High Level As – Is HR Processes & Business Rules
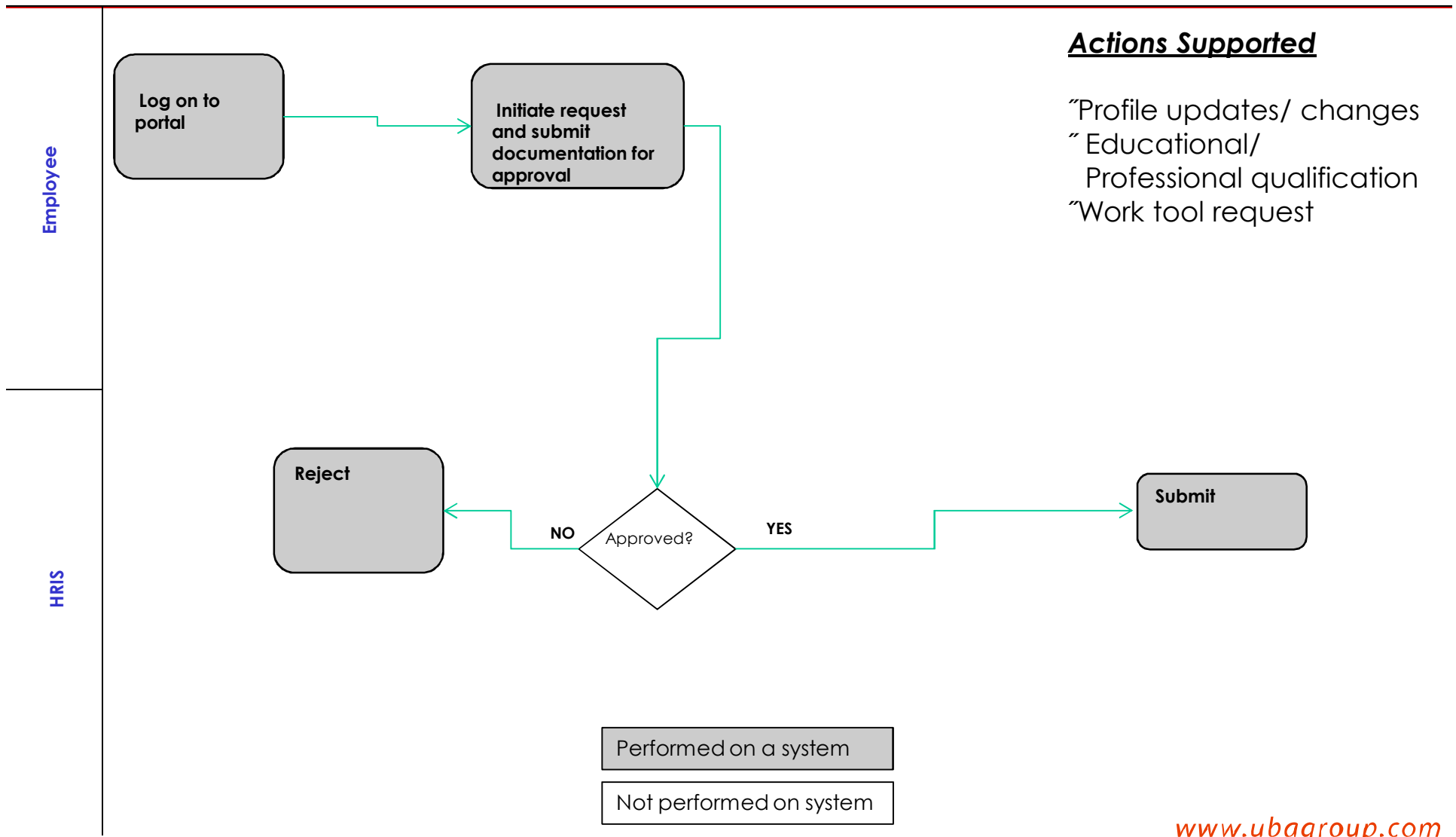
October 2014

Outline

- ❑ Foreword

- ❑ HR Processes

Foreword

˝ UBA will be implementing SAP HCM application to automate its HR functions

˝ This document contains high level AS-IS HR processes, associated business rules as well as issues currently encountered in executing the processes

˝ This document is intended only for project information only as some of the processes contained within will be changed in the course of the implementation

Employee & Manager Self Service

Employee Self Service

Employee

Log on to portal

Initiate request and submit documentation for approval

HRIS

Reject

Approved?

