended, is a serious matter and may be cause for disciplinary action.
- Probationary staffs are not eligible to any form of leave, but may apply for a leave of absence and without pay.

28.3. DEFERRED LEAVE

Employees are strongly encouraged to take their annual leave each year. Unused annual leave days can only be carried over to 31st March of the next fiscal year with the prior approval of the Head of Department. A maximum of fifteen (15) working days can be carried over from one fiscal year to the next. However, no annual leave shall be deferred beyond 31st March of the following fiscal year.

Each January, staff will be advised by the Human Resources Officer (in writing) on the status of the previous year's leave and by when it must be taken. Carryover days will not be granted for normal business work load such as preparation of project and grant proposals, attendance at meetings and workshops and completion of routine work such as progress and financial reports or when a cancelled leave could have been reasonably re-scheduled. Any requests for exceptions to this must be approved

before 31st December. When leave is deferred, the employee shall be paid the leave allowance for that contract year.

28.4. LEAVE AT SEPARATION

Because **FAROF** encourages its employees to take vacation ea**ch year, a cash payment in lieu** of earned vacation days will be made only upon separation from **FAROF**. A maximum of ten accrued vacation days will be paid to the employee upon separation from the **organization**, as well as any outstanding leave allowance. In order to ensure adequate time to complete outstanding assignments and to hand over responsibilities to another staff member, employees are discouraged from taking vacation leave after submitting their letter of resignation.

28.5. HOLIDAYS

At the beginning of each FAROF fiscal year, which begins January 1st, the HRO must disseminate a memo with a list of holidays that will be observed that year. The list will usually include all official national holidays. If a holiday falls within the period of an employee's approved paid leave, he/she will not be charged leave on the holiday.

28.6. PERSONAL DAYS

In addition to the above paid holidays, all employees have six (6) personal days, termed Floating Holidays, as paid leave time. Floating Holidays are earned at the rate of one paid leave day for each two-month period worked starting from the day of employment. Floating Holidays may be used by an employee to observe personal holidays or for any other purpose. Earned Floating Holidays may not accumulate; they must be used within 12 months of the earned date.

28.7. COMPENSATION TIME

Policy: To guarantee that all FAROF employees whose work may occasionally require them to work on weekends or official FAROF-designated holidays receive the compensation time earned.
Description: Compensation time is intended to allow people to regain the days of rest that they have missed. All eligible work-related activities that may result in a request for compensation time must be pre-approved in writing by the CEO following a full justification request by the employee's supervisor before that work or travel is undertaken.

28.7.1. ACCRUAL OF COMPENSATION TIME

Compensation time will be earned in half and full days up to a maximum of twelve days in a given fiscal year. This leave cannot be accumulated to be taken with annual leave or other leave. The HR Officer will keep record of compensation time taken.

28.7.2. ELIGIBLE STAFF

Employees may be asked to work beyond normal office hours. Appropriate procedures to ensure that employees are given time off in lieu will be developed and implemented to ensure that such employees get required rest. Such employees should maintain a record of extra hours worked, these should be pre-approved.

28.7.3. USE OF COMPENSATION TIME

Use of compensation time cannot exceed two days per month.

Compensation time should be taken at a time agreed with the supervisor.

A **Leave Application Form** must be completed when taking this leave.

Compensatory leave shall not be granted for travel time.

28.7.4. COMPENSATION TIME FOR SENIOR STAFF

Managerial staff are not eligible for compensation time. However, occasionally there might be need for such staff to work on weekends or holidays in order to complete a proposal, conduct training or meet a major deadline. In such instances, the staff will be eligible for compensation time, provided that this is pre-approved in writing by the head of department (HOD). Post-approval is not allowed.

28.8. SICK LEAVE

Purpose: The organization provides paid sick leave in order to allow employees to recover from short term illness without the loss of pay.

Description: FAROF will provide twelve days of paid sick leave per year for all national employees for periods of temporary absence due to illness or injuries. Sick leave will be paid only for those days regularly scheduled to work. Accrued sick days are not paid upon separation from FAROF

28.8.1. USAGE OF SICK LEAVE

Employees accrue paid sick leave at the rate of one day per month which can be used in increments of half or whole days. Employees may use sick leave benefits for an absence due to their own illness or to care for an immediate family member (child, spouse, or parent) who resides in the employee's household.

a) If an employee needs to take more than two sick days in a week period to care for an ill family member, the employee must provide a doctor's note verifying the illness and need for care to their supervisor.

b) Employees may not take more than six paid sick days to care for an ill family member in any given fiscal year. If the employee requires additional paid leave, he/she should use accrued vacation or personal business leave.

c) Up to five sick days may be advanced in a fiscal year under special circumstances at the sole discretion of the CEO. The employee will be responsible for reimbursing FAROF for any unearned sick leave taken if the employee leaves FAROF.

d) If an employee becomes ill during annual leave, accrued sick leave may be used for the days where the employee is ill. In such a case, the employee must show proof an illness, such as a note from the doctor, to his/her supervisor and to the Human Resources Manager upon returning from leave.

28.8.2. TRACKING OF SICK LEAVE

Sick days must be indicated on employee timesheets and the HR department must maintain record and track all employee's sick days utilized. Unused sick days cannot be carried over from one year to another.

28.8.3. EMPLOYEE'S RESPONSIBILITY

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday. The direct supervisor must also be contacted on each additional day of absence. If an employee is absent for more than three days due to illness or injury, a physician's statement must be provided to the HR officer verifying the illness or disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absence as well and may be required as a condition to receiving sick leave benefits.

28.8.4. IMPROPER USE OF SICK LEAVE

Sick Leave benefits are intended solely to provide income protection in the event of illness or injury and may not be used for any other absence. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

28.9. MAJOR SICK LEAVE

Purpose: The organization provides paid sick leave in order to allow employees to recover from major illness without the loss of pay.
Description: FAROF provides paid sick leave benefits to all employees in the case of a protracted illness or extensive recovery period from surgery, injury etc., which is certified by a Medical Doctor and which prevents the employee from carrying out his or her regular or modified job duties.

28.9.1. ELIGIBILITY

All employees who have completed their probationary period shall be entitled to major medical leave as follows:

- One to Five years of service: 20 working days full pay/20 days half pay
- More than five years of service: 40 working days full pay /40 days half pay

An employee must use all their accrued sick leave prior to requesting for major medical leave.

28.9.2. CERTIFICATION FROM MEDICAL DOCTOR

a. At the beginning of the benefit period, the employee will be required to provide certification from the attending Medical Doctor that s/he is not fit to attend work. Failure to obtain such certification may result in termination of employment. FAROF reserves the right to require a second opinion from a FAROF approved Medical Doctor.
b. At the expiration of the benefit period, the employee will likewise be required to provide certification from the attending Medical Doctor that s/he is fit to resume work.

28.9.3. WORK DURING MAJOR MEDICAL LEAVE

Any employee found during major sick leave to be working for pay or benefit or engaged in other activities which demonstrate ability to work shall be dismissed.

28.10. MATERNITY LEAVE

Purpose: Maternity Leave is provided to employees who give birth in order to allow them time to recover from childbirth, bond with the infant and, for those who breastfeed, to allow the time to establish a breastfeeding relationship.
Description: Upon production of a medical certificate of pregnancy signed by a medical doctor or registered nurse midwife, FAROF shall grant fully-paid maternity leave to any employee who, prior to her confinement, has completed not less than one year continuous service, without suspension or leave of absence.

28.10.1. DURATION OF MATERNITY LEAVE

After an employee has completed not less than one year continuous service, without suspension or leave of absence, she may take sixteen (16) calendar weeks maternity leave with pay. Leave will commence six (6) weeks prior to the estimated delivery date. Staff wishing to use this leave in a different arrangement shall be permitted to do so provided they submit written notice at least two weeks prior to the intended start of the leave, and the total leave does not exceed twelve weeks.

28.10.2. ADDITIONAL TIME PRIOR TO OR AFTER DELIVERY

Employees requiring additional time prior to or after delivery shall use annual leave and sick leave before requesting additional time off. Major medical leave will only be granted on presentation of certification by a Medical Doctor that the employee is unfit to resume work as a result of the pregnancy or delivery complications. Another certification is required before the employee may return to full employment.

28.10.3. ADDITIONAL TIME FOR BABY FEEDING

On resumption of duty, a nursing mother shall be allowed two (2) hours off duty per day until nine (9) months after the birth, for the purpose of attending to the feeding of the baby.

28.10.4. EMPLOYEES ON PROBATION

An employee on probation who requires maternity leave may **be granted leave provided the** leave period is treated as leave without pay and her probationary period is extended by the corresponding number of days.

28.11. PATERENITY LEAVE

Purpose: Paternity Leave is provided to new fathers to allow them the time to bond with their new child.
Description: FAROF shall provide Paternity Leave to new fathers upon the arrival of the child to assist in the nursing of both a newborn baby and the mother.

28.11.1. ELIGIBILITY

All male employees who have completed their probation period and have more than 12 months of continuous service with FAROF are eligible for paternity leave.

28.11.2. DURATION OF PARENTAL LEAVE

Qualifying employees are eligible for up to eleven (11) days paternity leave following the birth of their child. Paternity leave must be taken within two (2) months of the delivery date or be forfeited. Cash shall not be paid in lieu of this leave.

28.11.3. PRODUCTION OF A BIRTH CERTIFICATE

FAROF may request that the employee requesting leave produce a birth certificate or other proof of delivery and paternity.

28.12. EXAMINATION LEAVE

Purpose: To provide employees with leave to enable them to write exams as part of their approved development plan.
Description: FAROF applauds staff who study part time for University or College for their own advancement. In recognition of the time and effort part time study takes, FAROF will provide examination leave to staff studying part time up to a maximum of 10 days per fiscal year to attend exams and study days before exams.

28.12.1. USE OF EXAMINATION LEAVE TIME

Time can be taken in two-day blocks (one study day, one day for the exam). Employees requesting the leave should bring a copy of the exam timetable and attach this to the leave request.

28.12.2. RESPONSIBILITY OF EMPLOYEE

If employees are studying at University or College or professional examination, they should advise their supervisor of this and their intention to take advantage of examination leave days.

28.12.3. ELIGIBILITY

Staff must successfully complete six months of employment with FAROF before applying for examination leave. Any employee on probation is not eligible to apply for examination leave.

28.13. LEAVE OF ABSENCE (PERSONAL)

Purpose: To allow employees unpaid leave of absence to pursue personal and professional interests.
Description: When employees need time off to pursue personal interests which cannot be covered by regular vacation leave, they may request a Personal Leave of Absence. Personal Leaves of Absence are unpaid and will be approved on a case by case basis based on the needs of the organization, the reason for the request, frequency of past leaves of absence, and the employee's performance history. FAROF has established two types of Leaves of Absence: Short Term and Long Term. Approval is granted by the CEO.

28.13.1. LEAVE WITHOUT PAY

In a situation where an employee has already exhausted all of his/her available leave and has a reason to be absent from work, their supervisor in consultation with the Head of Department and HR Officer may approve leave without pay.

28.13.2. SHORT TERM LEAVE OF ABSENCE

Short Term Leaves of Absence are unpaid leaves of 30 days or less. With a Short Term Leave,

- Benefits will continue.
- Short Term Leaves will not affect seniority.
- Vacation and other leaves will not accrue during the leave.

With Short Term Leaves, the employee's employment is protected, but their position may not be held. Employees may apply for a Short Term leave every 3 years.
In the case of a short term leave of absence (30 days or less), consultancies are not allowed.

28.13.3. LONG TERM LEAVE OF ABSENCE:

Long Term Leave of Absence is an absence lasting from more than one month to one year. With a Long Term Leave,

- All benefits are discontinued.
- Paid leave time (vacation, sick and discretionary leave) does not accrue.
- There is no credit for the unpaid leave time towards seniority.

Employees who take a Long Term Leave of Absence are not guaranteed employment upon their return; however, they will be considered internal candidates and will have the internal job postings made available to them. Employees may apply for a Long Term leave every 5 years. Employees on a long term leave may be considered for consultancies; however, they must first end their long term leave of absence and resign as a FAROF employee in order to be eligible to work as an Independent Contractor (Consultant).

28.13.4. ELIGIBILITY

In order to be eligible for a personal unpaid leave of absence, all applicable accrued vacation leave must be depleted.

a. Regular employees with at least one year of service are eligible to apply for a short term leave of absence.

b. Regular employees who have been with FAROF for a minimum of 5 years are eligible for a long term leave of absence.

28.13.5. CONSIDERATION FOR LEAVE OF ABSENCE

Consideration will be given for the following factors in determining whether to grant a leave of absence:

Position

Length of service

Performance history

Reason for leave request

Frequency of past leaves of absence

Long-term absence for medical reasons shall be governed by the policy on Major Sick Leave.

28.13.6. PROCEDURE FOR REQUEST

Employees requesting a leave of absence must submit a plan describing how their responsibilities will be carried out while they are absent. Employees with supervisory responsibilities must submit more detailed explanations of how they will ensure that the staff they supervise will continue to perform up to standards. These plans may include provisions for regular communication with the office(s), transfer of responsibilities to other parties (as agreed to with the supervisor) and/or hiring of temporary staff. The employee's supervisor prior to review by the CEO must endorse all requests for leaves of absence. To apply for a leave of absence, the employee must complete the proper Leave Request Form. Leave of absence requests are approved at the sole discretion of the CEO.

28.13.7. TERMINATION OF EMPLOYMENT

Failure to report as scheduled following an unpaid leave of absence may result in disciplinary action up to and including termination from service. A long term leave of absence will be terminated if an employee accepts a position with another employer.

28.14. COMPASSIONATE & BEREAVEMENT LEAVE

All employees (including casual employees) are entitled to compassionate leave (also known as bereavement leave).

Compassionate leave can be taken when a member of an employee's immediate family or household dies or suffers a life-threatening illness or injury. Immediate family is an employee's: spouse, de facto partner, child, parent, grandparent, grandchild, sibling, or a child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner.

Employees will be able to take compassionate leave for other relatives (eg. cousins, aunts and uncles) if they are a member of the employee's household, or if the employer agrees to this.

28.14.1. Amount of compassionate leave

All employees are entitled to 3 days compassionate leave each time an immediate family or household member dies or suffers a life-threatening illness or injury.

The compassionate leave can be taken as:

- a single continuous 3 day period, or
- 3 separate periods of 1 day each, or
- any separate periods the employee and the employer agree.

An employee does not accumulate compassionate leave and it doesn't come out of their sick and carer's leave (or annual leave) balance. It can be taken any time an employee needs it.

If an employee is already on another type of leave (eg. annual leave) and needs to take compassionate leave, the employee can use compassionate leave instead of the other leave.

28.14.2. Payment for compassionate leave

Full-time and part-time employees receive paid compassionate leave and casual employees receive unpaid compassionate leave.

Full-time and part-time employees are paid at their base pay rate for the ordinary hours they would have worked during the leave. This doesn't include separate entitlements such as incentive-based payments and bonuses, loadings, monetary allowances, overtime or penalty rates. Compassionate leave can't be cashed out.

28.14.3. Notice and evidence

An employee taking compassionate leave must give the organization notice through their supervisor as soon as they can (this may be after the leave has started). The employee must tell the organization of the period, or expected period, of the leave. The employee must submit evidence about the reason for

compassionate leave (eg. a death or funeral notice or statutory declaration). This request for evidence has to be reasonable. If the employee doesn't provide the requested notice or evidence, they may not get compassionate leave

28.15. WORKMEN'S COMPENSATION/GROUP PERSONAL ACCIDENT & LIFE INSURANCE POLICIES

Purpose: FAROF offers to all employees a Personal Accident and Life Insurance to provide a level of financial security for employees and their families
Description: FAROF provides a Personal Accident and Life Insurance and Accidental Death coverage for eligible employees at no cost to the employee. Coverage becomes effective on the first day of employment and ends on the last day of the month in which employment ends.

28.15.1. WORKMEN'S COMPENSATION/GROUP PERSONAL ACCIDENT COVERAGE AND BENEFITS

To provide a level of income protection to employees who are unable to work due to an accident sustained while carrying out or performing official duties, FAROF provides a Workmen's Compensation/ Group Accident coverage as follows:
a. accidental death = 3.5 times annual earnings
b. permanent disablement = 4.5 times annual earnings
c. temporary total disablement = full weekly salary (maximum of 104 weeks)
d. medical, surgical & hospital = reasonable amount for in country treatment.

