



# People Management Group (PMG) Process Manual

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Version 1.1.1

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## EMPLOYEE SERVICES & WELLNESS

**UNIT:** EMPLOYEE SERVICES & WELLNESS

### 1.0. INTRODUCTION:

The Employee Services & Wellness Manual is the step-by-step standard operating procedure to completing various tasks / activities within the department.

### 2.0. PROCESS OVERVIEW:

<b>Process Control</b>	<ul style="list-style-type: none"><li>• Employee Contract Management</li><li>• Organizational Culture, Employee Behaviors and Engagement</li></ul>
<b>Policy</b>	Employee Services & Wellness Policy.
<b>Objectives</b>	The objective of employee services and wellness standard operating procedure is to create an operational guide to align employer/ employee contract while creating a health-conscious and productive workplace.
<b>Owners</b>	Employee Services and Wellness Team.
<b>Benefits</b>	<ul style="list-style-type: none"><li>• Document Management</li><li>• Reduced Workplace Conflicts</li><li>• Reduced Organisation Health Costs</li><li>• Better Company Culture</li><li>• Employer-Employee Branding</li><li>• Talent Attraction</li><li>• Employee Experience</li><li>• Higher Employee Satisfaction</li><li>• Improved Productivity</li><li>• Preventing Turnover</li><li>• Employee Loyalty and Retention</li></ul>
<b>Metrics</b>	Process, Wellness, Engagement and Satisfaction
<b>Reports</b>	<ul style="list-style-type: none"><li>• Documentation and Confirmation</li><li>• Culture and Communication</li><li>• Wellness Management</li><li>• Leave / Absence Management</li><li>• Employee Discipline / Grievance</li><li>• Employee Separation</li><li>• Give-Back Initiative</li></ul>

- Impact Surveys

### 3.0. PROCESS NARRATIVES

S/N	ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
1	<b>Documentation and Confirmation</b>	<p>1.1 Talent Acquisition and Onboarding team forwards new employees' files which contain all basic pre-employment document, containing the employee's CV, Birth Certificate, First-degree Certificate, O 'level results, NYSC certificate, Resignation Letter, signed offer, other certifications, employee biodata form, letter of attestation, code of conduct, new employee clause, oath of secrecy.</p> <p>1.2 Send out email to employees to provide the email address and phone numbers of two Referees and Previous Employer (if not provided in the Biodata form).</p> <p>1.3 Engage the referees and previous employer and share necessary form with them for completion.</p> <p>1.4 If we do not get a response from the referees or previous employer, we send an email to affected employee(s) showing status of outstanding documentation for them to follow up.</p>	Employee Services & Wellness Officers	<p>1.1 Friday before resumption on Monday.</p> <p>1.2 First week of resumption</p> <p>1.3 Second week of resumption</p> <p>1.4 1 week after first contact with referee</p> <p>1.5 Second week of resumption</p> <p>1.6 Second week of resumption</p> <p>1.7 One month after resumption</p> <p>1.8 One month after resumption</p> <p>1.9 Two months upon resumption</p> <p>1.10 Two months upon resumption</p> <p>1.11 Three months upon resumption</p> <p>1.12 One month up to the sixth Six month</p> <p>1.13 Within six months of resumption</p> <p>1.14 Within six months of resumption</p>

		<p>1.5 Upon completion of the referee and previous employer forms, record the information in the confirmation schedule.</p> <p>1.6 Print the referees and previous employer filled document and add to employee file.</p> <p>1.7 Reach out to the employee's school for academic verification (to be done on every employee) for confirmation of attendance and authenticity of results.</p> <p>1.8 Proceed with criminality check for employees on sensitive desks like IT, Finance, Digital Banking, Teller, Customer Service, Customer Experience Officers, AGMs and above, etc.</p> <p>1.9 Send names on employees and follow up with the branch services on the result of integrity test for tellers only and document in respective employees' files.</p> <p>1.10 Update employee profile on database as eligible or not eligible for confirmation based on full report.</p> <p>1.11 Share confirmation document with Performance, OD, and People Analytics team for KPI mapping and appraisal.</p> <p>1.12 Follow up with employee and immediate supervisor to ensure that performance appraisal has been completed from the first month to the sixth month.</p>		<p>1.15 Within six months of resumption</p>
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		<p>1.13 On the sixth month of resumption, employees who meet the required performance threshold will be confirmed while those who did not meet the required performance threshold will be passed to Performance/ OD &amp; people analytics team for necessary engagement.</p> <p>1.14 After all confirmation processes have been completed and all documents are verified and complete with MD's approval, a confirmation letter, signed by the Chief People Officer and Team Lead, Employee Services and Wellness will be sent to the employee, alongside a congratulatory email.</p> <p>1.15 After confirmation is completed, file will be moved to the archiving unit for safe storage.</p>		
2	Culture & Communication	<p>2.1. Drive organization culture and behavior through weekly internal communication channels on specific topics around corporate mission, values, vision, behavioral codes, leadership, wellness, events, etc.</p> <p>2.2. Complete the weekly content calendar and share with the Chief People Officer for approval.</p> <p>2.3. Send to the brand and content team every Thursday to design the creatives and deliver to Employee Services and Wellness team on Friday.</p> <p>2.4. Publish approved content schedule everyday via internal communication channel (email).</p>	Employee Services & Wellness Officers	Daily