NO

YES

Submit

Performed on a system

Not performed on system

Actions Supported

˝Profile updates/ changes
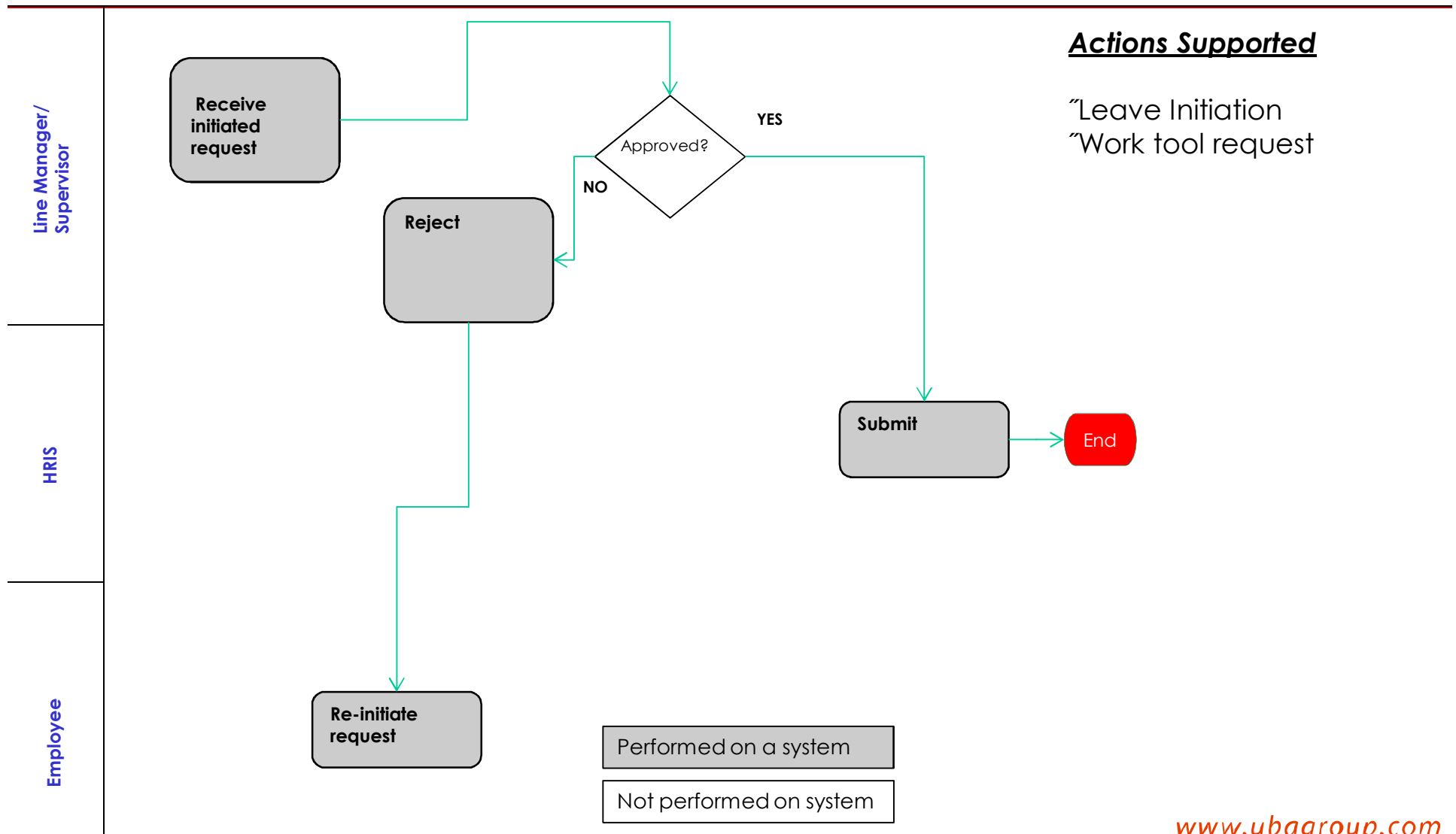˝ Educational/
 Professional qualification
˝Work tool request

ESS Business Rules

❑ Supporting documents are required for ESS processes, e.g birth and marriage certificates, certificates and statements of reports

❑ Maximum age for dependants that are 18 years for non BUPA HMO and 21 years for BUPA HMO. If children over 18 years are inputted during profile update, same are automatically removed by system

❑ Maximum of 4 children and one spouse allowed

❑ Where supporting documents are required to be signed by Supervisor, HRIS verifies signature before submitting

Issues

❑ Rules do not apply at the time employees are being onboarded therefore information that would later be rejected are allowed by the system

❑ Employees change hospitals online and attept to se the new hospital before HMO is notified of changes

Manager Self Service

Actions Supported

˝Leave Initiation
˝Work tool request

Line Manager/ Supervisor

Receive initiated request

Approved?

YES

NO

Reject

Submit

End

HRIS

Employee

Re-initiate request

Performed on a system

Not performed on system

Recruitment

Staff Recruitment – Experienced Hires

HRBP

- Identify need to fill vacancy → Source for relevant CVs → Conduct interviews → Prepare ATH if candidate is recommended → Notify CBN if candidate will be on AGM & above grade → Prepare offer letter
- Send closure mail to candidate
- Source for another candidate
- Send for medical examination
- Fit? — YES / NO

Management

- ATH approved? — NO / YES

Candidate

- Accept/Reject Offer letter
- End

Performed on a system

Not performed on system

Staff Recruitment – Graduates

UBA

HRBP

- Identify need to fill vacancy
- Source for relevant CVs
- Conduct test
- Conduct interview for successful candidates
- Conduct psychometric test for successful candidates
- Enroll successful candidates in Banking school
- Prepare ATH
- Prepare and make offer letter
- Send for medicals
- Fit?
- YES
- NO

UBA Academy

- Conduct training
- Administer test
- Is candidate successful?
- YES
- NO

Candidate

- Accept/Reject Offer letter

Management

- Approve ATH
- End

Performed on a system

Not performed on system

Onboarding

Candidate
- Accept offer
- Complete onboarding form on the system

HRBP
- Receive acceptance letter
- Collect necessary docs and create new hire file
- Create new hire profile on the system
- Invite candidate for onboarding
- Review candidate information and print profile summary
- Generate posting letter and issue assumption of duty form
- Receive assumption of duty form, include in new hire's file and send to HRIS

HRIS
- Assign staff ID to new hire
- Validate information
- Include staff on payroll
- Submit file to Confirmation & Records