Additional lump sum benefits for temporary total disablement are available under this policy. However, these vary and are dependent on the type and extent of the disability suffered by the employee. It is a condition precedent to the payment of the above medical benefits, that the Medical attendant's detailed information shall be vetted and approved by the insurance company.

28.16. LIFE INSURANCE COVERAGE AND BENEFITS

FAROF provides all employees with a basic life insurance death benefit equal to three times the employee's annual gross salary.
In the case of an accidental death during work, the Workmen's Compensation/Group Accident policy provides an additional death benefit of three & half times the annual gross salary.
Exclusions: If the death of the insured is caused by a direct or indirect consequence of;
a. war, invasion, act of foreign enemy, hostilities (whether caused by war or not), civil war, rebellion, revolution, insurrection, military or usurped power.
b. suicide
c. death caused by the deliberate and intentional act of the beneficiary or third party who acquire interest in the policy.
d. the execution of a judicial sentence of death.

28.16.1. BENEFICIARY CLAIMS FOR LIFE INSURANCE AND ACCIDENTAL DEATH

At the time of hire, all employees are to complete and submit to the HR Officer a "Life Insurance Beneficiary Record Card". The dependents listed on this form will be paid the death benefit. This form is maintained in the personnel files and updated as needed with any new information. In the event of a claim for death benefits, the death certificate must accompany the request before the benefit can be paid out.

28.16.2. ELIGIBILITY AND CLAIM PROCEDURES

Criteria of eligibility as well as claim procedures are determined by the insurance provider. However, FAROF will support affected staff in their efforts to access any of these benefits. The HR unit has the internal responsibility of coordinating this procedure for the organization.

28.16.3. FAROF CONTRIBUTION IN CASE OF DEATH.

Notwithstanding the insurable benefits accruable to a staffs' family, in an event of an employee's death, the organization shall offer to make arrangements for conveyance of the corpse to the point of burial. In addition, FAROF will offer to cover funeral expenses up to a maximum of N100,000. Subject to the availability of funds.

28.17. HEALTH BENEFIT

Purpose: To offer staff of FAROF and their families/dependents access to a health benefit scheme.
Description: FAROF recognizes that staff have preferences for where to obtain medical care, and that medical care required varies from employee to employee.

28.17.1. AMOUNT OF HEALTH BENEFIT

Every financial year (prorated for new employees to start date) each employee and their family members will be entitled to health insurance and the organization will purchase a health insurance plan and pay the premium to assistance to pay medical bills. Subject to the availability of funds.
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28.17.2. ELIGIBILITY

The Health Benefit is available to only confirmed staff and their dependents as defined in SECTION 1. All staff should nominate their direct dependents on the staff information sheet and register this information with Human Resources.

28.17.3. MEDICAL SERVICES COVERED BY THIS SCHEME:

As may be covered in the health plan purchased

28.17.4. MEDICAL SERVICES NOT COVERED BY THIS SCHEME:

Willful abortion, Contraceptive pills, Massage and Cosmetics.

28.17.5. APPROVED HEALTH FACILITIES

As provided by the HMO

28.17.6. CONFIDENTIALITY

All the staff involved in the processing of medical information shall treat personal medical data confidentially. Disclosure of personal medical information, even as a result of negligence, will result in disciplinary action.

29. DISCIPLINARY PROCEDURE

Purpose: A disciplinary procedure is a process for dealing with perceived employee misconduct. The organization typically has a wide range of disciplinary procedures to invoke depending on the severity of the transgression. Disciplinary procedures vary between informal and formal processes.

Description: It is the organization's expectation that all employees will conduct themselves according to generally accepted standards of conduct and performance. When employees do not meet these standards, it is the supervisor's responsibility to act in a timely manner and initiate a program of disciplinary steps to address the problem. Examples of situations which may require the supervisor to take immediate action include, but are not limited to, fighting in the workplace, theft, refusal to perform work, excessive absenteeism, sexual harassment, alcohol and drug use in the work place or chronic tardiness.

This policy presents the basic principles and procedures of a system of progressive discipline which is intended to ensure that all employees are treated as consistently and fairly as possible throughout the organization.

The disciplinary program has four major purposes:

1. To ensure that the employee knows what the problem is;
2. To communicate what the supervisor's expectations are in order for the employee to correct the problem;
3. To provide appropriate penalties for improper work conduct; and

4. To provide a record of corrective action taken by supervisors in such problem situations.

29.1. Application of this Policy

29.1.1. Progressive Discipline

Preliminary Actions Prior to moving to formal discipline the supervisor should do the following:

1. **Do a fact-finding**, which includes collection of all relevant information and applicable records.
2. **Hold a discussion in private** with the employee. During the discussion the supervisor should state the problem clearly and allow the employee to respond.
3. **Follow up with the employee** after the meeting and after all information has been gathered, to report the findings. If the supervisor intends to move to formal discipline, the employee should be told at the conclusion of the follow-up meeting or as soon after as possible. It should be made clear to the employee which level or step of the discipline process is being applied.
4. **Provide a follow up letter** as soon after the meeting as possible. The letter should include the date and time of the follow-up meeting, a brief statement of the problem, the supervisor's expectations, and the conclusion reached in the meeting. The stage of discipline must be clearly noted and a statement made that lack of improvement will result in further discipline.

29.1.2. Steps of Progressive Discipline

There are **four steps** in the progressive discipline process; however, in cases of misconduct or repeated infractions, the process may be shortened and the supervisor, in consultation with the Office of Human Resources, may move directly to a later step in the process, including termination.

All disciplinary action should be taken within a reasonable amount of time when the supervisor learns or has knowledge of the offense and the action is taken.

Oral Warning Oral warnings are appropriate for minor first offenses. It is important that supervisors not overuse the oral warning for the same type of offense no more than two oral warnings should be given.

The supervisor should have a full discussion with the employee before giving the warning to ensure that the employee has the opportunity to respond or to give additional information. If the supervisor believes that an oral warning is appropriate, it should be made clear to the employee that the oral warning is the first step in the progressive discipline process. The oral warning should be

documented for the supervisor's record and it is recommended that a note summarizing the warning be given to the employee. The record and note should record the date, time and reason for the warning.

The oral warning remains in effect for 18 months.

Written Warning

Written Warning. After an employee has received an oral warning, a subsequent offense should be addressed by a written reprimand as appropriate. Supervisors must review the draft of the written reprimand with the Office of Human Resources. The supervisor and employee first meet to discuss the problem. In the discussion, the supervisor must review the incident or performance problem which requires the reprimand and the supervisor and employee should exchange ideas and information regarding solution(s) to the problem. The written reprimand should be given to the employee directly following the discussion, with copies to the Office of Human Resources and the employee's official personnel file.

The written warning should:

- Be identified as a disciplinary warning;
- Describe as specifically as possible the situation which prompted the warning; including day, date, time, location, and what the supervisor saw or heard;
- Indicate why the behavior or performance is unacceptable;
- Review the decisions that were reached during the discussion regarding how the employee would correct the problem;
- State that if the behavior continues or other problems occur, additional corrective measures may be taken, which may result in termination of employment.

If the written warning is given without a prior discussion regarding the incident between the supervisor and employee, the supervisor should discuss the matter with the employee when giving the employee the warning.

Written warnings are retained in the employee's formal record for 18 months.

Suspension

Suspension. Suspension is the third step of the disciplinary procedure. It is intended to indicate to the employee the seriousness of the infraction and that the employee can reasonably expect that the next step is termination of employment.

Before determining if an employee should be suspended, **the constituted disciplinary committee must meet with the employee** to discuss the incident or problem and consult with the Office of Human Resources.

The employee should be notified in writing of the suspension as soon as possible. The letter should outline the reason for the suspension and the dates of the suspension. Suspensions are normally for one (1) to ten (10) consecutive work days and the dates are determined by the committee in consultation with Human Resources. Longer suspensions because of severe infractions may be given and scheduled at the convenience of management. The employee should be warned that continuation of the behavior may result in termination of employment.

Normally suspensions are without pay, although if an investigation of events is necessary the employee may be suspended with pay, pending results of the investigation. Supervisors should consult with the Office of Human Resources regarding pay. There may be instances when a final written warning may be more appropriate, and may, upon consultation with the Office of Human Resources, substitute for a suspension (for example when discipline is for a pattern of absenteeism).

Termination Termination of employment is the culmination of the progressive discipline process or the penalty for very serious offenses. A constituted disciplinary committee should conduct a **pre-termination** hearing. The purpose of the hearing is to review with the employee's offence, past record and any new circumstances leading to the request to terminate.

30. SEPARATION FROM FAROF

Purpose: Employment with FAROF is based on mutual consent, both the employee and FAROF have the right to terminate employment with or without cause at any time giving a one month notice where required.
Description: Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. All cases of separation from FAROF by an employee will be treated as per the terms of employment and the provisions of this manual.

30.1. REASONS FOR SEPARATION

Below are listed some of the common circumstances under which employment is terminated:

- Resignation – voluntary employment termination initiated by an employee
- Redundancy – involuntary employment termination initiated by the organization for non-disciplinary reasons. Depending on the nature and volume of its operation, FAROF may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from FAROF with proper notice. While doing so, FAROF will give at least 1month notice in advance.
- Death - When an employee dies, his/her salary and benefits will automatically be paid to his/her legal heirs.

- Intimate relationship between Employees - Employee of opposite sex are prohibited from having intimate relationship, if found you shall be on an indefinite suspension and finally termination of appointment, although married couples may be considered base on decision by the Board of trustee
- Termination for Cause – involuntary employment termination initiated by the organization for performance or disciplinary reasons.
- Termination for health reasons.
- Summary Discharge or Dismissal – involuntary employment termination initiated by the organization for major offences
- Retirement – voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

30.2. RETIREMENT

Staff must retire at the retirement age laid down by the government; presently Federal civil servants retire after 35 years of service or upon attaining 70 years of age, whichever is sooner. Where staff continue to be employed beyond this age by mutual agreement between the CEO and the employee this will be on a fixed renewable term contract of one year.

30.3. PROBATIONARY TERMINATION/SUSPENSION

FAROF can terminate the employment of a staff member on probation before the period of probation expires without payment of any form of wages. The letter of termination should be signed by the CEO and should be given to the probationer by his/her supervisor and the CEO.

30.4. DISCIPLINARY TERMINATION

Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the provisions of this manual. Such employees will not receive any separation benefits. Termination due to other offences, not resulting in summary dismissal, shall take place with prior notice up to a maximum of one month or payment in lieu of notice.

30.5. RESIGNATION

All staff members have the right to resign from their service at any time. The notice of resignation should be done in writing directed to the CEO. A period of one month's notice or equivalent of one month's gross salary in lieu of notice will be required.

Absence from work without good reason for over five consecutive working days shall be considered resignation without notice and the right to terminate the employment of the staff member is in accordance with the disciplinary provisions stated in this manual.

When leaving FAROF due to voluntary resignation, an employee is entitled to any accrued annual leave up to a maximum of 10 days and gratuity if they have worked continuously with FAROF for over three years

30.6. TERMINATION DUE TO ILL HEALTH/TERMINAL ILLNESS

The employment of a staff member can be terminated for reasons of health or disability, if such an employee has been certified unfit by a medical board to carry out their obligations under the terms of employment. The medical board will be comprised of no more than three persons (a medical practitioner, the staff's supervisor, and the HR Officer) and will be convened for all health-related terminations. If an employee takes the maximum amount of leave allocated to them (sick leave, annual leave, and leave of absence) and is still unable to return to work due to health reasons, he/she shall be subjected to the medical board that will determine the staff's ability to continue in the service of the organization. The CEO shall have the right to initiate termination of the services of a staff member who is incapacitated by reasons of mental or physical conditions. Before such a termination is initiated, an effort shall be made by FAROF to find a position, which can be compatible with the staff member's health and qualifications. The initiation of such a termination begins by sending a confidential letter to the staff member stating the reasons for termination and asking for a response from the employee within 2 weeks. In case of not responding, the employee can be immediately terminated. In case of disagreement the CEO shall convene a medical Board to examine the staff member and based on the report make the final decision. In the case of injury while in active service, the Group Personal Accident policy taken by the Agency for staff will apply.

30.7. CESSATION OF THE ORGANIZATION

In an event that entails the cessation of FAROF, all staff shall be made redundant (severed) in accordance with the policy outlined in this manual. This also applies to the closure of a program or project on which an employee has been working. Severance benefit will be paid to staff that are made redundant. This is based on the availability of fund.

30.8. POOR PERFORMANCE

The employment of any staff may be terminated due to inability to perform prescribed duties in a satisfactory manner. Poor performance will be dealt with according to the progressive discipline procedure described above.

30.9. IMPRISONMENT/CONVICTION OF AN OFFENCE

Employees must report to their supervisor any charges brought against them for criminal offences, including traffic offences involving a FAROF vehicle.

Absence from work due to a sentence of imprisonment passed against a staff member for more than 30 days shall be subject to termination. An employee shall be terminated if they are convicted for an offence where such conviction renders them unsuitable for the position held.

30.10. EXIT INTERVIEW

FAROF will schedule exit interviews at the time of employment termination. The exit interview will give employee and employer the chance to discuss such issues as employee benefits, repayment of outstanding debts to FAROF (deducted from final salary payment) and return of FAROF equipment.

Suggestions, complaints and questions can also be voiced. Employees retain the right to refuse to participate in an exit interview. Refusal shall be documented along with all other relevant facts regarding termination of service.

30.11. TERMINATION CHECKLIST

A termination checklist will be completed by the supervisor (with assistance from Finance and Administration department). Final salary will not be given until all sections are completed satisfactorily.

30.12. TERMINATION PAYMENTS

Termination payments will be made to staff on their final day of employment with FAROF (provided the termination checklist has been completed and there are no outstanding issues).
If a staff member has outstanding advances or payables to FAROF, these will be deducted from receivables by an employee and the final pay. A detailed listing of the final pay shall be given to the employee.
If FAROF owes any amount to an employee, the money shall be transferred into the employee's bank account. If an employee owes any amount to FAROF, the employee must make this payment before separation from FAROF.

30.13. TERMINATION & SEVERANCE PAY/GRATUITY

Purpose: Severance benefit is to help cushion the financial impact of job loss when an employee is terminated through no fault of his or her own.
Description: FAROF will pay severance benefit to compensate employees who are terminated as a result of downsizing, redundancy, realignment, retrenchment, elimination of the position or closure of the program, and other causes not within the employee's control. This is based on the availability of funds.

30.13.1. COMPUTATION OF SEVERANCE BENEFIT

If an employee is made redundant, he/she will be entitled to a severance compensation equivalent to one-month salary for every completed year of service. This will be prorated for any uncompleted year of service.

Example of Computation: An employee earning N120,000 per month is made redundant after working continuously for 7 years and 5 months. His/her severance benefit will be computed as follows:
5/12 @ 120,000 = N 50,000
Total = N 50,000

30.14. TERMINATION OF EMPLOYMENT

Where employment is terminated by either the employee or Employer (FAROF), the employee will be entitled to:

a. Payment of outstanding salary earned.

b. Payment for any outstanding leave days up to a maximum of 10 days.

c. Any outstanding leave allowance payment.

d. Any accrued gratuity benefits earned (resignation only), or

e. Any accrued severance benefits (redundancy) if applicable

These payments are contingent upon submission of all FAROF property that was assigned to the employee.

30.15. OUTSTANDING FINANCIAL OBLIGATIONS

In the event that an employee has outstanding financial obligations to FAROF, such as un-liquidated advances, lost or damaged equipment, unmet training obligations, etc, severance/gratuity pay shall be subject to garnishment.

30.16. NOTIFICATION OF TERMINATION

Any permanent employee who wishes to resign must do so by giving one month's notice in writing or paying up one month's salary in lieu of notice. Annual leave cannot be used in lieu of notice.
Employees in good standing who are terminated without cause or declared redundant shall be given a month's written notice. Where this is not possible, they would be given one-month salary in lieu of notice. Terminated employees will be compensated at their regular salary rate for unused annual leave.

30.17. ALTERNATIVE POSITIONS

Whenever redundancy occurs, FAROF will endeavor, where possible to offer alternative positions to the affected employee, based on program needs and the employee's experience and background. This may result in a change of job location, title, duties etc.
In cases where an alternative position is offered, which does not result in a reduction of rank or salary but which the employee is unable or unwilling to accept, the employee will be deemed to have resigned and will not be entitled to severance pay.