3	<b>Wellness Management</b>	<p><b>HMO</b></p> <p>3.1 Send a welcome mail to new staff, containing the HMO benefits, lists of hospitals, FAQs, and the link to a Microsoft form to pre-register for their preferred HMO and Hospital.</p> <p>3.1.1 Extract the employees' data from the Microsoft form and place in the HMO pricing analysis list while reviewing the appropriate plan.</p> <p>3.1.2 Send the new enrollees' list to the selected HMO.</p> <p>3.1.3 Send the new enrollees the various templates or documentation (as applicable) to complete their registration.</p> <p>3.1.4 Collate documentation and send to the respective HMO.</p> <p>3.1.5 Obtain all invoices and collate the payment schedule.</p> <p>3.1.6 Forward the HMO pricing analysis list, the payment schedule, and all invoices to Total Rewards team for payment.</p> <p>3.1.7 Create a memo to this effect and seek approval.</p> <p>3.1.8 Payment is made, and evidence of payment (memo) is filled.</p>	<b>Employee Services &amp; Wellness Officers</b>	<p>3,1 First week of resumption</p> <p>3.1.1 Second week of resumption</p> <p>3.1.2 Second week of resumption</p> <p>3.1.3 Second week of resumption</p> <p>3.1.4 Second week of resumption</p> <p>3.1.5 Fourth week of resumption</p> <p>3.1.6 Fourth week of resumption</p> <p>3.1.7 Fourth week of resumption</p> <p>3.1.8 Fourth week of resumption</p>
4	<b>Leave / Absence Management</b>	<p>4.1. Employee initiates leave request through the leave portal, accompanied by the approval of the supervisor at least 1week to commencement of leave.</p> <p><b>Annual Leave</b> – Approved by Supervisor / Employee Services Officer</p> <p><b>Exam Leave</b> – Approved Supervisor / Employee Services &amp; Wellness Officer</p>	<b>Employee Services &amp; Wellness Officers</b>	<p>4.1 Upon request</p> <p>4.2 Within 24 hours</p> <p>4.3 Within 24 hours</p> <p>4.4 On commencement date of leave</p> <p>4.5 On commencement date of leave.</p>

		<p><b>Maternity Leave</b> - Approved Supervisor / Employee Services &amp; Wellness Officer</p> <p><b>Casual Leave</b> - Approved Supervisor / Employee Services &amp; Wellness Officer</p> <p><b>Sick/Medical Leave</b> - Approved by First line supervisor/ second line supervisor and/or the line ED/ CPO</p> <p><b>Study Leave</b> – Approved by First line supervisor/ second line supervisor and/or the line ED/ CPO</p> <p><b>Leave of Absence</b> - Approved by First line supervisor/ second line supervisor and/or the line ED/CPO</p> <p><b>Exceptional Leave</b> (condolence leave, child adoption leave, family relocation etc.) – Approved by First line supervisor/ second line supervisor and/or the line ED/ CPO/ MD</p> <p>4.2 Upon approval, leave request is reviewed and approved by Employee Services and Wellness Officer.</p> <p>For Leave of Absence, approval is sent to the employee on the bank's letter headed the appropriate signatures therein.</p> <p>4.3 Leave request is documented in the global leave schedule.</p> <p>4.4 On the effective date of leave commencement, Employee Services and Wellness Officer forwards the names of employees who have access to relevant transacting platforms (e.g., Flexcube) to Conduct and Compliance, IT, CISO, IT Control and Audit</p>		<p>4.6 Upon resumption from leave.</p>
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		<p>Team for profile deactivation and any other relevant review/monitoring. Conduct and Compliance Team responds with an email confirming that profile has been deactivated.</p> <p>4.5 Leave request is sent to Total Rewards for payroll management (as applicable).</p> <p>4.6 Upon resumption from leave, Employee and Wellness Officer forwards the employee's name to IT and Compliance Group for re-activation of the email profile and other banking applications (where applicable). IT and Compliance Group responds by confirming that the applicable profiles have been re-activated.</p>		
5	Employee Discipline and Grievances	<p><b>DISCIPLINE</b></p> <p>5.1 Employee Services and Wellness team receives an email from employee's supervisor and or Conduct and Compliance containing the complaint.</p> <p>5.1.1 Employee Services and Wellness officer ensures that the supervisor took the appropriate action, for example, there was a query given to the employee to provide a first-line explanation or an opportunity for the employee involved to give a fair explanation of what happened.</p> <p>5.1.2 Employee Services and Wellness team will carry out an investigation before meeting the appropriate penalty in line with the sanction grid while copying the erring employee's line supervisor, regional head or line ED.</p> <p>5.1.3 Employee Services and Wellness Officer document the decision in the employee's file.</p>	Employee Services & Wellness Officers	<p>5.1 Upon receipt</p> <p>5.1.1 Within 24 hours</p> <p>5.1.2 Within 48 hours</p> <p>5.1.3 Within 48 hours</p> <p>5.2 Upon receipt of complaint</p> <p>5.2.1 Within 24 hours</p> <p>5.2.2 within 48 hours</p>