Supervisor/ New Hire
- Sign assumption of duty form

End

Performed on a system

Not performed on system

Induction

UBA Academy

Obtain list of new hires from HRBPs → **Plan sessions**

HRBP

Invite attendees

New Staff

Attend induction program → End

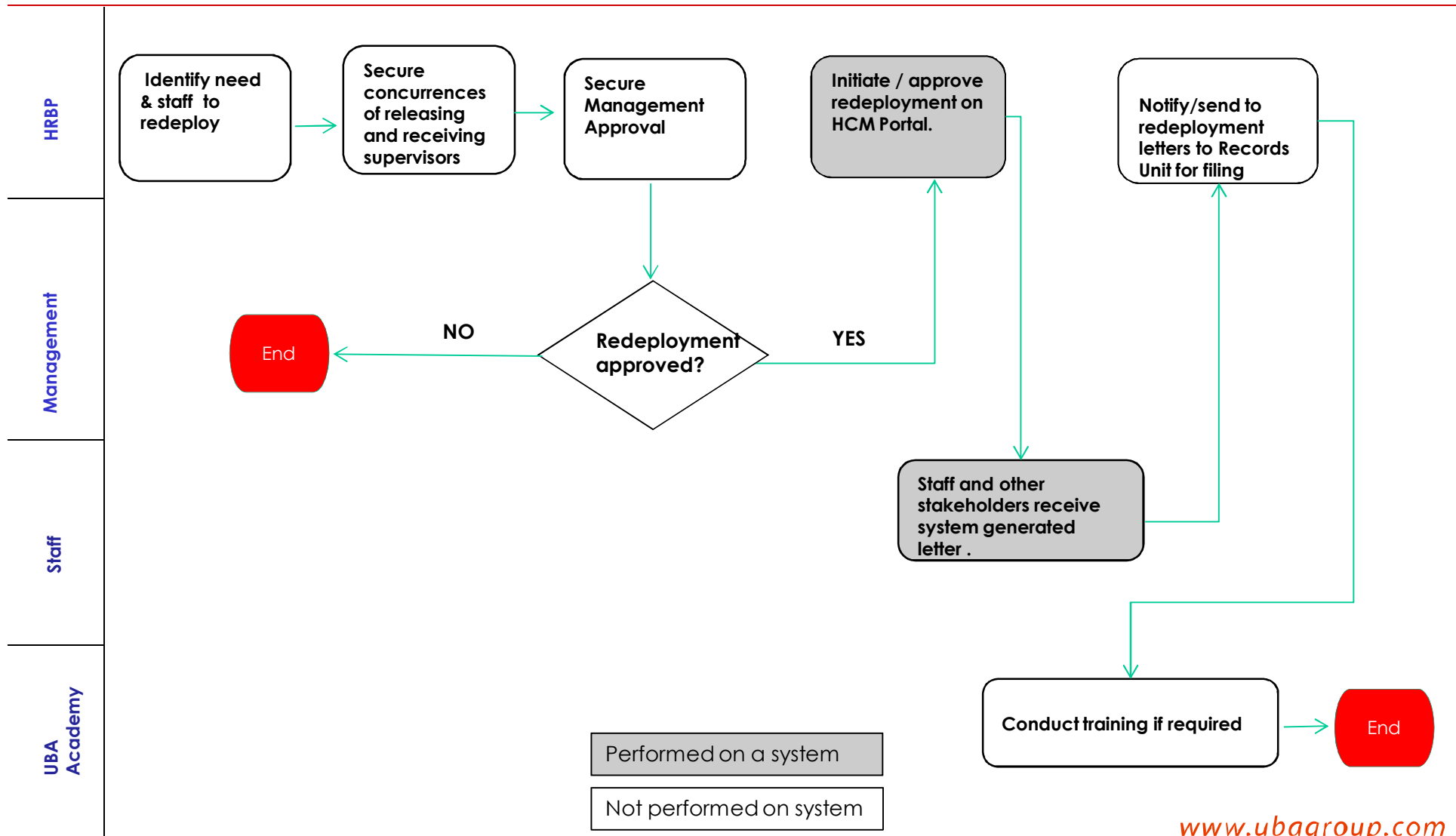| Performed on a system |
|---|
| Not performed on system |

Recruitment Business Rules

❑ Rules as per Recruitment Policy

❑ Negotiations with employee is embedded within the interview process

❑ New hires that fail test can re-sit test not less that 6 months after failure

❑ Within 30 days of resumption, give notice of new hire on grade level of AGM and above to CBN

❑ New hires should not be more than 27 years old

<u>Issues</u>

   ❑ No careers portal for candidates to upload CV

Redeployment & Re-assignment

Staff Redeployment

UBA

HRBP	Identify need & staff to redeploy → Secure concurrences of releasing and receiving supervisors → Secure Management Approval
Management	Initiate / approve redeployment on HCM Portal.
	Notify/send to redeployment letters to Records Unit for filing

HRBP

- Identify need & staff to redeploy
- Secure concurrences of releasing and receiving supervisors
- Secure Management Approval
- Initiate / approve redeployment on HCM Portal.
- Notify/send to redeployment letters to Records Unit for filing

Management

End ← **NO** — Redeployment approved? — **YES** →

Staff

Staff and other stakeholders receive system generated letter.

UBA Academy

Conduct training if required → End

Performed on a system

Not performed on system

Relief Assignments

Business Unit

Raise request for relief assignment with relief identified (Request must have the required concurrences).