30.18. GRATUITY (LONG SERVICE PAYMENT)

a. Applicability

All confirmed staff of FAROF who have completed a second year of continuous employment are eligible for gratuity or long service pay at resignation only.

b. Calculation of Gratuity Benefits

See above employee benefits

c. Eligibility
Gratuity benefits will only be paid upon an employee's separation from FAROF by way of resignation. Staff who are terminated for cause or dismissed summarily are not entitled to gratuity payment.
Any employee terminated for reason such as redundancy will be eligible for severance pay in lieu of gratuity, subject to the approval of FAROF Management.

31. FAROF PERSONAL INFORMATION AND DATA PROTECTION GUIDANCE

31.1. AUDIENCE

The information contained in this document is intended for general distribution. However, it is especially important that senior management in the organization are aware of the contents of the document as the responsibility rests with them to ensure that the guidelines contained in it are followed. The guidelines will also be brought to the attention of all staff whose work involves the handling of personal data.

31.2. GENERAL PROCEDURES

This document sets out guidelines in a number of specific areas where particular attention will be paid in order to help protect the confidentiality of personal data held in a Department. There are, however, a number of general procedures which FAROF will follow:

1. The first stage in establishing policies and procedures to ensure the protection of personal data is to know what data is held, where it is held and what the consequences would be will that data be lost or stolen. With that in mind, as a first step FAROF will conduct an audit identifying the types of personal data held within the organisation, identifying and listing all information repositories holding personal data and their location. Risks associated with the storage, handling and protection of this data will be included in FAROF's risk register. FAROF can then establish whether the security measures in place are appropriate and proportionate to the data being held while also taking on board the guidelines available in this document;

2. Access to all data centres and server rooms used to host hardware and software on which personal data is stored will be restricted only to those staff members that have clearance to work there. This will, where possible, entail swipe card and/or PIN technology to the room(s) in question – such a system will record when, where and by whom the room was accessed. These access records and procedures will be reviewed by management regularly;

3. Access to systems which are no longer in active use and which contain personal data will be removed where such access is no longer necessary or cannot be justified;

4. Passwords used to access PCs, applications, databases, etc will be of sufficient strength to deter password cracking or guessing attacks. A password will include numbers, symbols, upper and lowercase letters. If possible, password length will be around 12 to 14 characters but at the very

minimum 8 characters. Passwords based on repetition, dictionary words, letter or number sequences, usernames, or biographical information like names or dates must be avoided. FAROF must also ensure that passwords are changed on a regular basis;

5. FAROF will have procedures in place to properly evaluate requests from other organisations for access to personal data in its possession. Such procedures will assist FAROF in assessing whether the release of personal data is fully justifiable under the Data Protection Acts. FAROF will also ensure that access by staff of personal data for analysis or research purposes is fully justifiable and proportionate;

6. Personnel who retire, transfer from the Department, resign etc. will be removed immediately from mailing lists and access control lists. Relevant changes will also occur when staff are transferred to other assignments internally. It is the responsibility of FAROF to ensure that procedures are in place to support this, i.e. so that notification is provided to the relevant individual(s)/Unit in a timely fashion;

7. Contractors, consultants and external service providers employed by FAROF will be subject to strict procedures with regard to accessing personal data by way of formal contract in line with the provisions of the Data Protection Acts. The terms of the contract and undertakings given will be subject to review and audit to ensure compliance;

8. FAROF will have in place an up-to-date Acceptable Usage Policy in relation to the use of Information and Communications Technology (e.g. telephone, mobile phone, fax, email, internet, intranet and remote access, etc.) by its staff. This policy will be understood and signed by each user of such technology in the Department;

9. FAROF' Audit Committees, when determining in consultation with Secretaries General (or CEOs, etc. where relevant) the work programme of their Internal Audit Units (IAUs), will ensure that the programme contains adequate coverage by IAUs of areas within their organisations which are responsible for the storage, handling and protection of personal data. The particular focus of any review by IAUs would be on assessing the adequacy of the control systems designed, in place and operated in these areas for the purpose of minimising the risk of any

breach of data protection regulations. Risks associated with the storage, handling and protection of personal data will be included in the organization's risk register and risk assessments will take place as part of the organization's risk strategy exercise. Furthermore, external audits of all aspects of Data Protection within the organisation may be conducted on a periodic basis by the Office of the Data Protection Commissioner.

10. Procedures will be put in place in relation to disposal of files (both paper and electronic) containing personal data. It will be noted that incoming and outgoing emails which are 'of enduring interest' are archivable records. Procedures will also be put in place in relation to the secure disposal of computer equipment (especially storage media) at end-of-life. This could include the use of degaussers, erasers and physical destruction devices, etc;

11. Quality Customer Service documentation/customer charters will detail how customers' data is held and how it will be used/not used. Website privacy statements will be regularly reviewed to take account

of any enhancements, new practices or additional services which involve the collection and use of personal data;

12. New staff will be carefully coached and trained before being allowed to access confidential or personal files;

13. Staff will ensure that callers to the office or other unauthorised persons are unable to view personal or sensitive information whether held on paper documents or information displayed on PC monitors, etc.;

14. All staff will ensure that PCs are logged off or 'locked' when left unattended for any period of time (e.g. in Windows, using Ctrl+Alt+Del keys). Where possible, staff will be restricted from saving files to the local disk. Users will be instructed to only save files to their allocated network drive;

15. Personal and sensitive information will be locked away when not in use or at end of day;

16. Appropriate filing procedures (both paper and electronic) will be drawn up and followed;

17. Any databases or applications in use by FAROF which contain personal data must be registered with the Office of the Data Protection Commissioner.

31.3. PAPER RECORDS

The Data Protection Acts apply equally to personal data held on ICT systems and on paper files. The following guidelines will be followed with regard to personal and sensitive data held on paper files:

1. Paper records and files containing personal data will be handled in such a way as to restrict access only to those persons with business reasons to access them;

2. This will entail the operation of a policy whereby paper files containing such data are locked away when not required;

3. Consideration will also be given to logging access to paper files containing such data and information items;

4. Personal and sensitive information held on paper must be kept hidden from callers to offices;

5. Secure disposal of confidential waste will be in place and properly used. If third parties are employed to carry out such disposal, they must contractually agree to the Department's data protection procedures and ensure that the confidentiality of all personal data is protected. Such contracts will contain clauses similar to those outlined in the section on 'Data Transfers' below;

6. When paper files are transferred within a department, this usually entails hand delivery. However, it will be noted that, in many cases, internal post in FAROF ultimately feeds into the general postal system (this is particularly true for FAROF with disparate locations). In these instances, senders must consider registered mail or guaranteed parcel post service where appropriate.

Procedures must be in place for ensuring that the data is delivered only to the person to whom it is addressed, or another officer clearly acting on their behalf, and not any other staff member. Consideration will also be given to the security of manual files when in transit internally;

7. Facsimile technology (fax machines) will not be used for transmitting documents containing personal data.

31.4. EMAIL AND PERSONAL PRODUCTIVITY SOFTWARE

Email and other personal productivity software such as word processing applications, spreadsheets, etc. are valuable business tools which are in use across every Department. However, FAROF must take extreme care in using this software where personal and sensitive data is concerned. In particular:

1. Standard unencrypted email will never be used to transmit any data of a personal or sensitive nature. FAROF that wish to use email to transfer such data must ensure that personal or sensitive information is encrypted either through file encryption or through the use of a secure email facility which will encrypt the data (including any attachments) being sent. The strongest encryption methods available will be used. FAROF will also ensure that such email is sent only to the intended recipient. In order to ensure interoperability and to avoid significant key management costs, particular attention will be paid to any central solutions put in place for this purpose;

2. FAROF will consider implementing solutions that scan outgoing emails and attachments for keywords that would indicate the presence of personal data and, if appropriate, prevent its transmission;

3. Where personal or sensitive data is held on applications and databases with relevant security and access controls in place, additional controls will be considered that would prevent such data from being copied to personal productivity software (such as word processing applications, spreadsheets, etc.) where no security or access controls are in place and/or can be bypassed.

31.5. REMOTE ACCESS

There is an increasing business requirement for mobile working and e-working across the public service. Consequently, the demand from staff to access remotely the same systems that they can access from the office is increasing. This brings its own challenges in relation to data security which FAROF must address. With regard to personal and sensitive data, the following guidelines will be adhered to:

1. In the first instance, all personal and sensitive data held electronically will be stored centrally (e.g. in a data centre or in a department's secure server room with documented security in place). Data that is readily available via remote access will not be copied to client PCs or to portable storage devices, such as laptops, memory sticks, etc. that may be stolen or lost;

2. When accessing this data remotely, it must be done via a secure encrypted link (e.g. IPSEC or SSL VPN tunnel) with relevant access controls in place;

3. Additional stringent security and access controls will be in place, e.g. the mandatory use of strong passwords and security token authentication (i.e. two factor authentication);

4. Data being accessed in this way will be prevented from being copied from the central location to the remote machine;

5. FAROF must utilise technologies that will provide for the automatic deletion of temporary files which may be stored on remote machines by its operating system;

6. FAROF will ensure that only known machines (whether desktop PC, laptop, mobile phone, PDA, etc.) configured appropriately to the Department's standards (e.g. with up-to-date anti-virus and anti-spyware software, full encryption, etc.), are allowed to remotely access centrally held personal or sensitive data. The strongest encryption methods available will be used to encrypt data on these machines. In addition, 'strong' passwords/passphrases (see 'General Procedures') must be used to protect access to these machines and to encrypt/decrypt the data held on them;

7. Staff will be aware that it is imperative that any wireless technologies/networks used when accessing the Department's systems will be encrypted to the strongest standard available.

31.6. LAPTOPS AND OTHER MOBILE STORAGE DEVICES (INCL. MOBILE PHONES, PDAS, USB MEMORY STICKS, EXTERNAL HARD DRIVES, ETC.)

The use of laptops, USB memory sticks and other portable or removable storage has increased substantially in the last number of years. Likewise, the use of personal communications and

storage devices such as mobile phones, PDAs, etc. has also increased. These devices are useful tools to meet the business needs of staff. They are, however, highly susceptible to loss or theft. To protect the content held on these devices, the following recommendations will be followed:

1. All portable devices will be password-protected to prevent unauthorised use of the device and unauthorised access to information held on the device. In the case of mobile phones, both a PIN and login password will be used. Manufacturer or operator-provided PIN codes must be changed from the default setting by the user on receipt of the device;

2. Passwords used on these devices will be of sufficient strength to deter password cracking or guessing attacks. A password will include numbers, symbols, upper and lowercase letters. Password length will ideally be around 12 to 14 characters but at the very minimum 8 characters. Passwords based on repetition, dictionary words, letter or number sequences, usernames, or biographical information like names or dates must be avoided. FAROF must ensure that passwords are regularly changed;

3. Personal, private, sensitive or confidential data will not be stored on portable devices. In cases where this is unavoidable, all devices containing this type of data must be encrypted. With regards to laptops, full disk encryption must be employed regardless of the type of data stored;

4. With regards to mobile technologies, staff will be aware that when 'roaming' abroad, communications may not be as secure as they would be within Ireland;

5. Data held on portable devices will be backed up regularly to the organization's servers;

6. When portable computing devices are being used in public places, care must be taken to avoid unwitting disclosure of information, e.g. through overlooking or overhearing by unauthorised persons;

7. Portable devices must not contain unauthorised, unlicensed or personally licensed software. All software must be authorised and procured through a Department's IT Unit;

8. Anti-virus/Anti-spyware/Personal Firewall software must be installed and kept up to date on portable devices. These devices will be subjected to regular virus checks using this software;

9. FAROF will ensure that when providing portable devices for use by staff members, each device is authorised for use by a specific named individual. The responsibility for the physical safeguarding of the device will then rest with that individual;

10. Laptops must be physically secured if left in the office overnight. When out of the office, the device will be kept secure at all times;

11. Portable devices will never be left in an unattended vehicle;

12. Portable storage media will only be used for data transfer where there is a business requirement to do so, will only be used on approved workstations and must be encrypted;

13. In order to minimise incidents of unauthorised access and/or incidents of lost/stolen data, FAROF will restrict the use of personal storage media and devices (e.g. floppy disks, CDs, DVDs, USB memory sticks, etc.) to staff that require to use these media/devices for business purposes;

14. Only storage media provided by a Department's IT Unit will be permitted for use with that Department's computer equipment. FAROF must put in place solutions which only allow officially sanctioned media to be used on a department's computer equipment (i.e. on networks, USB ports, etc.);

15. Staff owned devices such as portable media players (e.g. iPods, etc.), digital cameras, USB sticks, etc. must be technologically restricted from connecting to Department computers;

16. FAROF will consider implementing additional log-in controls on portable devices such as laptops;

17. FAROF will implement technologies that will allow the remote deletion of personal data from portable devices (such as mobile phones and PDAs) will such devices be lost or stolen. A procedure for early notification of such loss will be put in place. This would allow for the disconnection of the missing device from a Department's email, calendar and file systems;

18. FAROF will implement procedures that will ensure that personal data held on mobile storage devices is fully deleted when the data is no longer required (e.g. through fully formatting the devices' hard

31.7. DATA TRANSFERS

Data Transfers are a daily business requirement for most, if not all, Government FAROF. With regard to personal and sensitive data, such transfers will take place only where absolutely necessary, using the most secure channel available. To support this, FAROF will adhere to the following:

1. Data transfers will, where possible, only take place via secure on-line channels where the data is encrypted rather than copying to media for transportation. Where this is not possible or appropriate at present, the safety of the data will be ensured before, during and after transit;

2. Manual data transfers using removable physical media (e.g. memory sticks, CDs, tape, etc.) will end where possible;

3. In the meantime, where data is copied to removable media for transportation such data must be encrypted using the strongest possible encryption method available. Strong passwords/passphrases (see 'General Procedures') must be used to encrypt/decrypt the data;

4. Any such encrypted media will wherever possible be accompanied by a member of the Department's staff, be delivered directly to, and be signed for by, the intended recipient. If this is not possible, the use of registered post or another certifiable delivery method may be used if an agreement similar to that outlined in 7. below has been put in place;

5. 'Strong' passwords (see 'General Procedures') must be used to protect any encrypted data. Such passwords must not be sent with the data it is intended to protect. Care will be taken to ensure that the password is sent securely to the intended recipient and that it is not disclosed to any other person;

6. Standard email will never be used to transmit any data of a personal or sensitive nature. FAROF that wish to use email to transfer such data must ensure that personal or sensitive information is encrypted either through file encryption or through the use of a secure email facility which will encrypt the data (including any attachments) being sent. Staff will ensure that such mail is sent only to the intended recipient. In order to ensure interoperability and to avoid significant key management costs, particular attention will be paid to any central solutions put in place for this purpose;

7. When a data transfer with a third party is required (including to/from other Government FAROF), a written agreement will be put in place between both parties in advance of any data transfer. Such an agreement will define:

• The information that is required by the third party (the purposes for which the information can be used will also be defined if the recipient party is carrying out processing on behalf of the organisation);

• Named contacts in each organisation responsible for the data;

• The frequency of the proposed transfers;

• An explanation of the requirement for the information/data transfer;

• The transfer method that will be used (e.g. Secure FTP, Secure email, etc.);

• The encryption method that will be used;

• The acknowledgement procedures on receipt of the data;

• The length of time the information will be retained by the third party;

• Confirmation from the third party that the information will be handled to the same level of controls that the Department apply to that category of information;

• Confirmation as to the point at which the third party will take over responsibility for protecting the data (e.g. on confirmed receipt of the data);

• The method of secure disposal of the transfer media and the timeline for disposal;

• The method for highlighting breaches in the transfer process;

• For data controller to data controller transfers (as opposed to a data controller to a data processor transfer), it needs to be clear that only necessary data is transferred to meet the purposes;

• Business procedures need to be in place to ensure that all such transfers are legal, justifiable and that only necessary data is transferred to meet the purposes;

• Particular attention will be focused on data made available to third party data processors under contract for testing purposes. Live data will not be used for this purpose.

31.8. USE AND DISSEMINATION OF COMPANY INFORMATION

"Information," as the term is used in this policy, includes without limitation any information owned or used by FAROF, such as:

- Any FAROF employee, Partners or client lists.
- Any FAROF database information, including addresses and telephone numbers.
- Any information from FAROF employee personnel files, including employee addresses, telephone numbers, employment status and wage history.
- Any photographs, videotapes and sound clips of any FAROF employee, customer or client.

Only those employees who are authorized by FAROF's board of directors or executive team, or whose job description permits them to do so, may speak on behalf of FAROF. Notwithstanding the foregoing, specific permission from FAROF's board of directors or executive team will be required before any FAROF employee may disseminate confidential FAROF's information.