		<p><b>GRIEVANCE</b></p> <p>5.2 Employee meets with Employee Services and Wellness Officer laying out the grievance or send the grievance through the whistle-blowing application.</p> <p>5.2.1 Employee Services and Wellness officer investigate the issue with support from the control and compliance team or the Audit team if required.</p> <p>5.2.2 After investigation, reports are submitted by the compliance team if they are involved if not ESW officer makes necessary engagement.</p> <p>5.2.2 Further appeal to the Chief People Officer is open to the employee if his grievance is not resolved at this point. The Chief People Officer must be available to be consulted by both the employee and the parties concerned during the grievance process.</p> <p>5.2.3 The ruling of the Managing Director or an Executive Director at this stage will be regarded as final.</p>		
6	Employee Separation	<p><b>RESIGNATION</b></p> <p>6.1. Employee sends a resignation letter addressed to employee services and wellness team accompanied by supervisor's approval.</p> <p>6.1.1. Employee Services and Wellness officer approves, and exit is documented in the exit schedule and filed.</p> <p>6.1.2. Employee Services and Wellness Officer sends a resignation acknowledgment email to the exiting employee to fill accompanied by an Exit Interview Microsoft form link</p>	<p><b>Employee Services &amp; Wellness Officers</b></p> <p><b>/ Disciplinary Committee</b></p>	<p>6.1 Upon receipt of Resignation Letter.</p> <p>6.1.1. Within 24 hours</p> <p>6.1.2 Within 24 hours</p> <p>6.1.3 Before effective date of resignation</p> <p>6.1.4 By close of business of the effective date of resignation</p>

		<p>copying Audit, Conduct and Compliance, CISO, IT Control.</p> <p>6.1.3. Exiting employee submits all bank's properties in their possession to Employee Services and Wellness team.</p> <p>6.1.4. By the close of business on the stated effective date of resignation, the Employee Services, and Wellness Officer forwards the exiting employee's name to IT for deactivation of the email profile.</p> <p><b>DISMISSAL</b></p> <p>6.2. Employee Services and Wellness team receives an email from the employee's supervisor or Conduct and Compliance containing the complaint of gross negligence and/or misconduct.</p> <p>6.2.1 Employee Services and Wellness officer ensures that the supervisor took the appropriate action for example, there was a query given to the employee to provide a first line explanation or an opportunity for the employee involved to give a fair explanation of what happened.</p> <p>6.2.2 Disciplinary Committee is notified to carry out investigation.</p> <p>6.2.3 Upon investigation by the disciplinary committee, the employee is notified of the outcome and to appear before a disciplinary panel.</p> <p>6.2.4 If found guilty, the decision of the panel or disciplinary action is communication to the employee.</p>		<p>6.2 Upon receipt of complaint</p> <p>6.2.1 Within 24 hours</p> <p>6.2.2 Within 24 hours</p> <p>6.2.3. Within 2 weeks</p> <p>6.2.4 Immediately after the DC panel</p> <p>6.2.5 Within 24 hours</p> <p>6.3 Upon receipt of the news</p> <p>6.3.1 Within 24 hours</p> <p>6.3.2 Within 1 week</p> <p>6.3.3 Within 1 week</p> <p>6.3.4 Within 1 week</p>
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7	<b>Give-back Initiatives</b>	<p>7.1 Email campaign to create awareness with a creative design is shared via email bank wide on the idea.</p> <p>7.2 If it is internally funded, a charity account is created to this effect and shared with the staff to make donations.</p> <p>7.3 The selected organization is reached, and a date is set.</p> <p>7.4 All expenses towards the initiative are approved by the MD and the CPO in a memo.</p>	<b>Employee Services &amp; Wellness Officers</b>	<p>7.1 Upon approval of the event</p> <p>7.2 Within 24 hours (existing account is used for subsequent give-back events)</p> <p>7.3 Within 72 hours upon approval of event</p> <p>7.4 Within 1 week</p>

		<p>7.5 Communication goes out to employees to participate in the activity.</p> <p>7.6 The facility is visited, and all donations made to it.</p>		<p>7.5 Continuous on a daily basis upon approval</p>
8	Impact Surveys	<p>8.1 Articulate and design the survey questions in respect to the subject.</p> <p>8.2 Review and get the approval of Head, Employee Services and Wellness and the Chief People Officer.</p> <p>8.3 Send out survey to the respective employees, regions, or All Staff.</p> <p>8.4 Collate response and analyze.</p> <p>8.5 Present or share to the respective employees, regions, or All Staff.</p> <p>8.6 Present Survey Analysis to the Chief People Officer and follow up for decision and implementation</p>	<p><b>Employee Services &amp; Wellness Officers</b></p>	<p>8.1 Within 48 hours after an event</p> <p>8.1 Within 24 hours</p> <p>8.3 Within 24 hours</p> <p>8.4 within 1 week</p> <p>8.5 Within 24 hours</p> <p>8.6 Within 1 – 3 months</p>