HRBP

Receive request

Check database to confirm availability/suitability of relief.

Initiate/ approve relief assignment on HCM Portal.

NO

Staff

Sales Staff?

Staff and other stakeholders receive system generated letter .

End

YES

Management

Approve

Performed on a system

Not performed on system

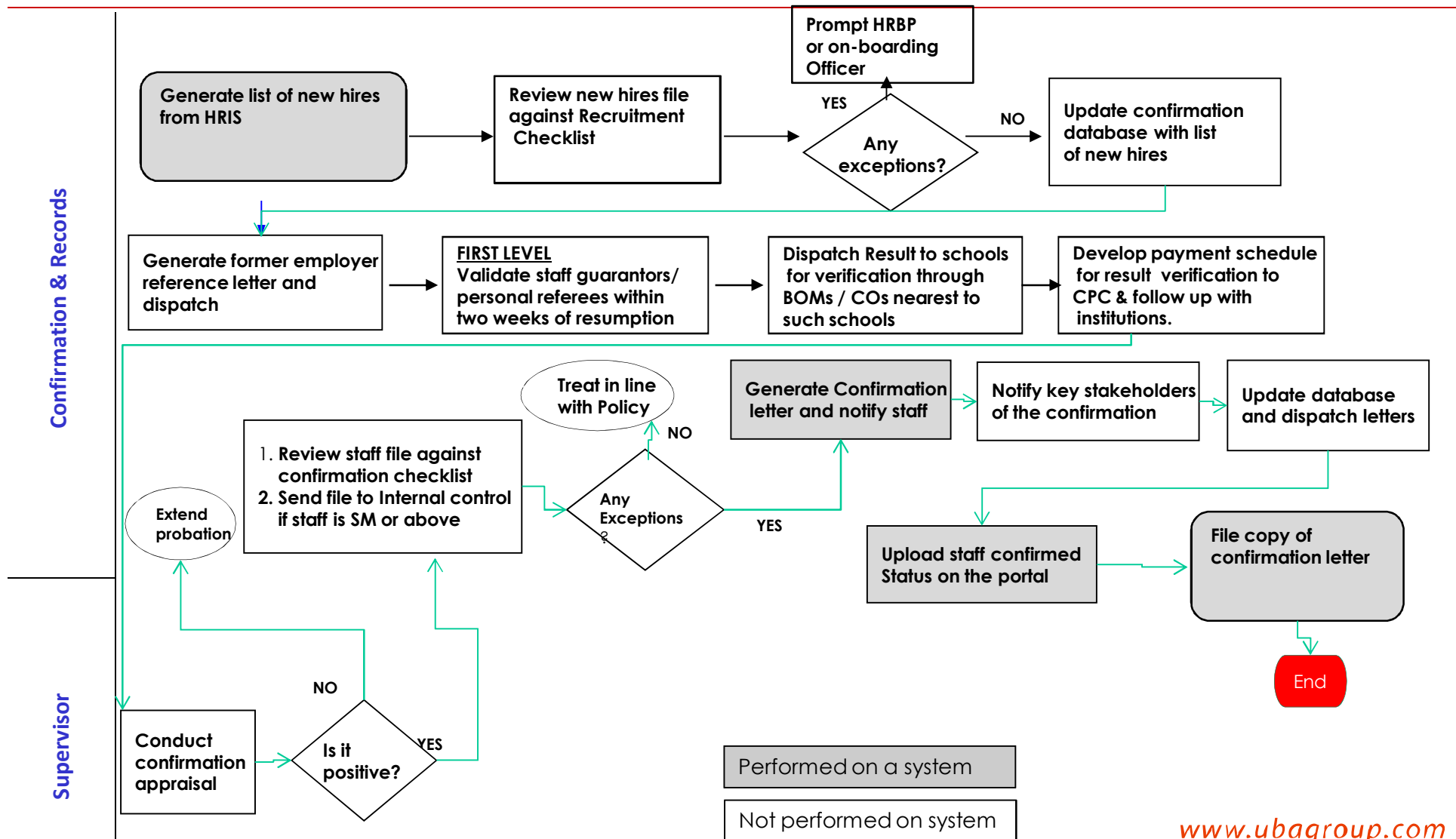www.ubagroup.com

Redeployment & Reassignment Business Rules

❑ Redeployments are effected on the 1st day of the month, except when there are exceptions

❑ Redeployment of AM and above must be approved by GMD, redeployment of SBO and below must be approved by ED Resources