No employee may knowingly dispense such information to any outside party unless authorization has been granted. This could include other employees who do not have the right to know such information. Any breach will be considered a violation of FAROF's policy concerning confidentiality, and it may constitute a violation of state or federal law.

31.9. MONITORING OF NETWORK COMMUNICATIONS

FAROF reserves the right to monitor at any time any communications that use FAROF networks in any way, including data, voice mail, telephone logs, Internet use and network traffic, to determine proper use.

FAROF will review network communications activity and will analyze use patterns. FAROF may choose to publish these data to ensure that FAROF resources in these areas are being used according to this policy.

No employee may knowingly disable any network software or system identified as a monitoring tool.

31.9.1. APPROPRIATE ACCESS AND AUDIT TRAIL MONITORING

All organisations have an obligation to keep information 'safe and secure' and have appropriate measures in place to prevent "unauthorised access to, or alteration, disclosure or destruction of, the data and against their accidental loss or destruction" in compliance with sections 2(1)(d) and 2C of the Data Protection Acts 1988 & 2003. It is imperative, therefore, that FAROF have security in place to ensure that only those staff members with a business need to access a particular set of personal or sensitive data are allowed to access that data. In addition to this general requirement, the following guidelines will be followed:

1. FAROF will ensure that their ICT systems are protected by use of appropriate firewall technologies and that this technology is kept up-to-date and is sufficient to meet emerging threats;

2. In order to capture instances of inappropriate access (whether internal or external), addition, deletion and editing of data, audit trails will be used where technically possible. In situations where systems containing personal data do not currently record 'view' or 'read' access, it will be investigated, as a matter of urgency whether such functionality can be enabled. In carrying out such an investigation, FAROF will take into account whether there would be any effect on system performance that may hinder the ability of the Department to conduct its business. If the functionality cannot be enabled and the risk of inappropriate access is sufficiently high, such systems will be scheduled for removal from use and replaced by systems with appropriate auditing functionality;

3. Access to files containing personal data will be monitored by supervisors on an ongoing basis. Staff will be made aware that this is being done. IT systems may need to be put in place to support this

31.10. BREACH MANAGEMENT

A data security breach can happen for a number of reasons, including:

• Loss or theft of data or equipment on which data is stored (including break-in to an organisation's premises);

• Inappropriate access controls allowing unauthorised use;

• Equipment failure;

• Human error;

• Unforeseen circumstances such as a flood or fire;

• A hacking attack;

• Access where information is obtained by deceiving the organisation that holds it.

It is important that FAROF put into place a breach management plan to follow when such an incident occur. There are five elements to any breach management plan:

1. Identification and Classification

2. Containment and Recovery

3. Risk Assessment

4. Notification of Breach

5. Evaluation and Response

1. Identification and Classification

FAROF must put in place procedures that will allow any staff member to report an information security incident. It is important that all staff are aware to whom they will report such an incident. Having such a procedure in place will allow for early recognition of the incident so that it can be dealt with in the most appropriate manner.

Details of the incident will be recorded accurately, including the date and time the incident occurred, the date and time it was detected, who/what reported the incident,

description of the incident, details of any ICT systems involved, corroborating material such as error messages, log files, etc. In this respect, staff need to be made fully aware as to what constitutes a breach.

2. Containment and Recovery

Containment involves limiting the scope and impact of the breach of data protection procedures.

If a breach occurs, FAROF will:

• decide on who would take the lead in investigating the breach and ensure that the appropriate resources are made available for the investigation;

• establish who in the organisation needs to be made aware of the breach and inform them of what they are expected to do to assist in the containment exercise. For example, this might entail isolating a compromised section of the network, finding a lost file or piece of equipment, or simply changing access codes to server rooms, etc.;

• establish whether there is anything that can be done to recover losses and limit the damage the breach can cause;

3. Risk Assessment

In assessing the risk arising from a data security breach, FAROF will consider what would be the potential adverse consequences for individuals, i.e. how likely it is that adverse consequences will materialise and, in the event of materialising, how serious or substantial are they likely to be. In assessing the risk, FAROF will consider the following points:

• what type of data is involved;

• how sensitive is it;

• are there any protections in place (e.g. encryption);

• what could the data tell a third party about the individual;

• how many individuals' personal data are affected by the breach;

4. Notification of Breaches

Although there is no current explicit legal obligation to notify individuals or other bodies under the Data Protection Acts of a breach, the Data Protection Commissioner's Office encourages voluntary notification and early engagement with the Office. Therefore, if inappropriate release/loss of personal data occurs it will be reported immediately, both internally and to the Data Protection Commissioner's Office and, if appropriate in the circumstances, to the persons whose data it is. In this regard, FAROF will be aware of the dangers of 'over notifying'.

When notifying individuals, FAROF will consider using the most appropriate medium to do so. They will also bear in mind the security of the medium used for notifying individuals of a breach of data protection procedures and the urgency of the situation. Specific and clear advice will be given to individuals on the steps they can take to protect themselves and what the Department is willing to do to assist them. FAROF will also provide a way in which individuals can make contact for further information, e.g. a helpline number, webpage, etc.

FAROF will consider notifying third parties such as the bank or credit card companies who can assist in reducing the risk of financial loss to individuals.

The Office of the Data Protection Commissioner will provide advice upon notification as to the requirement or otherwise, in particular circumstances, to notify individuals.

5. Evaluation and Response

Subsequent to any information security breach a thorough review of the incident will occur. The purpose of this review is to ensure that the steps taken during the incident were appropriate and to identify areas that may need to be improved.

Any recommended changed to policies and/or procedures will be documented and implemented as soon as possible thereafter.

Each Department will identify a group of people within the organisation who will be responsible for reacting to reported breaches of security.

32. COMPUTER POLICY FOR OFFICE DATA MANAGEMENT

32.1. Purpose

FAROF seeks to effectively manage the computer system for guiding the use, maintenance and security of the computer equipment. Employees are responsible for ensuring that the procedures and policies suggested here are followed.

32.2. Use

Using computer equipment requires particular care because of its fragility and high cost. Access to the equipment should thus be strictly reserved to FAROF employees only. Those employees who are unable to handle commonly-used software will be given an orientation by the senior staff on request. At least one FAROF employee will be trained in handling minor maintenance of computers and accessories at the office.

All staffs of FAROF will be placed with a laptop which is used for official purpose only and not otherwise, on termination, employees are to return laptop and any other computer accesseries given in good working condition

32.3. Security

a. In order to safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives) that are at FAROF office are only to be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with latest anti-virus software.

b. In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on her / his computer.

c. There should be at least two backups of all important documents. One copy should be on the hard disk of the computer assigned to the concerned employee and a second copy on a CD/DVD kept in the office.

d. The computers of FAROF should normally be used by its employees. Consultants and volunteers should seek prior permission of FAROF employee before using his/her computer in the office

e. laptops should not be taken out of office or less when assigned for official purpose only

32.4. Saving documents in the computers

In order to streamline the procedure to save documents in the computers and to make it easier for people to find documents and make back-ups of important documents, each employee should have a c:/my documents directory in his/her computer. This directory should be broken down into sub-directories to facilitate retrieval of important documents. Each employee will include a copy of all their important documents to be backed up on a directory entitled backup.

32.5. Back-ups of Documents

In order to safeguard important documents and other work done by the staff, the back-up directory of the employee shall be backed up on External hard drive/CD/DVD once every week (every Friday) and the CD/DVD stored by the employee in a designated locker of FAROF, we also strongly engage in Cloud computing to store FAROF Data.

33.0. REFERENCES

Attachment A1: Employee handbook acknowledgement form
Attachment A2: Employment terms and condition of employment
Attachment B: Conflict of interest policy
Attachment C: Confidential Policy
Attachment D: Vehicle Policy
Attachment E: Whistle Policy
Attachment F: FAROF Appraisal form
Attachment G: Staff evaluation exemption form
Attachment H: Staff training Need Assessment form

HR POLICY & DISCLAIMER

Latest Amendment Date: 28th November 2023

The principal indicative time for review: 2027 or earlier

Annual Responsibility for review: Principal/Senior Manager/Administration, HR and Finance

Kindly download all other attachments from our website: https://www.farof.org/resource-center.html

	Chairman Board of Trustees:	***Chief Executive Officer***
	Date: 28th November 2023	*Date: 28th November 2023*
	Signature	*Signature:*

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ATTACHMENT-A1-Employee handbook acknowledgement form

FREEHEARTS AFRICA REACHOUT FOUNDATION EMPLOYEE HANDBOOK ACKNOWLEDGEMENT FORM

The employee handbook describes important information about Freehearts Africa Reachout Foundation (FAROF), and I understand that I should consult the Chief Executive Officer regarding any questions not answered in the handbook. I have entered into my employment relationship with Freehearts Africa Reachout Foundation voluntarily and acknowledge that there is no specified length of employment. Accordingly, either FAROF or I can terminate the relationship at will, with or without cause, at any time, so long as there is no violation of applicable law.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur and all such changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies or employment agreements. Only the Board of Trustees of FAROF has the ability to adopt any revisions to the policies in this handbook.

Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it. I understand that a copy of this acknowledgement form will be held in my Personnel Record as evidence of my receipt and knowledge of FAROF employee handbook.

FAROF OF NECESSITY RESERVES THE RIGHT AT ALL TIMES TO AMEND OR TERMINATE ANY EMPLOYEE BENEFIT PLAN.

_____ _____

EMPLOYEE'S SIGNATURE *DATE*

_____ _____

EMPLOYEE'S NAME (TYPED OR PRINTED) *DATE*

ATTACHMENT A2-Employee terms and condition of employment

1. The Organization follows a holding policy for new employees to undergo training and staff orientation within 3days of resumption.
2. In the event that you decide to leave the Organization, the following shall apply as is the case: -
   You will be required to give at least one months' notice of resignation to the organization or have to the Organization one month's salary in lieu of the notice.
3. The Organization will provide you extensive capacity building during your employment period and expects you to return the investment made on you in the form of personal value addition to the Organization. The training materials that will be provided during all workshops within the organization or workshop nominated, shall remain the property of the Organization.
4. Confidential information. All documents or information gotten during and after your period of employment shall be kept confidential, carrying the materials outside the Organization or disclosing them to anyone other than employees of the company is a breach of trust and will result in immediate forfeiture of the termination of employment without notice.

5. Spreading rumours, soliciting employees of the Organization to stand against the management law or for outside employment or coercing co-workers to leave the Organization is strictly prohibited and frowned upon. Such actions will result in immediate termination of employment without notice.
6. There will be official meeting every end of month, which every staff performance will be review to improve themselves in their appointment/ job description.
7. All staffs, including the contract staffs have the right/ access to give opinion on anything bordering their mind concerning the job.
8. Breaking of any rules and regulation of the company may leads to either reduction of salary or termination of an appointment.
9. All staff of the Organization must add value to the organization at the end of each month, thus all Staffs shall be fund raisers in other to ensure a continuous project outreach all year round and publicize the Organization activities in the case of award of grants.
10. You shall not send any form of written massages to your superior, in relation to excuse or such, all excuse e.g sickness or unforeseen circumstance must be reported in person and approval received before commencing leave, if permission is not granted and such employee decide to take laws into his/her hands you shall be issued indefinite suspension.
11. In the availability of funds, all staffs shall be paid full salaries in which at the end of grant award period for each project, pending the await in the renewal of project or award of New grant for a project, all staffs shall be remunerated 30% of their salaries.
12. Salary increment is based on performance and depending on funds availability
13. In the case of additional award of new project to the Organization, and it happen that your service is required, there shall be an increment of 50% of your agreed pay during the project execution period or based on the decision by the Board of Trustee BOT.

Please indicate your understanding and acceptance of the above terms and conditions by signing in the space provided below.

ANNEXES B-2:

1. **Personal Particulars:**

   You will keep us informed of any change in your residential address, your family status or any other relevant particulars. You would also let us know the name and address of your legal heir/nominee.

2. **Nature of Work:**

   You will work at high standard of **Excellence, Humanitarianism, Accountability, Transparency, Commitment and Resourcefulness** in the organization. The nature of work and responsibilities will be assigned and explained to you by your superior from time to time.

3. **Working Hours:**

   The regular working hours of the Organization are from 8:00AM to 5PM, although overtime may be considered

Training:

You will hold yourself in readiness for any training at any place whenever required. Such training would be imparted to you at the Organization's expense or partners conducting training expense, Kindly note that refusal to participate in a training programme without any extraneous circumstances would lead to automatic termination of your employment and Knonwledge obtained shall be stepped down to others. **(See the Account officer/Admin officer for detail on partners conducting training expense)**

4. **Intellectual Property Right:**

   If during the period of your employment with us you achieve any invention, process improvement, operational improvement, or other process/method likely to result in more efficient operation of any of the activities of the Organization, the Organization shall be entitled to use, utilize and exploit such improvement and you shall assign all rights thereof to the Organization for the purpose of seeking any patent rights or for any other purpose. The Organization shall have the sole ownership rights of all the intellectual property rights that you may create during the tenure of association with the Organization including but not limited to the creative concept that you may develop during your association with the Organization.

5. **Secrecy/Confidentiality:**

   You will not during the course of your employment with the Organization or at any time there after divulge or disclose to any person whomsoever, make any use whatsoever for your own purpose or for any other purpose other than that of the Organization, of any information or knowledge obtained by you during your employment as to affairs of the Organization including development, process reports and reporting system and you will during the course of your employment hereunder also use your best endeavour to prevent any other person from doing so.

6. **Restrain:**

i. **Restriction on Personal Use:**

   Use of Organization resources for personal use is strictly restricted. These includes: computer resources, information, internet service, and working time of the Organization for any personal use.

7. **Leave:**

   You will be entitled to two weeks annual leave and as laid down in the Standing Orders of the Organization. Two (2) weeks advance intimation is required to be given for availing leave. In the event of a sick leave you will be required to furnish a doctor's certificate for the period of leave. The Organization follows strict time schedule and late comings are discouraged, unless otherwise notified by you in advance. Late marks will be accorded to you for every late entry with one day of absence counted for every three late marks.

8. **Security:**

   Security is an important aspect of our communication and office infrastructure. Communication security is maintained by controlling physical access to computer system, disabling all working stations, floppy disk

drives and Organization wide awareness about the need for protection of intellectual property and sensitive information.

9. **Termination of Service:**

i. Either party can terminate this employment by serving a notice of one month on the other, save and accept that the Organization may at its option pay salary in lieu of the notice period to terminate employment with immediate effect.

ii. Unauthorized absence or absence without permission from duty for a continuous period of 1 day would make you lose your lien on employment. In such case your employment shall automatically come to an end without any notice of termination or notice pay.

iii. You will be governed by the laid down code of conduct of the Organization and if there is any breach of the same or non-conformance of contractual obligation or with the terms and conditions laid down in this agreement, your service can be terminated without any notice; notwithstanding any other terms and conditions stipulated herein the Organization reserves the right to invoke other legal remedies as it deems fit to protect its legitimate interest.

10. **Standing Orders:**

You will abide by the Standing Orders, rules & regulations and service conditions that may be in force or application to the organization or are framed from time to time by the Organization.

11. **Appointment in Good Faith:**

It must be specifically understood that this offer is made based on your proficiency on technical/professional skills you have declared to possess as per your application for employment and your ability to handle any assignment/job independently. In case at a latter date any of your statements/particulars furnished are found to be false or misleading or your performance is not up to the mark or falls short of the minimum standard set by the Organization, the Organization shall have the right to terminate your services forthwith without giving any notice notwithstanding any other terms and conditions stipulated therein. The above terms and conditions are based on the Organization's policy, procedures and other rules currently applicable in with our funder/Donor and are subject to amendments and adjustments from time to time. In all matter including those not specifically covered here such as traveling, retirement, etc. you will be governed by the rules of the Organization as shall be in force from time to time.

ATTACHMENT B: CONFLICT OF INTEREST POLICY

1. Purpose/General Rule

The purpose of this policy is to provide guidance in identifying and handling potential and actual conflicts of interest involving the foundation. In most instances, conflicts of interest can be avoided simply by continuing to exercise good judgment. The foundation relies on the sound judgment of its employees to prevent many such conflict situations.

FAROF is committed to the highest levels of integrity. Employees of FAROF are expected to conduct their relationships with each other, the foundation, and outside organizations with objectivity and honesty. The general rule is that: FAROF employees are obligated to avoid and disclose ethical, legal, financial, or other conflicts of interest involving the foundation, and remove themselves from a position of decision-making authority with respect to any conflict situation involving FAROF.