❑ Redeployment in branches shall be done once in 5 years

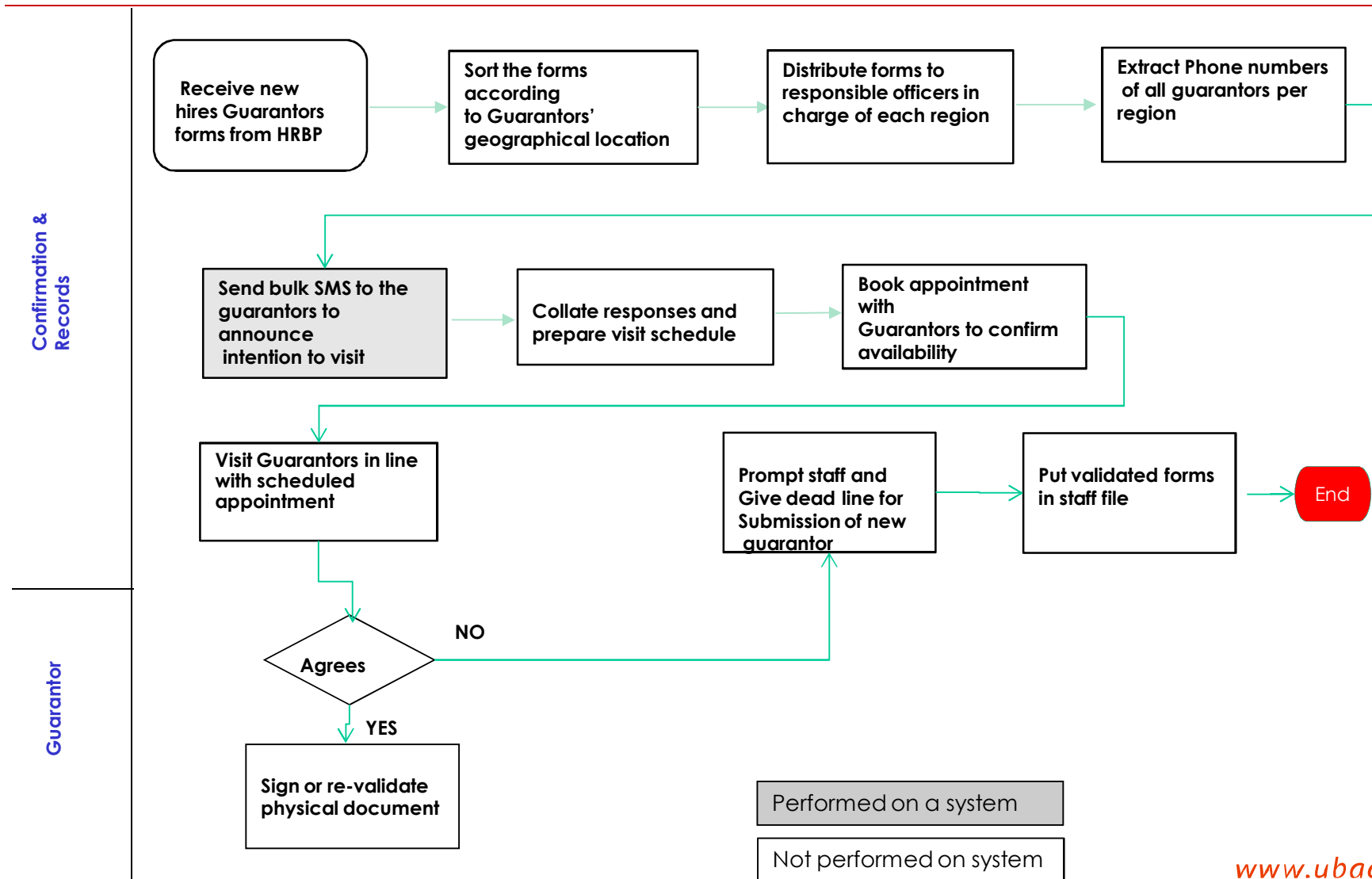❑ Operations sends redeployment list at the end of every month

Issues

❑ No checks within online system to prevent indiscriminate/ unauthorised redeployment

❑ Redeployment/ re-assignment portal does not display all fields to approving HRBPs and does not enable correction of Sol Ids and Cost Code

❑ Need for clear process for effecting database changes

❑ Career Management Plan, Workforce Planning and Succession Planning information are not utilised for redeployment; however Manpower Plans are sometimes consulted when redeploying Sales staff

❑ Appraisals are sometimes but not always used for redeployment; appraisals are consulted when basis of redeployment is non-performance

Confirmation & Records

Staff Confirmation

Confirmation & Records

Generate list of new hires from HRIS → Review new hires file against Recruitment Checklist → **Any exceptions?**

- YES → Prompt HRBP or on-boarding Officer
- NO → Update confirmation database with list of new hires

Generate former employer reference letter and dispatch → **FIRST LEVEL** Validate staff guarantors/ personal referees within two weeks of resumption → Dispatch Result to schools for verification through BOMs / COs nearest to such schools → Develop payment schedule for result verification to CPC & follow up with institutions.

Generate Confirmation letter and notify staff → Notify key stakeholders of the confirmation → Update database and dispatch letters

Treat in line with Policy

Any Exceptions?
- NO → Treat in line with Policy
- YES → Generate Confirmation letter and notify staff

Upload staff confirmed Status on the portal → File copy of confirmation letter → End

Supervisor

1. Review staff file against confirmation checklist
2. Send file to Internal control if staff is SM or above

Extend probation

Conduct confirmation appraisal → **Is it positive?**
- NO → Extend probation
- YES

Performed on a system

Not performed on system

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Guarantor Validation

Confirmation & Records

Guarantor

```
Receive new hires Guarantors forms from HRBP → Sort the forms according to Guarantors' geographical location → Distribute forms to responsible officers in charge of each region → Extract Phone numbers of all guarantors per region

Send bulk SMS to the guarantors to announce intention to visit → Collate responses and prepare visit schedule → Book appointment with Guarantors to confirm availability

Visit Guarantors in line with scheduled appointment

Agrees — NO → Prompt staff and Give dead line for Submission of new guarantor → Put validated forms in staff file → End

Agrees — YES → Sign or re-validate physical document
```

Performed on a system

Not performed on system

FSS Conversion

Employee

Send certificate to supervisor to endorse

OR

Apply online for conversion and submit degree certificate

Send HRBP email about certificate/ degree and attach certificate

HRBP

Send email about conversion to Confirmation & Records

Conduct interview and confirm vacancy availability

Is staff recommended?