2. Identification and Management of Conflict Situations

2.1. Basic Definitions

Generally, a conflict of interest may occur if an endeavor or activity influences or appears to influence the ability of an individual to exercise objectivity or impairs the individual's ability to perform his or her employment responsibilities in the best interests of FAROF.

An individual is considered to have a potential conflict of interest in FAROF when:

- He or she or any family member receives a financial or other significant benefit as a result of the individual's position at FAROF;
- The individual has the opportunity to influence FAROF's granting, business, administrative, or other material decisions in a manner that leads to personal gain or advantage; or
- The individual has an existing or potential financial or other significant interest which impairs or might appear to impair the individual's judgment in carrying out their responsibilities to FAROF.

2.2. Specific Relationships that May Create Conflicts of Interest

A variety of situations, affiliations and relationships may create potential conflicts of interest. An employee's former employment with a prospective or actual grantee, contractor, vendor or supplier, could raise an allegation of an apparent or actual conflict of interest. Therefore, if the former employment relationship is within the last six months, you must disclose the relationship and recuse yourself from managing the grant or contract. In addition, if the former employment relationship is more than six months ago, but is still recent (within the past 12 months), you should disclose the relationship and be sensitive to the appearance of a conflict of interest or other impropriety.

For purposes of the Conflict of Interest Policy, the term ***"family member"*** means any spouse, domestic partner, parents, siblings, children, any other relative who resides in the same household and any other familial relationship that could create the appearance of a conflict.

Financial or other relationships (i.e., significant investor, governing board member, trustee, advisor, officer, consultant, or other position of influence) of an employee or their family with a prospective or actual grantee, contractor, vendor or supplier could create the appearance of impropriety or interfere with an employee's ability to perform their responsibilities on behalf of and in the best interests of the foundation. Such relationships should be disclosed in the employee's Conflict of Interest certification.

When deciding which relationships should be disclosed, consider the situation from the perspective of an outsider and whether the relationship is of a nature that it could raise an allegation of an apparent or actual conflict of interest, and then err on the side of transparency. Full disclosure helps to alleviate or avoid future misunderstandings.

Additionally, certain types of relationships between co-workers may create impermissible conflicts of interest. For example, a romantic relationship in the workplace may raise perceptions of bias and favoritism. For these reasons, personal/romantic or financial/business relationships between co-workers that could create the appearance of impropriety or interfere with an employee's ability to

perform their responsibilities on behalf of and in the best interests of the foundation should be promptly disclosed to the Human Resources.

2.3. Disclosure and Management of Conflicts of Interest

All positions of influence, financial benefits, financial interests, and other potential conflicts of interest must be disclosed in the foundation's Conflict of Interest certification. If an appearance of impropriety or actual conflict of interest exist, appropriate actions must be taken, which will vary depending upon the particular facts. The employee involved in the conflict situation must work cooperatively with their manager to achieve a resolution of the conflict issues in the best interests of the foundation. Depending upon the nature of the conflict, this may include the employee being removed from a position of decision-making authority with respect to the conflict situation or other more serious actions.

3. Gifts and Entertainment

FAROF employees may not receive or offer gifts, entertainment or anything else of significant value (e.g. financial payments, awards, loans, services, fees, etc.) for the purpose of influencing the action of FAROF or of the recipient. Gifts and entertainment received from vendors, suppliers, consultants, and grantees as part of normal business practice, must be declined, given to the foundation or shared with the foundation generally, and if acknowledgement is appropriate, acknowledged on behalf of the foundation. This guideline is not intended to prohibit normal business practices, such as meetings over meals, corporate items given to participants in meetings and conferences, or token hosting gifts, as long as they are of nominal and reasonable value and promote the foundation's legitimate business interests. If an employee believes there is an appropriate reason to make an exception to this policy for an individual situation, he or she should contact Legal prior to giving or accepting the gift.

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[2]While it may sometimes be difficult to judge the value of gifts offered to foundation employees, it is important to also consider the appearance of impropriety. FAROF staff should refrain from accepting gifts when the gifts give the appearance of impropriety. Please contact Legal if you are unsure about the appropriateness of accepting gifts or social invitations.

4. Director's Fees, Honorariums, Expense Reimbursements, and other Similar Payments

Staff members are encouraged to undertake speaking engagements, write articles, and engage in similar endeavors, provided the time spent does not interfere with the employee's foundation responsibilities.

When participating in such activities as a **foundation representative** or as a part of **foundation-sponsored board service,** director's fees, author's royalties, honorariums, and payments for published articles or speaking engagements may not be accepted and travel costs and expenses should be paid by the foundation.

When participating in such activities as a member of a governing board or advisory board and as part of **professional development**, any director's fees may not be accepted and travel costs and expenses should be paid by the foundation.

When participating in such activities on a **personal basis**, director's fees, author's royalties, honorariums, and payments for published articles or speaking engagements should only be accepted if:

1. the materials and all activities undertaken in connection with these endeavors are prepared or conducted on personal time;
2. the issues addressed are <u>not</u> related to the foundation's work or mission;

3. foundation resources are not utilized and;
4. the organization making the payment is not a foundation grantee.

Travel costs and expenses incurred in connection with any activities that are not foundation related must be borne by the individual or the organization inviting them to participate, and must not be paid or reimbursed by the foundation. If an employee believes circumstances merit an exception to this policy, the employee should consult **Legal** for advice.

5. Accepting Compensated Work Outside the Foundation

In an effort to prevent potential conflicts, understanding the scope and nature of outside business commitments of foundation management is necessary to ensure they do not infringe on work responsibilities required on behalf of the foundation. Therefore, foundation employees who hold the position of **Program Officer or higher, or are otherwise at the level of manager**, may not conduct outside business or other activities for which they receive remuneration if it is related to their expertise as a foundation employee or the business of the foundation, without prior approval from the Director of their group, or, in the case of a Director, from the chair of the Trustee. The Director and/or Chairt must consult with **Legal** before granting permission. In requesting permission, the employee should disclose the organization for which the work will be done, the nature of the work, the expected time commitment and remuneration to be received, as well as an evaluation of any potential conflicts of interest that could arise with the foundation as a result of the employee's engagement in such activity. All other foundation employees may

accept compensated work outside the foundation provided that such work is performed solely on personal time, without the use of foundation resources, and provided that the time commitment required for such outside work does not impact the employee's ability to perform his or her work for the foundation.

6. Foundation Matching Gift Program

A foundation employee may request that the foundation make a grant in connection with the foundation's Employee Matching Gift Program to a charitable organization in which the employee or the employee's family is involved in management and/or decision-making activities, provided that the grant funds are not earmarked to pay the salary of the foundation employee or their family member.

7. Political Activities

The foundation is strictly prohibited from engaging in electoral politics or lobbying activities. Foundation employees are free to engage in these types of political activities on a personal basis provided the activities do not conflict with their ability to carry out their foundation responsibilities or create confusion between positions or actions that are taken by them personally, versus as a foundation representative. Before a foundation employee becomes actively involved in a political campaign or activity, the employee should discuss appropriate actions with **Legal** to avoid or minimize the risk of the employee's personal actions being attributed to the foundation, and also review any other unintended potential impacts such activity could have on the foundation. Individual political activities should only occur during offduty hours, at the employee's own expense, and without use of the foundation's name, resources, facilities, or equipment. If an employee is asked to sign political

advertisements or endorsements that include employment, a generic description should be used such as “foundation program officer” or “grant maker in education” rather than including the name of the foundation. Only the Co-Chairs of the foundation can authorize the taking of any position by the foundation on legislation, referenda, or the like.

8. Competing for Foundation Individual Scholarships, Fellowships, or Awards

Employees of the foundation and their family members may not compete for foundation supported scholarships, fellowships, or awards.

9. Conflict of Interest Certification

Upon commencement of employment and annually thereafter, all employees must complete a Conflict-of-Interest certification. Employees are also required to update their certification whenever there has been a change in the employee’s affiliations. Employees will be prompted to disclose all of their affiliations, even if there is no current conflict of interest.

10. Interpretation

This policy cannot describe all conflicts of interest situations that may arise involving the foundation. Therefore, foundation employees must use good judgment to avoid any appearance of impropriety. Appropriate circumstances may also justify exceptions to the application of the policy. If you have any questions about this policy or its application, please err on the side of caution and transparency and seek advice from **Legal** prior to entering into such transaction.

EXAMPLES OF CONFLICT-OF-INTEREST ACTIVITIES AND RELATIONSHIPS

EXAMPLES OF CONFLICT-OF-INTEREST ACTIVITIES AND RELATIONSHIPS

The following activities illustrate types of potential or actual conflicts of interest that should be avoided and disclosed, as applicable, in accordance with this policy. The list is not all inclusive and is intended only to provide guidance.

- Self-benefit: Using your position or relationship within the foundation to promote your own interests or those of your family, including use of confidential or privileged information acquired in the course of employment at the foundation for benefit or gain of yourself or your family members.
- Influence peddling: Soliciting benefits for yourself or your family from outside organizations in exchange for using your influence to advance the interests of that organization within the foundation.
- Other business relationships and dealings: Approving grants or contracts with organizations in which you or your family have a significant financial or other interest or relationship, particularly if you are in a position to influence major decisions, are responsible for review, negotiation and

approval of the grants or contracts, or otherwise direct the foundation's business dealings with that business or entity.

- Outside commitments: Participating in social or political activities is not restricted as long as you participate as an individual and not as a representative of the foundation.
- Property transactions: Directly or indirectly leasing, renting, trading, or selling real or personal property to or from the foundation.
- Use of the foundation property for personal advantage: Using or taking foundation resources, including facilities, equipment, personnel, and supplies, for private use or other unauthorized non-foundation activities.
- Recording or reporting false information: Misrepresenting, withholding, or falsifying relevant information required to be reported to external parties or used internally for decision-making purposes, in order to derive personal benefits.
- Dealings with grantees: Personally accepting anything of value from organizations or individuals that have grant proposals pending before the foundation or have received grants from the foundation.

Certification- Compliance with the Conflict-of-Interest Policy

Compliance with the Conflict-of-Interest Policy

of Freehearts Africa Reach Out Foundation (FAROF)

I hereby certify that I have read FAROF's Conflict of Interest Policy dated December 11th 2013, and I am in compliance with that policy statement, except as set forth in the space provided below.

Except as noted, neither I nor, to the best of my knowledge, any member of my immediate family has any interest or is engaged in any activity which might be interpreted as a violation of the policy.

I understand that, unless and until I am advised in writing to the contrary, any interest or activity reported herein shall not constitute a violation of FAROF Conflict of Interest Policy.

_____

Signature

_____

Print Name

_____

Title

_____

Date

Possible Exceptions to the Policy (Disclosure):

_____

_____

_____

_____

ATTACHMENT C: CONFIDENTIAL POLICY

1. PURPOSE

This policy is intended to provide **Freehearts Africa Reach Out Foundation** employees with a basic understanding of their responsibilities to protect and safeguard the Confidential Information to which they have access as a result of their employment.

The purpose of this Confidentiality Policy is to lay down the principles that must be observed by all who work with the Freehearts Africa Reach Out Foundation and have access to confidential information. This policy, where relevant, should be read in conjunction with the appointment letter and/or employment contract applicable to FAROF employees and personnel, and other work rules, policies and procedures applicable to the organization employees and personnel.

2. SCOPE

This policy applies to all FAROF employees and all other persons working in FAROF (including, but not limited to, probationary period Employees, Consultants, Interns, and Volunteers. The term "staff' as used in this policy refers to all FAROF employees and all other persons as defined here. This policy does not nullify additional or specific professional or ethical obligations that may attach to FAROF employees.

3. CONFIDENTIAL INFORMATION

Security and confidentiality of Confidential Information is of the utmost importance at FAROF. It is the responsibility of every Employee, Volunteers, Interns, Consultants and Board members to respect

and maintain the security and confidentiality of Confidential Information. A violation of this policy may result in disciplinary action.

For purposes of this policy, "Confidential Information" is defined as information disclosed to an individual employee or known to that employee as a consequence of the employee's employment at FAROF, and not generally known outside FAROF, or is protected by law.

The employees of FAROF manage and have access to confidential information that must stay within our organization. Confidential Information includes but are not limited to – our donors; supporters; information relating to intellectual property such as an invention; research data; decisions; strategies; reports; any documents; drafts of documents of all kinds, passwords and other IT-related information; our computer and software systems and process; policies and procedures; information about employees; and FAROF financial and account information. Individual offices, departments, or programs may have additional types or kinds of information that are considered "Confidential Information" and are covered by this policy. "Confidential Information" includes information in any form, such as written documents or records, electronic data, electromagnetic or otherwise.

Employees, Volunteers, Interns and Board member are not permitted to share this confidential information with anyone outside the organization, or to remove or make copies of any of FAROF's records, reports, or documents in any form, without prior management approval. Disclosure of confidential information may lead to disciplinary action, which may include termination of employment, as well as other possible legal action. Additionally, employees of FAROF are prohibited during and/or after employment from using FAROF's confidential information in any form for their own purposes or for those of other persons or entities. Finally, all confidential information relative to FAROF, regardless of its form, must be returned to the organization at the time of termination of employment with the organization.

All information concerning the organization must be maintained in confidence, and particular care must be taken to avoid discussion of organization affairs with third parties, unless authorization to do so is obtained from the chief executive, or as required by law.

All files, documents, and working papers of the organization are the property of the foundation. Any board member, Employees, Volunteers, Interns or Consultant who purposely, or through a failure to exercise reasonable care, causes confidential information to be disclosed will be subject to disciplinary action, up to and including termination. The obligation to keep information confidential **continues** after an Employee, Volunteer, Intern, Board member, or Consultant ceases to be employed by or affiliated with the organization.

3.1. Personal Addresses

It is the policy of the organization not to give out staff's personal addresses or phone numbers to outside persons (with the exception of the human resource department's dealings with benefit providers).

Anyone asking for personal information on staff should be instructed to forward all calls, mailings, or invitations to the organization's office.

3.2. Each employee shall have the following responsibilities under this policy:

1. During employment and after the termination of employment, an employee will hold all Confidential Information in trust and confidence, and will only use, access, store, or disclose Confidential Information, directly or indirectly, as appropriate in the performance of the employee's duties for FAROF. An employee will not remove materials or property containing Confidential Information from the employee's department or program area unless it is necessary in the performance of the person's job duties. Any and all such materials, property, and Confidential Information are the property of FAROF. If materials or property containing Confidential Information are removed from FAROF, the employee must safeguard the materials/property and control access as necessary. It is the responsibility of employees to safeguard and control access to materials and property. Upon termination of any assignment or as requested by an employee's supervisor, the employee will secure all such materials/property and copies thereof or return all such materials/property and copies to the employee's supervisor or supervisor's designee.
2. An employee will not seek to obtain any Confidential Information involving any matter which does not involve or relate to the person's job duties. Confidential Information or FAROF records, documents, or other information may not be maliciously tampered with, altered, or destroyed.
3. In the case of a health or safety emergency, relevant Confidential Information may be disclosed as necessary to appropriate individuals, e.g., police, or a supervisor.
4. If an employee has any question relating to appropriate use or disclosure of Confidential Information, the employee shall consult with the employee's supervisor or other appropriate FAROF personnel.
5. Each employee must promptly report to the employee's supervisor any known violation of this policy, other FAROF confidentiality or privacy policies, or federal or State confidentiality or privacy laws, by the employee.

4. PRINCIPLES

FAROF expects all of its employees and personnel to handle all confidential information in a sensitive and professional manner. FAROF employees and personnel are under an obligation not to gain access or attempt to gain access to information which they are not authorised to have. The FAROF, however, recognises the importance of an open culture with clear communication and accountability. The organization wishes to maintain personal and organisational safety and expects all employees and personnel to handle confidential information in a way which protects organisational security. The purpose of confidentiality is essentially two fold. Firstly it protects sensitive or confidential information of FAROF. Secondly, in order for FAROF to be effective, FAROF employees and personnel must be able to share information and knowledge, and therefore confidentiality is necessary as a condition of trust. The best protection against breaches in confidentiality is to keep the number of employees and personnel who have access to sensitive information to a necessary minimum. Intentional, repeated, accidental, or unauthorised disclosure of any confidential information by any member of staff will be subject to disciplinary action. Any such disciplinary action will take account of the confidential and possible sensitive nature of the information and will make sure that in dealing with it, no further breaches of confidentiality take place.