No

HRIS

Validate certificate and make available on portal

Yes

Develop conversion letter and inform staff

Inform staff of non- conversion

Confirmation & Records

Review application and verify certificate authenticity

Is degree genuine?

Yes

Staff is notified of certificate authenticity

Check conversion criteria and obtain approval

End

No

Treat in line with policy

Performed on a system

Not performed on system

Talent Management

Check performance and disciplinary records

Yes

OK?

No

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Change of Name

UBA

Staff

- Initiate request on portal with attachments or send email
- Submit necessary documents
- Send document to Confirmation Team
- Staff to present appropriate documents

Supervisor

- Sight supporting documents and sign off

Confirmation Team

- Notify IT, User Admin, GSS
- Review request and documents submitted
- Documents okay?
  - No
  - Yes

HRIS

- Update on Infopool

IT

- Send email to all stakeholders that changes have been effected
- End

Performed on a system

Not performed on system

ID Card Replacement

Staff

Send email to Confirmation Team with scanned document

Send hard copies of necessary documents

Confirmation Team

Send mail to Security Unit for processing and inform staff and CPC

Security Unit

Notify staff when ID card is ready and dispatch

End

Performed on a system

Not performed on system

Confirmation Business Rules

- Business rules as per policy

- Marketers are confirmed based on commitment; probation of additional 3 months is allowed if target is not met. After 3 months extension, management needs to approve extension

- Confirmation is done monthly

- If confirmation of staff is subject to commitment, obtain Talent Management for Dept. for performance appraisal result before confirmation

- Staff are to be confirmed within 6 months and 2 weeks of resumption

- Before confirmation, candidates should have submitted 2 guarantors but discussion with guarantors need not have been held

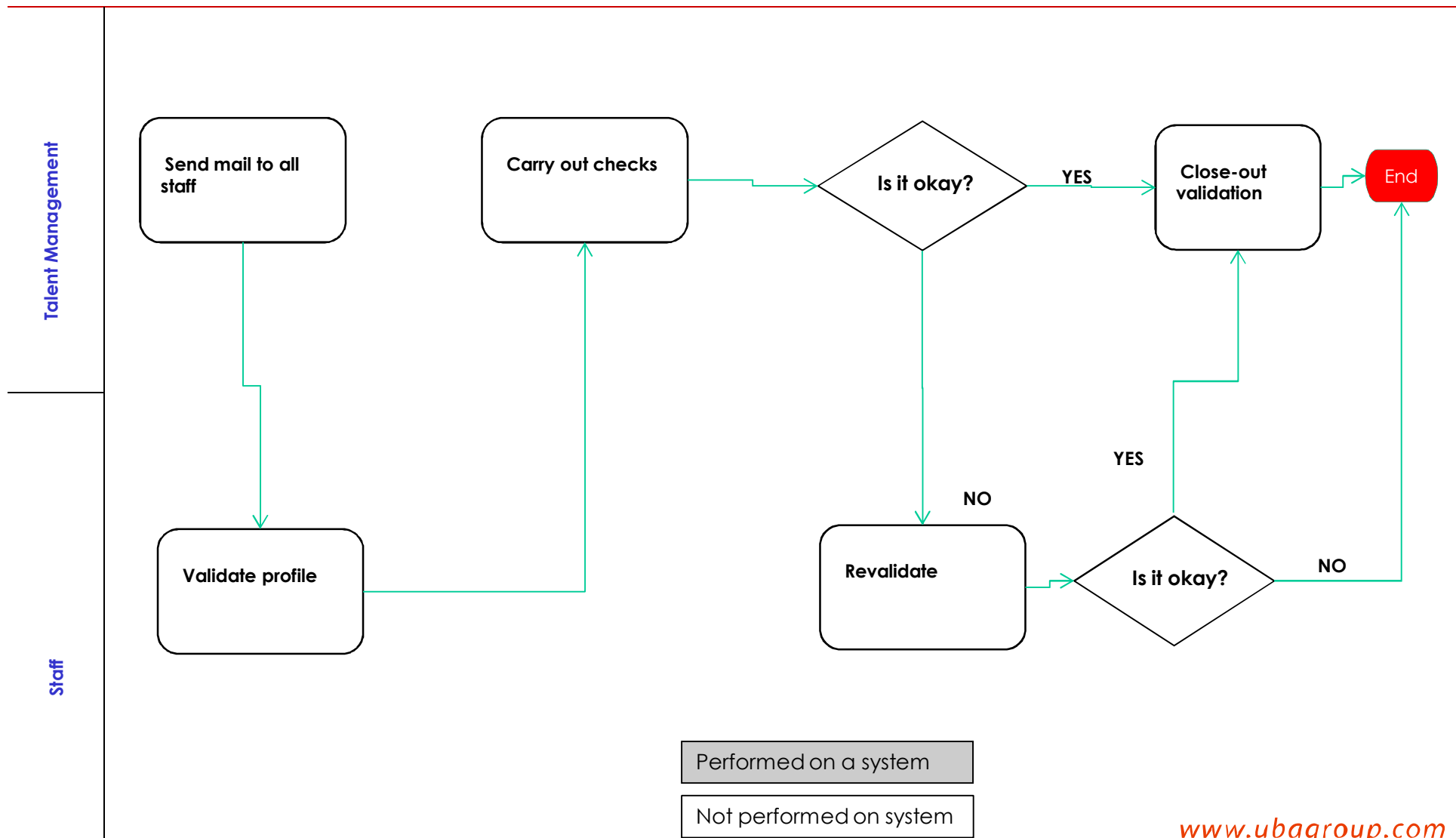- Less than 2.2 class of degree will not lead to conversion