5. MAINTENANCE OF CONFIDENTIALITY AND NON-DISCLOSURE

FAROF employees and personnel:

• must keep confidential all confidential information;
• may use confidential information solely for the purposes of performing their duties as an employee of the organization; and
• may only disclose confidential information to persons who are aware that the confidential information must be kept confidential and who have a need to know (but only to the extent that each person has a need to know).

The employee's and personnel's obligation of maintaining confidentiality and non-disclosure does not extend to confidential information that is required to be disclosed by the employee pursuant to an order of a Court or any statutory authority. The employee or person will promptly notify the Organization of any such requirement to enable the organization to take necessary action as deemed fit by the organization in the circumstances.

At the end of the period of employment, FAROF employees and personnel must return to the organization:

- All confidential information in material form;
- Those parts of all notes and other records in whatsoever form, based on or incorporating confidential information;
- All copies of confidential information and notes and other records based on or incorporating confidential information; and
- All of the organization property and assets, in the possession or control of the employee or personnel.

The obligation of maintaining confidentiality and non-disclosure will continue even after the end of the period of employment or engagement in respect of all confidential information.

Any employee found to be in breach of this confidentiality and non-disclosure obligation, whilst employed by the organization will be disciplined, and in serious instances, dismissed. Any ex-employee found to be in breach of this confidentiality obligation may be subject to legal action being taken against them, dependent upon the circumstances of the breach, including cancellation/withdrawal of any or all benefits if extended to the ex-employee by the organization.

This policy will operate in conjunction with the contract of employment or letter of appointment for FAROF employees and personnel.

6. NEED TO KNOW

Confidential information is only to be disclosed on a "need to know" basis, only when the information is necessary to the employee for performing his or her employment duties effectively.

7. CIRCUMSTANCES IN WHICH INFORMATION CAN BE DISCLOSED

- With the written consent of his/her reporting superior for a particular purpose.
- If the information is required by or under a Court order or of a statutory authority, the employee or person will promptly notify the organization of any such requirement to enable the Company to take necessary action as deemed fit by the organization in the circumstances.
- Where disclosure can be justified for any other purpose. This is usually for the protection of the public and is likely to be in relation to the prevention and detection of serious crime. A request

for information by the police must be carefully considered. The organization employee must be able to justify any decision when information has been disclosed.

8. STORAGE OF DATA

- No written document containing confidential information must be left visible where it can be read by anyone. This includes telephone messages, computer prints, letters and other documents.
- All hardware containing confidential information must be housed in a secure environment. Security precautions must be taken in accordance with the FAROF Policy and Procedures.
- General non-confidential information about FAROF is kept in unlocked filing cabinets and in computer files with open access to all FAROF colleagues.
- Personnel information on Employees, Volunteers, Interns and other individuals working within FAROF will be kept in lockable filing cabinets by line managers and will be accessible to the Chief Officer.
- Files or filing cabinet drawers bearing confidential information should be labelled 'confidential'.
- In an emergency situation, the Chief Executive Officer may authorise access to files by other people.

9. DUTIES TO DISCLOSE INFORMATION

There is a legal duty to disclose some information including:

- Child abuse will be reported to the Chief Executive Officer who will report this act to Social Services Department/Police
- Drug trafficking, money laundering or acts of terrorism will be disclosed to Chief Executive Officer who will disclose this to the police.
- In addition colleagues believing an illegal act has taken place, or that a user is at risk of harming themselves or others, must report this to the Chief Executive Officer who will report it to the appropriate authorities.

10. THE MEDIA

Confidential information must not be passed on to members of the press, or other media communications without the written consent of his reporting superior and for a particular purpose. All requests from the media must be dealt with under the organization's procedure for handling media queries.

11. DISPOSAL OF INFORMATION

All media containing confidential information must be disposed off in a manner that ensures that information is not disclosed to an unauthorised person.

12. PROCEDURES FOR SAFEGUARING CONFIDENTIAL INFORMATION

All FAROF Employees, Volunteers, Interns, Consultants and Board members are responsible for safeguarding confidential information and preventing unintended disclosure or use. The following procedures designed to protect our confidential information will be implemented immediately:

1. Confidentiality Agreements: Insure that all employees, including temporary employees, have signed a confidentiality agreement and that the signed agreement is in the employee file.

2. Marked Documents: Stamp all confidential documents with a clear "CONFIDENTIAL" mark. The templates for all confidential documents should be changed to include a clear confidential mark on the top of each page.

3. Restricted Access: As much as practical, all confidential documents should be stored in locked cabinets and a key log will be kept showing who has access. Computer files containing confidential documents should be marked with the word confidential in the file name. Access to these files should be restricted to appropriate personnel.

4. Employee Agreement. All new and current employees must read and sign the Employee Confidentiality Agreement (attached).

13. Breaches of Confidentiality

The FAROF recognises that occasions may arise where individual workers feel they need to breach confidentiality. Confidential or sensitive information relating to an individual may be divulged where there is risk of danger to the individual, a volunteer or employee, or the public at large, or where it is against the law to withhold it. In these circumstances, information may be divulged to external agencies e.g. police or social services on a need to know basis,

Where a worker feels confidentiality should be breached the following steps will be taken:

- The worker should raise the matter immediately with their Line Manager.
- The worker must discuss with the Line Manager the issues involved in the case and explain why they feel confidentiality should be breached and what would be achieved by breaching confidentiality. The Line Manager should take a written note of this discussion.
- The Line Manager is responsible for discussing with the worker what options are available in each set of circumstances.
- The Line Manager is responsible for making a decision on whether confidentiality should be breached. If the Line Manager decides that confidentiality is to be breached then they should take the following steps:

The Line Manager should contact the Chief Executive officer or Chair of the Board of Trustee in the first instance. The Manager should brief the CEO/Chair on the full facts of the case, ensuring they do not breach confidentiality in doing so. The Line Manager should seek authorisation to breach confidentiality from the CEO/Chair

If the CEO/Chair agrees to breach confidentiality, a full written report on the case should be made and any action agreed undertaken. The Line Manager is responsible for ensuring all activities are actioned.

If the CEO/Chair does not agree to breach confidentiality then this is the final decision of Organisation Name.

Legislative Framework

The Organisation will monitor this policy to ensure it meets statutory and legal requirements including the Data Protection Act, Children's Act, Rehabilitation of Offenders Act and Prevention of Terrorism Act. Training on the policy will include these aspects.

Ensuring the Effectiveness of the Policy

All Board members/Executive Committee members will receive a copy of the confidentiality policy. Existing and new workers will be introduced to the confidentiality policy via induction and training. The policy will be reviewed annually and amendments will be proposed and agreed by the Board member/Executive Committee.

Non-adherence (Breach of confidentiality)

Breaches of this policy will be dealt with under the Grievance and/or Disciplinary procedures as appropriate.

Colleagues accessing unauthorised files or breaching confidentially may face disciplinary action. Ex-employees breaching confidentiality may face legal action.

AUTHORISED BY: Ambassador Eunice Adams
Chief Executive Officer

CONFIDENTIAL CERTIFICATION STATEMENT

STATEMENT OF UNDERSTANDING AND AGREEMENT

I am aware that, during the course of my Engagement/employment with the **Freehearts Africa Reach Out Foundation (FAROF)**, confidential information will be made available to me.

Further, I confirm and understand that this information is proprietary and critical to the success of FAROF and may not be distributed or used outside of the organization's premises or with non-FAROF individuals. In the event of my termination of employment, whether voluntary or involuntary,

I hereby agree that I will not utilize or exploit this information for my own personal gain, or share it with any other individual, non-profit agency, or company.

_____ _____

Signature Date

_____

Print Name (Board members, Employees, Volunteers, Interns, Consultant and other individuals concerned)

ATTACHMENT- D: VEHICLE POLICY

1. The Policy brief & purpose

The Purpose of this Policy is to ensure the safety of those individuals who drive Organization vehicles. Vehicle accidents are costly to our Organization, but more importantly, they may result in injury to you or others. It is the driver's responsibility to operate all vehicles in a safe manner and to drive defensively to prevent injuries and property damage. As such the Organization endorses all applicable State motor vehicle regulations relating to driver responsibility. The Organization expects each driver to drive in a safe and courteous manner pursuant to the following safety rules. The attitude you take when behind the wheel is the single most important factor in driving safely.
Our organization vehicle policy describes our guidelines for using organization cars. An “organization car” is any type of vehicle our organization assigns to employees to support their transportation needs for their jobs. Organization cars belong to our organization and we want to make sure our employees use them properly.

2. Scope

This policy refers to all of our employees who are eligible to receive an organization car and those who drive one as part of their daily job duties.

3. Policy elements

Employees who may be assigned an organization car

Employees who are eligible to be assigned an organization car fall into three categories:

- Employees (Drivers) whose sole responsibility is to carry staffs/employees to assigned location for the organization benefit
- Employees who use organization vehicles as an indispensable part of their jobs (e.g. fundraisers).

- Employees who are given an organization car as a benefit attached to their jobs.

In most cases, our organization will determine which employees will be assigned organization cars. Employees who aren't assigned organization cars but believe they need one may discuss this with their supervisor or consult with our [*Human Resources (HR) department*.]

Employees (full time staffs) are permitted to drive their assigned organization cars outside of working hours, but they must always abide by this policy.

We retain the right to revoke or assign organization vehicles at our discretion.

Prerequisites to drive a company car, Our employees are only allowed to drive an organization car if they:

- Have a valid driver's license.
- Have a clean driving record for at least [*3 years*]. This means they mustn't have been held at fault for a car accident, or arrested on charges of violating vehicle and traffic laws. .(e.g. driving under the influence of drugs or alcohol).

Employees will need to complete a form and submit a copy of their driver's license to be eligible for an organization car.

4. Employees with disabilities

Employees with disabilities may also be eligible for organization cars and parking spaces. We're also willing to make reasonable accommodations to facilitate their organization vehicle use. Employees who take medications that severely affect their sense of orientation, vision or reflexes may not be permitted to drive an organization car.

5. Driver's obligations

We expect employees who drive organization vehicles to follow this rules. They should:

- Drive safe and sober.
- Respect traffic laws and fellow drivers.
- If applicable, wear glasses or contacts when driving.
- Document any driving-related expenses, like fuels and tolls.
- Check their car regularly to ensure gas, tire pressure and all car fluids are at appropriate levels.
- Report any damages or problems with their assigned cars to HR as soon as possible.
- Avoid double-parking, blocking entrances and engaging in other traffic violations that may result in fines.

If employees have their driver's licenses suspended or revoked, they must inform our [*HR department*.] We'll reassign their car until they become eligible to drive in accordance with our policy (maintaining a clean driving record for at least [*3 years*]).

Employees who are fatigued and/or sick should avoid driving if they feel their driving ability is impaired. If sickness occurs during a business trip that requires the use of an organization car, employees should take regular breaks while driving or ask HR for overnight accommodations, if needed.

6. Driver Eligibility

- Drivers must have a valid driver's license for the type of vehicle to be operated, and keep the license(s) with them at all times while driving. All FAROF driver must comply with all regulations, including successful completion of medical, drug, and alcohol evaluations.
- Organization vehicles are to be driven by authorized employees ONLY, except in emergencies, or in case of repair testing by a mechanic. Other employees and family members are not authorized to drive the organization vehicle.
- Organization vehicles are to be driven for Organization Business ONLY. Personal use of organization vehicles is prohibited. No unauthorized persons are allowed to ride in organization vehicles.
- Any employee who has a driver's license revoked or suspended shall immediately notify the HR department and discontinue operation of the organization vehicle. Failure to do so may result in disciplinary action including dismissal.
- All accidents involving Organization vehicles, regardless of severity, must be reported to the police and to the management. Failing to stop after an accident and/or failure to report an accident may result in disciplinary action, including dismissal.
- The use of an organization vehicle while under the influence of intoxicants and other drugs is forbidden and is sufficient cause for discipline, including dismissal.
- All drivers and passengers operating or riding in organization vehicles must wear seat belts.
- Report any mechanical difficulties or repair needs to the management.
- Drivers are responsible for the security of organization vehicles being used by them. The vehicle engine must be shut off, ignition keys removed, and vehicle doors locked whenever the vehicle is left unattended. If the vehicle is left with a parking attendant, only the ignition key is to be left.

7. Employees are not allowed to:

- Drive above 110km/h speed
- Smoke inside of an organization car.
- Lease, sell or lend an organization car.
- Violate distracted driving laws by using a phone or texting while driving.
- Use organization car to teach someone how to drive.
- Leave the organization car unlocked, unattended or parked in dangerous areas.
- Allow unauthorized people to drive the organization car, unless an emergency mandates it.

8. Our Organization’s obligations

We want to ensure that all our employees are safe at work and preserve our company’s legality. For these reasons, we’ll:

- Make sure cars are safe to drive before assigning them to employees.
- Schedule periodical maintenance to ensure cars remain in good condition.
- Provide a copy of this policy to all employees who are assigned organization cars.
- Insure vehicles with a reliable insurance provider.

Drivers are responsible for bringing in their organization cars for any maintenance our organization schedules.

We keep records of our fleet with manufacturing date and mileage. We will retire any car that's deemed too old or too high in mileage.

We are not responsible for:

- Paying fines employees accumulate while driving company cars that they are responsible for (e.g. for driving too fast.)
- Bailing out employees arrested while driving organization cars.

9. Protecting the environment and saving costs

Cars are harmful to our environment and costly to use. We'll try to provide employees with eco-friendly cars when possible. We also expect our employees to use their assigned organization cars sensibly, considering environmental impacts.

Examples of instances when using organization cars isn't necessary:

- When public transport is easily accessible and faster.
- When business trips are far enough to warrant use of train or plane.
- When employees can complete a task without driving.

10.Vehicle Fleet Purpose

Organization vehicles are provided to support business activities only and are to be used only by qualified and authorised employees. They are not to be considered a part of an employee's compensation and must not be used as an inducement for employment. In all cases, these vehicles are to be operated in strict compliance with motor vehicle laws of Kaduna State or the jurisdiction in which they are driven and with the utmost regard for their care and cost efficient use.

• Organization vehicles must not be used for business activities of other non- Top related organization.

• Organization vehicles must not be used for personal private issues.

11.Driver Licensing

Organization drivers and anyone authorised to drive the organization vehicles must have a valid driver's license issued in Nigeria for the class of the vehicle being operated and must be able to drive a vehicle. The driver must be at least 21 years of age and have at least one year of experience in the class of vehicle operated. Obtaining a driver's license is a personal expense.

12.Motor Vehicle Safety

The priority of the driver is the safety of all passengers, themselves and the motor vehicle, care and caution must be exercised at all times. The driver should not use their mobile telephone while driving. The driver must not be intoxicated with any illicit or other substances including alcohol. The driver must adhere to the road and traffic regulations for the state and country which they drive in at all times.

e.g. road and traffic regulations for driving in Kaduna State, Nigeria. The driver should always carry a valid driver's license when driving. (Employee most sign the vehicle safety form).

13.Motor Vehicle Usage

The Organization's motor vehicles are to be used strictly for business purposes only and cannot be used privately for personal business. The Organization's motor vehicles, when not used, should always be parked at the designated parking area. The driver of the motor vehicle is responsible for organizing and booking the appropriate vehicle for each assignment.

14.Log Book Record

The driver of the motor vehicle is responsible for completing the vehicle log book after each usage. This is to be inspected by the driver and to be overseen by the manager in charge. Details of the trip must be recorded in the log book including driver's name, the purpose of the trip, whether it is for business or personal use, recordings of each venue visited and the mileage of the vehicle before and after the trip.

15.Motor Vehicle Maintenance

The driver is responsible for the scheduling and the maintenance of Organization's motor vehicles and its conditions. All vehicle maintenance work must first be approved by the manager in charge before taking place. The manager in charge is also responsible for checking and overseeing all aspects of the motor vehicle maintenance and management on a weekly basis and will manage issues and direct tasks to relevant parties as necessary. This includes but is not limited to log books, problems, fuel requirements and cleaning. The driver is responsible for routine services and repairs including refueling and routine motor vehicle checks e.g. tire pressure checks and car battery checks. Routine scheduling includes organizing renewal registrations, pink slips, green slips and insurances for all of the Organization's motor vehicles.

16.Accidents

If employees are involved in an accident with an organization car, they should contact our HR department immediately, so we can get in touch with our insurance provider. Employees shouldn't accept responsibility or guarantee payment to another party in an accident without organization authorization.

Employees should follow legal guidelines for exchanging information with other drivers and call local police if accidents are serious.

17. Problems and Accident Reporting

Driver must report to his/her supervisor of any problems and accidents associated with the motor vehicle after each use and provide an associated detailed account on the incidents occurred. The driver is responsible for conducting routine checks of the organization's motor vehicles for appropriate usage

and vehicle's conditions. The supervisor in charge must be informed immediately of any problems that have taken place related to the organization's motor vehicles, any foreseen problems which may cause delays and effect the operations of the organization must also be reported immediately. The management of motor vehicle problems, accident reporting and the resolution processes are at the discretion of the supervisor in charge and the supervisor's decision will be final.

18.Penalties (Disciplinary Consequences)

Driver of the motor vehicle must report any types of penalties to the supervisor in charge immediately upon receiving the first instance of notice. Following the issuance of Penalty for Reminder Notice, the driver of the vehicle at time of the penalty occurrence must immediately lodge the corresponding Statutory Declaration Form. All merit deductions will be borne by the driver of the motor vehicle. Any conduct in violation to this process may result in disciplinary action depending on the severity of the offense. The management of penalties and the resolution processes are at the discretion of the supervisor in charge and the supervisor's decision will be final.

Employees will face disciplinary consequences if they don't follow this policy's rules. For minor offenses, like allowing unauthorized people to drive an organization car or receiving more than [*two*] fines, we may issue reprimands and ultimately revoke the organization car.

We may terminate an employee and/or take legal action as needed for more serious offenses. That can include leasing out an organization car for personal financial gain, or causing an accident while driving intoxicated.

19.Supplementary Provisions

These schedules come into force from the date of announcement. The Administration and Human Resources Department shall be responsible for any interpretation, supplement and amendment of these schedules.

20.Document Data

Document Type: Rule/Policy/Plan/Guidelines/Operating

Procedures Administering Entity: Senior Manager, Administration, HR & Finance

Date Approved: 20th October 2006

Annexure A

Driving and Traffic Violation Policy

We deeply value the safety and well-being of all employees. Due to the risk of motor vehicle accidents resulting from traffic congestion, unsafe driving habits, road conditions and distraction, Freehearts Africa Reach out Foundation (FAROF) is instituting a safety driving policy and rules. This safety

policy applies to all employees who operate a motor vehicle on Foundation's time, whether operating the Foundation's vehicle or personal vehicle.

Safety Rules

1. Inspect vehicles prior to use to ensure that they are in safe operating condition.
    a. If a vehicle does not pass inspection, Decline from using it.
    b. Vehicles are not to be operated unless in a safe operating condition.
2. Drivers must be physically and mentally able to drive safely. Fatigue, medications and physical injuries can affect an employee's ability to safely operate a vehicle.
3. Drivers must conform to all traffic laws and make allowances for adverse weather and traffic conditions. Speeding and aggressive behavior will not be tolerated.
4. Seat belts must be worn whenever a vehicle is in motion.
5. Cell phone usage, including texting, is prohibited while driving for company purposes.
6. Hitchhikers and passengers other than Foundation employees are not permitted.
7. Cargo should be secured and all doors should be locked, both when the vehicle is en route and when it is parked.
8. Respect the rights of other drivers and pedestrians.
9. Drivers should not be under the influence of drugs or alcohol while operating a vehicle for the Foundation purposes.
10. All traffic violations, whether on organization or personal time, must be reported to the manager within 24 hours or by the next business day.
11. FAROF will review motor vehicle reports annually.
12. If an employee has a change in license status, including a renewal, he or she must give a copy of his or her new license to the supervisor for the employee's file.
13. Employees are responsible for maintaining a valid driver's license.

Safety Rules Enforcement

Employees will be subject to disciplinary action up to and including termination for violating any of the above rules.

Accidents

Any employee who is involved in an accident while driving for the Foundation purposes will be required to complete an accident report using the Foundation's auto accident investigation kit while at the scene of the accident. He or she must return the report to his or her supervisor on the same day to review the information to make sure it is complete. The employee must go for his or her post-accident drug and alcohol analysis at one of our designated facilities. The employee may also be required to discuss the accident with Human Resources or the safety manager.

Management will review all accidents and determine whether they were preventable or non-preventable. A preventable accident is defined as an accident in which the driver failed to do everything reasonably possible to prevent it from occurring.

Motor Vehicle Report (MVR) Standards

MVRs will be checked annually for all employees who may be required to drive for the Foundation purposes. The MVR will be reviewed to ascertain whether the employee holds a valid license and whether his or her driving record is within the parameters set by the Foundation.

Drivers will be disqualified from driving vehicles for the Foundation purposes for any of the following reasons:

1. More than one violation for driving under the influence of alcohol or a controlled substance will result in permanent suspension of driving privileges at the Freehearts Africa Reach Out Foundation (FAROF)
2. Any criminal conviction that involves a motor vehicle (e.g., a felony, hit and run, negligent homicide) in the previous five years
3. Any of the following violations incurred in the previous three years:
    a. Any combination of more than three moving violations (any violation resulting in an at-fault auto accident automatically counts as two violations)
    b. Any violation less than three years old for an alcohol- or controlled substance-related driving offense
    c. Refusing to take a breathalyzer test
    d. Careless or reckless driving that results in injury to persons or property
    e. Passing a stopped school bus
    f. Leaving the scene of an accident without stopping to file a report
    g. Racing
4. Any combination of more than two moving violations and/or at-fault accidents in the past 12 months

I have read, understand and agree to the terms set forth in this Driving and Traffic Violation Policy.

_____ _____

Employee Signature Date

Annexure F

DRIVER POLICY Disclaimer FORM

Employees assigned to driving duties ("drivers") must at all times meet the following criteria:

- Drivers must have a current, valid driver's license for the state in which the employee performs his or her driving duties; and
- Drivers must maintain a clean driving record, i.e., must remain insurable under our Organization's liability insurance policy.
- Drivers speed limit is not to exceed 60 km within town and 110km outside town (travels)

Any employee driving the organization's vehicle or driving on organization business must observe all safety, traffic, and criminal laws of this state. No driver may consume alcohol or illegal drugs while driving the organization's vehicle, while on Organization business or prior to the employee's shift, if such consumption would result in a detectable amount of alcohol or illegal drugs being present in the employee's system while on duty. In addition, no driver may consume or use any substance, regardless of legality or prescription status, if by so doing, the driver's ability to safely operate a motor vehicle and carry out other work-related duties would be impaired or diminished.

No driver may stop or pick up or transport non-employees while in an Organization vehicle or on Organization business, unless there is a work-related need to do so. Any illegal, dangerous, or other conduct while driving that would tend to place the lives or property of others at risk is prohibited.

Anything a driver does in connection with the operation of motor vehicles can affect that driver's fitness for duty or insurability as a driver. Regardless of fault, circumstance, on- or off-duty status, time, or place, any driver who receives a traffic citation from or is arrested by a law enforcement officer, or who is involved in any kind of accident while driving, must inform an appropriate supervisor about the incident immediately or as soon as possible. Thereafter, any penalty, fine, imprisonment, fee, or other adverse action imposed by a court in connection with such an incident must be reported immediately to an appropriate supervisor. In both of the above situations, the matter will be reported to the Organization's insurance carrier so that a prompt decision on continued coverage of the employee can be made. The driver involved in an accident or cited by a law enforcement official for violating a motor vehicle law must turn over any documentation relating to such incident as soon as possible to the employer, and must cooperate fully with the employer in verifying the information with other parties involved and with law enforcement authorities.

While parking tickets will not affect a driver's insurability, any parking ticket issued on a vehicle that is being used for Organization business should be reported to an appropriate supervisor at the earliest possible opportunity.

Any employee who violates any part of this policy, or who becomes uninsurable as a driver, will be subject to reassignment and/or disciplinary action, up to and possibly including termination from employment. All employees with driving duties must sign the following agreement:

I have read, understand and agree to the terms set forth in this Driving and Traffic Violation Policy.

I have read and understand the Organization's Driver Policy, and I agree, in the event that I am ever found to be uninsurable, or that I breach FAROF Policies, or that I lack a clean driving record or a valid and current driver's license, that if necessary, I will accept whatever alternative assignment the Organization may give me and that I understand that a reduction in pay, change in hours, change in duties, and/or change in work location may result from the reassignment. I further understand that the Organization does not and cannot guarantee that any particular reassignment will be available in the event of a problem with my driver's license,

driving record, or insurability as a Driver, and that if no reassignment is possible, termination of my employment may occur.

_____
Employee Name

_____
Signature of Employee

_____
Date

ACCIDENT SCENE

Instructions for Accident Diagram

Fill in dotted lines to correspond with road at accident site. Show position of all vehicles, pedestrians, etc., as follows:

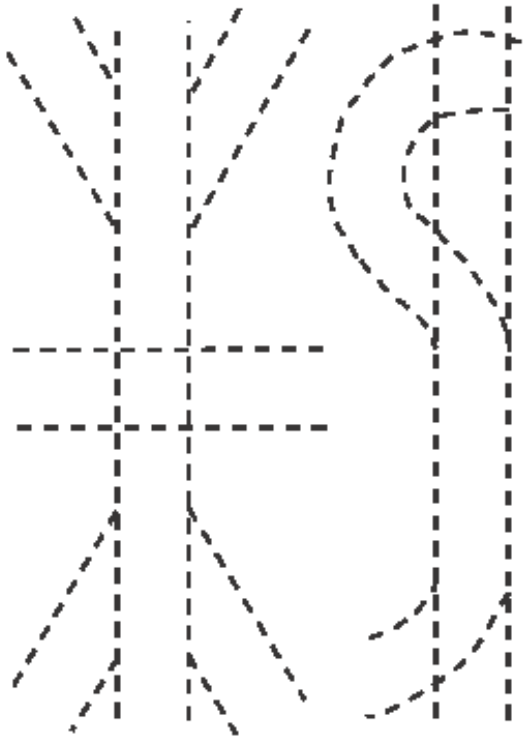
Your vehicle 1

Other vehicle(s) 2 Numbered successively.

Pedestrian

Traffic signal

Traffic sign (indicate type)



Signature _____

Date _____

DRIVER'S ACCIDENT REPORTING KIT

To Be Completed at Accident Scene

Driver's Name _____ Age _____

License No. _____

Phone No. _____

Vehicle Owner / Home Terminal _____

Equipment No. _____ Tractor: _____ TLR: _____

A. DATE, TIME, PLACE

Date _____ : Time _____ AM; _____ PM _____

In _____
(City or Town) (County) (State)

On _____
(Street or Highway)

At _____
(Street Address or Intersection)

Distance and Direction from: _____
(Nearest community junction, etc.)

- ☐ Open Country
- ☐ Residential
- ☐ Business-Shopping
- ☐ Manufacturing-Industrial
- ☐ Other (Describe) _____

B. WITNESSES

Persons seeing the accident will be of service to our driver by giving their names and addresses.

NAME _____

Address _____ Phone _____

NAME _____

Address _____ Phone _____

License number and descriptions of first vehicles at scene.

_____

_____

INVESTIGATING OFFICER

Name _____

Badge No. _____ Dept. _____

Citation: You _____ Other _____

COR.OOG.0648 (9/94)

DRIVER VEHICLE LOG BOOK

FAROF HR Policy

DATE	Drivers Name	DESCRIPTION			ODOMETER READING			TIME Out		TIME IN	
		STARTING PLACE	DESTINATION	REASON FOR TRIP	START(KM)	END(KM)	TOTAL KM TRAVELED	OUT	SIGN	IN	SIGN

ATTACHMENT E: WHISTLE BLOWING POLICY

Amended Date: 20th November 2023

1. INTRODUCTION

FAROF's whistleblowing policy is in furtherance of our desire to strengthen the organizations system of integrity. This policy sets forth the conditions and procedures for investigations of allegations of corruption, fraud and any form of misconduct.

The purpose of this policy is to maintain the highest possible standards of ethical and legal conduct within the organization and in all its projects activities. In line with our commitment towards enhancing transparency and accountability, the main aim of this policy is to provide an avenue for raising concerns related to fraud, corruption or any other form of misconduct and to assure that persons who disclose information relating to fraud, corruption or any other form of misconduct will be protected from retaliation.

2. DEFINITIONS

Whistleblower: a whistleblower is any person or party who conveys or is proven to be about to convey a concern, allegation or any information indicating that fraud, corruption or any other misconduct is occurring or has occurred in FAROF or any FAROF project; with knowledge or good faith that the concern, allegation or information is true. Such persons or parties include FAROF staff, government officials, non-governmental organizations and any other entity or person.

Misconduct is a failure of a staff member to abide by the rules of conduct or standards of behavior prescribed by the organization.

Fraudulent and corrupt practices include:

A corrupt practice is the offering, giving, receiving or soliciting directly or indirectly anything of value to influence improperly the actions of another party.

A fraudulent practice is any act or omission including a misrepresentation that knowingly or recklessly misleads or attempts to mislead a party to obtain a financial or other benefit to avoid an obligation.

3. WHISTLEBLOWER (ANTI-CORRUPTION)

3.1.1. **Purpose:** This policy governs the reporting and investigation of allegations of suspected financial and/or fraudulent misconduct and the procedures for investigating such complaints. Complaints may be made directly to supervisors or by using an anonymous reporting system as described below.

3.1.2. **Description:** Consistent with FAROF' Guiding Principles, all employees are responsible for the good stewardship of all FAROF resources, including public and private support, which enables FAROF to continue its mission. The organization's internal controls and operating procedures are intended to detect, prevent and deter improper activities and misuses of those resources. However, intentional and unintentional violations of these internal controls and operating procedures and/or of laws and regulations can occur in any organization. All members of the FAROF community are encouraged to report suspected financial and accounting misconduct and/or fraudulent activity in accordance with this policy. FAROF will investigate allegations of misconduct and protect those individuals who in good faith report such allegations. FAROF who is currently a registered entity with the EFCC (SCUM Certificate) to report misappropriation of funds.

3.2. SCOPE

a) Accounting and Auditing Matters, including;

i. Fraud or deliberate error in the preparation, evaluation, review or audit of any financial statement of the organization

ii. Fraud or deliberate error in the recording and maintaining of financial records

iii. Deficiencies in compliance with the organization's internal accounting controls

iv. Misrepresentation or false statements to or by a senior officer, employee or accountant regarding a matter contained in financial records, financial reports or audit reports

v. Deviations from full and fair reporting of the organization's financial position

vi. Any fraud or violation of law relating to acts of financial misconduct

b) Embezzlement/Fraud (to appropriate improperly for one's own use money or property, including the misapplication of funds, mishandling of cash and bookkeeping errors)
c) Falsification of Contracts, Reports or Records (including altering, fabricating, falsifying, or forging all or any parts of a document, contract, or record.
d) Improper Supplier or Contractor Activity (including and improper negotiation or diversion or illegal activity with respect to supplier or contractor awards)
e) Theft
f) Partners' Inappropriate Use of Resources (including use of organization's or donated resources such as cash, food, commodities, materials for purposes other than those for which they have been intended.)
g) Other illegal or criminal use of organization property or assets.
h) Kickbacks, bribery or the pay or giving of anything of value to a government official directly or indirectly for the purpose of securing an improper advantage.

4. PRINCIPLES

- All staff have a duty to report any potential breach of the organization's internal rules that may come to their attention and thus help to protect the organization and the resources entrusted to it. It is also the duty of staff to cooperate with an authorized audit or investigation.
- All individuals who report in good faith a suspicion of alleged misconduct, fraud or corrupt practice or cooperates with an authorized audit or investigation has the right to be protected by the organization against retaliation.
- It is FAROF's responsibility to take all necessary, relevant measures to protect the organization's personnel against retaliation in the context of a report of a suspected alleged misconduct, fraud or corrupt practice or for participating in an authorized audit or investigation. For this reason, FAROF maintains an atmosphere where it can receive and address concerns and complaints in confidence.

4.1. PROTECTION FOR WHISTLEBLOWERS

- FAROF will protect the whistleblower's identity and person. For whistle blowing handling mechanism to be effective, the concerned parties must be adequately assured that the information given will be treated in a confidential manner and above all, they will be protected from retaliation within and outside the organization. The organization will maintain the confidentiality of the whistleblower unless:
    - Such persons agree to be identified

- Identification is necessary to allow FAROF or the appropriate law enforcement officials to investigate or respond effectively to the disclosure
- Identification is required by law or under FAROF's rules and regulations, where a false accusation has been maliciously made
- The person accused is entitled to the information as a matter of legal right under FAROF's rules and regulation in the disciplinary proceedings.

FAROF shall inform the whistleblower prior to revealing his/her identity.