Issues

- Institution and guarantor validation take long as a result of non-availability, strikes, address changes, etc and cause delays with confirmation

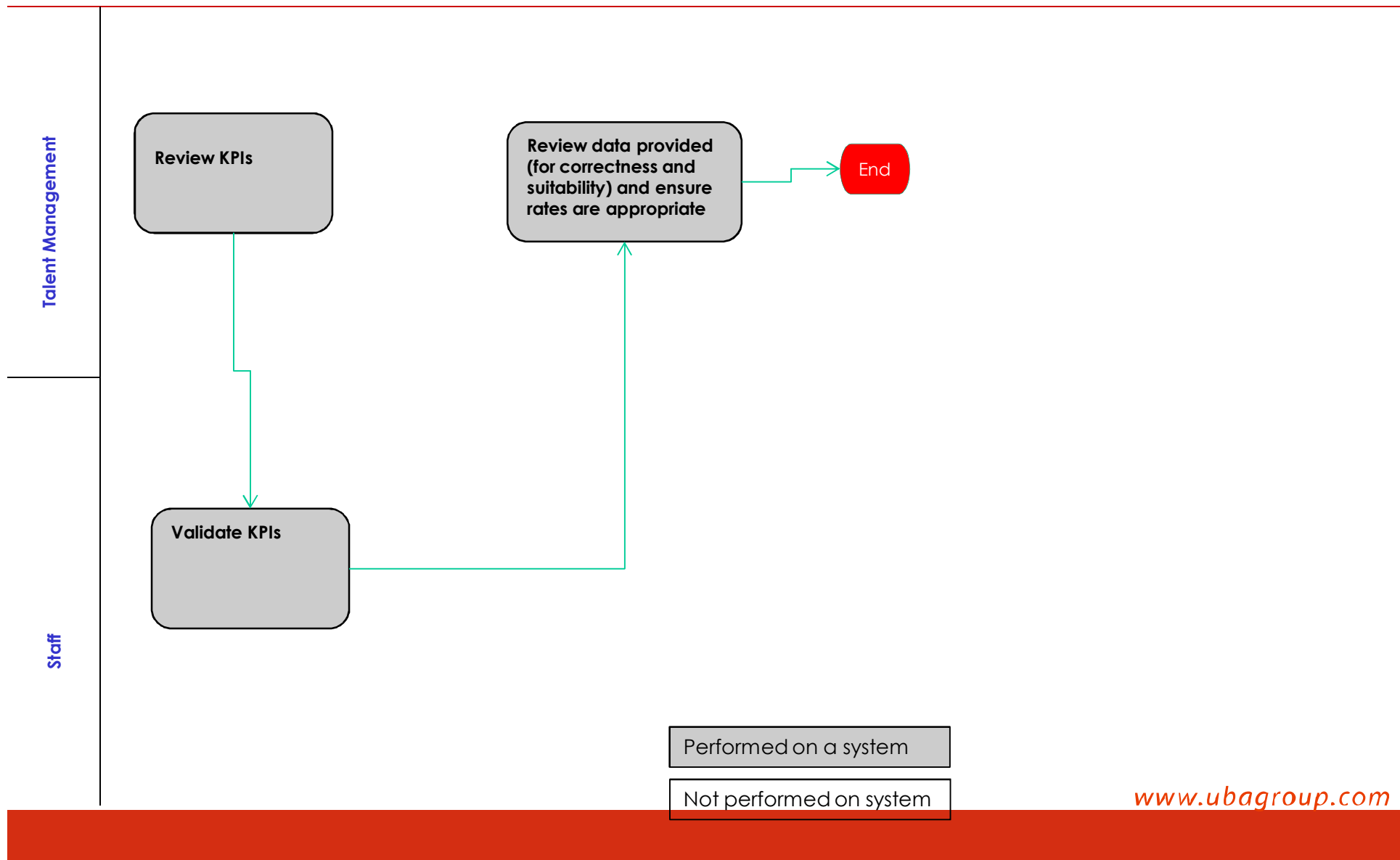- All updates including change of name should be enabled online
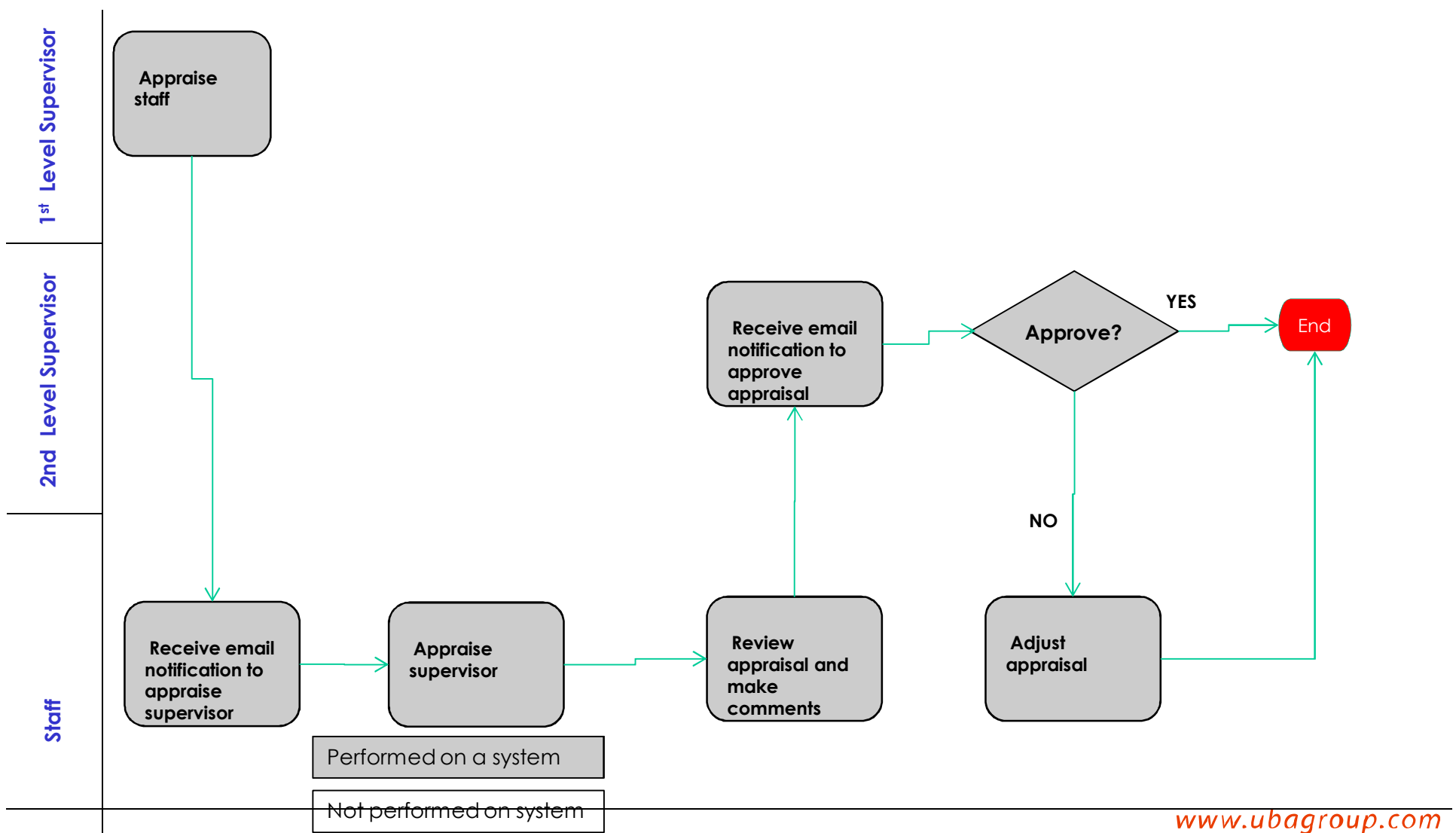
Performance Appraisal