5. REPORTING A SUSPICIOUS OF ALLEGED FRAUD, CORRUPTION OR MISCONDUCT THROUGH THE ESTABLISHED CHANNELS

- A suspicion of alleged misconduct, fraud or corrupt practices should be reported in writing as soon as possible and normally not later than 3 months after the whistleblower has come to learn of the specific events. The report should be factual and contain as much information as possible to allow for a proper assessment of the nature, extent and urgency of the matter.
- Reports of a suspicion of alleged fraud, corrupt practice or misconduct should be made through the established internal channels as follows:
  Directly to the human resource department, to the whistleblower's senior manager or supervisor, to the risk management and audit department through the hotlines provided by the organization.

- In all cases, the senior manager risk management and audit department shall refer to the Head of Human Resources, who shall acknowledge the receipt of the report of the alleged misconduct, normally within 3 days of receipt thereof.

5.1. REPORTS MADE IN BAD FAITH

- Anyone reporting a suspicion of alleged misconduct must be acting in good faith and have reasonable grounds for believing the information disclosed constitutes a potential breach of FAROF's code of conduct.
- Any report or accusation or statement that is shown to have been intentionally false, defamatory or misleading, or is made with reckless disregard as to the accuracy of the information, or is done with malice, will be considered a violation of acceptable standards of conduct and will lead to administrative or disciplinary action in accordance with the procedure applicable to the whistleblowers type of appointment.

5.2. ADDRESSING REPORTS OF SUSPICIONS OF ALLEGED MISCONDUCT

- Upon receipt of a report of a suspicion of alleged misconduct, the head of human resources in consultation with the legal department shall conduct a preliminary assessment of the report, such assessment may include preliminary fact finding.
- If the report involves a fraud or financial matter, the human resources and the legal department will consult with the risk and audit departments.
- Human resources and/or risk management and audit department shall investigate the matter, as deemed necessary, in accordance with the established procedures set out in the staff code of conduct.

6. PROCEDURES FOR RECEIVING COMPLAINTS

a) Anonymous Reporting:

Employees with concerns or complaints regarding the above matters may report such concerns or complaints anonymously through the following platforms: send an SMS as Anonymous to 07081333335 or send an email to whistle@farof.org

b) Complaints to Supervisors:

Employees may also report concerns or complaints to a supervisor. In such cases, the supervisor shall immediately report the matter to the CEO. The CEO shall follow the procedures outlined below. Supervisors shall ensure that employees are not discharged, demoted, suspended, threatened, harassed, discriminated or otherwise retaliated against for the making of a report in good faith under this policy.

6.1.1. PROCEDURE FOR HANDLING COMPLAINTS

a) Receipt of Complaint.

Upon receipt of a complaint, the CEO shall acknowledge receipt of the complaint to the sender where possible and shall develop a strategy for the investigation of the complaint in consultation members of executive management, In-house Counsel and others as appropriate.

b) Confidentiality and Non-Retaliation:

To the fullest extent possible, a complainant's identity will be kept confidential. It is against the policy of FAROF for any employee, officer or director to discharge, demote, suspend, threaten, harass or discriminate against any individual for making a report in good faith under this policy. Any such retaliation or harassment may subject an employee to disciplinary action up to and including discharge. Reports shall be deemed made in good faith if the individual had reasonable grounds to believe or suspect misconduct, even if the belief or suspicion later proves to be unsubstantiated.

c) Reporting and Record Retention

Compliance will maintain a record of all complaints covered by this policy and shall prepare a periodic report to the Board of such matters. Copies of all complaints and investigation records will be maintained in accordance with the organization's document retention policy. In addition, during or in reasonable anticipation of an investigation under this policy or by government authorities, no FAROF employee shall destroy, alter, conceal or remove any records, documents or other potentially relevant evidence, nor shall any FAROF employee otherwise obstruct any such investigation.

d) Consequences:

Anyone filing a complaint governing a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense. Whistle blowers will be protected from retribution

7. HOTLINE FACILITIES

FAROF will make available hotlines to potential whistleblowers complainants. The existence of such facilities is a deterrent in itself and a strong reminder to FAROF's staff of an organizational commitment to fight corruption and fraud. The available shall include a secured phone line as well as a secured email address. The facilities shall be operated by the office of the CEO and/or outsourced and shall entail a round the clock confidential service available every day of the week.

Secured phone line: +2347081333335

Secured email address: whistle@farof.org

FAROF appraisal form.doc	FAROF Staff evaluation_exempt.d	FAROF STAFF TRAINING NEEDS AS

ATTACHMENT F: FAROF APPRAISAL FORM

FAROF Performance appraisal form template

FAROF

org/division/dept:		location/based at:
name:	position:	ref:

year or period covered:	time in present position:	length of service:
appraisal date & time:	appraisal venue:	appraiser:

Part A Appraisee to complete before the interview and return to the appraiser by (date)

A1 State your understanding of your main duties and responsibilities.

A2 Discussion points:

1. Has the past year been good/bad/satisfactory or otherwise for you, and why?

2. What do you consider to be your most important achievements of the past year?

5. What elements of your job interest you the most, and least?

6. What do you consider to be your most important aims and tasks in the next year?

7. What action could be taken to improve your performance in your current position by you, and your boss?

8. What kind of work or job would you like to be doing in one/two/five years time?

9. What sort of training/experiences would benefit you in the next year? Not just job-skills - also your natural strengths and personal passions you'd like to develop - you and your work can benefit from these.

A3 List the objectives you set out to achieve in the past 12 months (or the period covered by this appraisal) with the measures or standards agreed - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent):

objective	measure/standard	score	comment

A4 Score your own capability or knowledge in the following areas in terms of your current role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate bring evidence with you to the appraisal to support your assessment. The second section can be used if working towards new role requirements.

1. commercial judgement
2. product/technical knowledge
3. time management
4. planning, budgeting and forecasting
5. reporting and administration
6. communication skills
7. delegation skills
8. IT/equipment/machinery skills
9. meeting deadlines/commitments
10. creativity
11. problem-solving and decision-making

others (for current or new role):

18. corporate responsibility and ethics

A5 In light of your current capabilities, your performance against past objectives, and your future personal growth and/or job aspirations, what activities and tasks would you like to focus on during the next year. Again, also think of development and experiences outside of job skills - related to personal aims, fulfilment, passions.

Part B To be completed during the appraisal by the appraiser - where appropriate and safe to do so, certain items can completed by the appraiser before the appraisal, and then discussed and validated or amended in discussion with the appraisee during the appraisal.

B1 Describe the purpose of the appraisee's job. **Discuss and compare with self-appraisal entry in A1. Clarify job purpose and priorities where necessary.**

B2 **Review the completed discussion points in A2, and note the points of and action**.

B3 List the objectives that the appraisee set out to achieve in the past 12 months (or the period covered by this appraisal - typically these objectives will have been carried forward from the previous appraisal record) with the measures or standards agreed - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). **Compare with the self-appraisal in A3. Discuss and note points of significance, particularly training and development needs and wishes, which should be noted in B6.**

objective	measure/standard	self-score/app'r score	comment

B4 Score the appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate provide evidence to support your assessment. The second section can be used for other criteria or if the appraisee is working towards new role requirements. **Compare scores with the self-appraisal in B4. Discuss and note agreed points training/development needs and wishes (to B6).**

1. commercial judgement
2. product/technical knowledge
3. time management
4. planning, budgeting and forecasting
5. reporting and administration
6. communication skills
7. delegation skills
8. IT/equipment/machinery skills
9. meeting deadlines/commitments
10. creativity
11. problem-solving and decision-making

others (for current or new role):

18. corporate responsibility and ethics

B5 Discuss and agree the appraisee's career direction options and wishes, and readiness for promotion, **and compare with and discuss the self-appraisal entry in A5.** (Some people do not wish for promotion, but everyone is capable of, and generally benefits from, personal development - development and growth should be available to all, not just people seeking promotion). **Note the agreed development aim(s):**

B6 Discuss and agree the skills, capabilities and experience required for competence in current role, and if appropriate, for readiness to progress to the next role or roles**. Refer to actions arising from B3 and the skill-set in B4, in order to accurately identify all development areas, whether for competence at current level or readiness to progress to next job level/type.) Note the agreed development areas:**

B7 Discuss and agree the specific objectives that will enable the **appraisee to reach competence and to meet required performance in current job**, if appropriate taking account of the coming year's plans, budgets, targets etc., and that will enable the appraisee **to move towards, or achieve readiness for, the next job level/type, or if no particular next role is identified or sought, to achieve the desired personal growth or experience.** These objectives must adhere to the SMARTER rules - specific, measurable, agreed, realistic, time-bound, ethical, recorded.

B8 Discuss and agree (as far as is possible, given budgetary, availability and authorisation considerations) the training and development support to be given to help the appraisee meet the agreed objectives above.

Grade/recommendation/summary as applicable:

Refer to the guidance notes. Personal development and support must be offered to all employees, irrespective of age, gender, race, disability, etc., and not just to those seeking promotion. Development is not restricted to job skills - it includes 'whole person'. Use your imagination. Job skills training isn't restricted to courses. Think about coaching, mentoring (by and of the appraisee), secondment to another role, holiday job cover, shadowing, distance-learning, e-learning, books, videos, attending meetings and workshops, workbooks, manuals and guides, researching, giving presentations; anything relevant, helpful and agreed to help the person develop. Avoid committing to training expenditure before suitable approval or availability has been confirmed. Understand development options and procedures before conducting the appraisal.

B9 Other issues (to be covered separately outside of this appraisal - continue on a separate sheet if necessary):

Signed and dated by appraisee: and by appraiser:

Distribution of copies/confidentiality/accessibility details:

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Attachment G: Staff evaluation exemption form

FAROF JOB PERFORMANCE EVALUATION FORM

Name: _____

Evaluation Period: _____

Title: _____ Date: _____

PERFORMANCE PLANNING AND RESULTS

Performance Review

- Use a current job description (job descriptions are available on the HR web page).
- Rate the person's level of performance, using the definitions below.
- Review with employee each performance factor used to evaluate his/her work performance.
- Give an overall rating in the space provided, using the definitions below as a guide.

Performance Rating Definitions

The following ratings must be used to ensure commonality of language and consistency on overall ratings: (There should be supporting comments to justify ratings of "Outstanding" "Below Expectations, and "Unsatisfactory")

Outstanding	Performance is consistently superior
Exceeds Expectations	Performance is routinely above job requirements
Meets Expectations	Performance is regularly competent and dependable
Below Expectations	Performance fails to meet job requirements on a frequent basis
Unsatisfactory	Performance is consistently unacceptable

A. PERFORMANCE FACTORS (use job description as basis of this evaluation).

	Outstanding	

Administration - Measures effectiveness in planning, organizing and efficiently handling activities and eliminating unnecessary activities	**Exceeds Expectations**	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Knowledge of Work - Consider employee's skill level, knowledge and understanding of all phases of the job and those requiring improved skills and/or experience.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Communication - Measures effectiveness in listening to others, expressing ideas, both orally and in writing and providing relevant and timely information to management, co-workers, subordinates and customers.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Teamwork - Measures how well this individual gets along with fellow employees, respects the rights of other employees and shows a cooperative spirit.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Decision Making/Problem Solving - Measures effectiveness in understanding problems and making timely, practical decisions.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	

	Below Expectations	
	Unsatisfactory	
	NA	
Expense Management - Measures effectiveness in establishing appropriate reporting and control procedures; operating efficiently at lowest cost; staying within established budgets.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Human Resource Management - Measures effectiveness in selecting qualified people; evaluating subordinates' performance; strengths and development needs; providing constructive feedback, and taking appropriate and timely action with marginal or unsatisfactory performers. Also considers efforts to further the university goal of equal employment opportunity.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Independent Action - Measures effectiveness in time management; initiative and independent action within prescribed limits.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	

Job Knowledge - Measures effectiveness in keeping knowledgeable of methods, techniques and skills required	**Outstanding**	
	Exceeds Expectations	

in own job and related functions; remaining current on new developments affecting SPSU and its work activities.	**Meets Expectations**	
	Below Expectations	
	Unsatisfactory	
	NA	
Leadership - Measures effectiveness in accomplishing work assignments through subordinates; establishing challenging goals; delegating and coordinating effectively; promoting innovation and team effort.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Managing Change and Improvement - Measures effectiveness in initiating changes, adapting to necessary changes from old methods when they are no longer practical, identifying new methods and generating improvement in facility's performance.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Customer Responsiveness - Measures responsiveness and courtesy in dealing with internal staff, external customers and vendors; employee projects a courteous manner.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Personal Appearance - Measures neatness and personal hygiene appropriate to position.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	

	Unsatisfactory	
	NA	
Dependability - Measures how well employee complies with instructions and performs under unusual circumstances; consider record of attendance and punctuality.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Safety - Measures individual's work habits and attitudes as they apply to working safely. Consider their contribution to accident prevention, safety awareness, ability to care for SPSU property and keep workspace safe and tidy.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Employee's Responsiveness - Measures responsiveness in completing job tasks in a timely manner.	**Outstanding**	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	

B. EMPLOYEE STRENGTHS AND ACCOMPLISHMENTS: Include those which are relevant during this evaluation period**.** This should be related to performance or behavioral aspects you appreciated in their performance.

C. PERFORMANCE AREAS WHICH NEED IMPROVEMENT:

D. PLAN OF ACTION TOWARD IMPROVED PERFORMANCE:

E. EMPLOYEE COMMENTS:

F. JOB DESCRIPTION REVIEW SECTION: (Please check the appropriate box.)

❒ Employee job description has been reviewed during this evaluation and no changes have been made to the job description at this time.

❒ Employee job description has been reviewed during this evaluation and modifications have been proposed to the job description. The modified job description is attached to this evaluation.

G. SIGNATURES:

Employee _____ Date _____

(Signature does not necessarily denote agreement with official review and means only that the employee was given the opportunity to discuss the official review with the supervisor.)

Evaluated by _____ Date _____

Reviewed by _____ Date _____

Attachment H: Staff training Need Assessment form

FAROF STAFF TRAINING NEEDS ASSESSMENT FORM

Employee Name:_____ POSITION _____ Length of hours of work per week: _____

SESSION A:

Please check the areas that you would like more training:

I. GENERAL TOPICS

- ☐ Administrative Policies / Operations
- ☐ Effective Communication between Co-workers
- ☐ Non Profit program overviews
- ☐ Diversity / Cultural Competency
- ☐ Supervision and Management
- ☐ Conflict Resolution
- ☐ Team Building / Leadership

II. CLIENT RELATIONS TOPICS

- ☐ Crisis Intervention
- ☐ Drug and Alcohol Abuse and Dynamics
- ☐ Case Management / Multi-Service Referrals
- ☐ Conducting Home Visits
- ☐ Multi-Disciplinary Training
- ☐ Professional Code of Ethics
- ☐ Presentation Skills
- ☐ Maintaining Professional Boundaries
- ☐ Domestic Violence
- ☐ Neutralizing Counter Transference
- ☐ Mental Health Services
- ☐ Building Partnerships with Parents
- ☐ Confidentiality
- ☐ Client Interviewing / De-briefing

- ☐ Conflict Resolution
- ☐ How to Deal with Difficult People

IV. SPECIALIZED SERVICES TOPICS

- ☐ MPPI
- ☐ Ages and Stages Questionnaire, Social / Emotional
- ☐ Asset Development
- ☐ CPR / FIRST AID
- ☐ Networking With Community Agencies
- ☐ Child Abuse: Identification & Reporting
- ☐ Father Involvement Services
- ☐ Time Management
- ☐ Stress Management / Wellness
- ☐ Documentation techniques (tracking systems, case files, etc)

Please comment on areas of training you would like to describe further: _____

_____

_____

SESSION B:

Major tasks of position	Training/skills development required?		If yes, identify what training needs exist	How will this be achieved? (eg on the job, external training)	When?	Who to organise? Training provider?
	Y	N				
	☐	☐				
	☐	☐				
	☐	☐				
	☐	☐				
	☐	☐				

What do we want to achieve in the period ahead?

_____

_____

Where do you/we see your career progressing in the next two years?

_____

_____

How are we going to make this happen?

_____

_____

What will you need from the Organisation to help you to reach your career goals?

_____

_____

THANK YOU!!!

“ORGANIZATIONAL DEVELOPMENT... REQUIRES A PLANNED APPROACH TO CHANGE BASED ON MEETING THE NEEDS OF BOTH THE PEOPLE AND THE ORGANIZATION".
For enquiry Contact: info@farof.org