Pre Appraisal – KPI Setting

EMC

Set Strategic goals

Directorate Heads/Group HCM

Cascade goals to Divisional Heads

Divisional Heads

Cascade KPIs to down-lines

Line Managers/ Group HCM

Set deliverables for generic roles → End

Performed on a system
Not performed on system

Pre Appraisal – Profile Validation

Talent Management

Staff

Send mail to all staff

Validate profile

Carry out checks

Is it okay?

YES

Close-out validation

End

NO

Revalidate

Is it okay?

YES

NO

Performed on a system

Not performed on system

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Pre-Appraisal – KPI Validation

Talent Management

Review KPIs

Review data provided (for correctness and suitability) and ensure rates are appropriate

End

Staff

Validate KPIs

Performed on a system
Not performed on system

Appraisal

Post Appraisal

UBA

Talent Management

| Download appraisal outcome | → | Analyze and prepare summaries | → | Conduct sensitization sessions with DHs | Collate feedback and suggestions | → | Secure Mgt's approval for appraisal outcome | Conduct post-appraisal survey | → | Collate feedback and propose improvements |

End

Directorate Heads

Attend sensitization sessions and agree ranking

EMC

Approve appraisal outcome

Performed on a system

Not performed on system

Manage Promotions

Talent Management

Review Career Progression Framework → Identify eligible staff based on number of years on role as per CPF → Obtain appraisal result and identify eligible staff → Generate list of potential promotee based on 60 – 40 rule ensuring alignment of grade distribution between Sale and Non-Sales staff

Select best of staff based on average of performance scores → Check disciplinary report and exclude names of sanctioned employees → Receive Directorate Head exceptions and update list → Prepare promotions list for approval → Send promotions list to staff and letters to promotees → End

Adjust and resend for approval

EMC

Approve? — NO → Adjust and resend for approval; YES → Send promotions list to staff and letters to promotees

Performed on a system

Not performed on system

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Employee Satisfaction Survey

Change Mgt Consultant

Talent Management

ED, Resources

Translation

Design Employee Satisfaction Survey

Deploy survey on Infopool platform

Deploy Survey

Analyze survey outcome

Summarize survey outcome

Present findings to Executive Mgt

End

Advise on flag off date

Translate survey questions and related materials

Performed on a system

Not performed on system

Appraisal Business Rules

- ❑ Business rules as per policy

- ❑ Appraisals are done twice a year, July and January

- ❑ Profile validation is carried out one month before appraisal

- ❑ Eligibility for appraisal is that employee must have been active for at least 3 months within the 6 month appraisal period

- ❑ Appraisee shall be appraised for all roles performed

- ❑ HRBPs to be present at sensitisation discussions

- ❑ Sanction and commendation scores are added to appraisal scores

- ❑ Auto-rated KPI scores are based on the performance of the Divisions/Directorates which would then be cascaded to staff
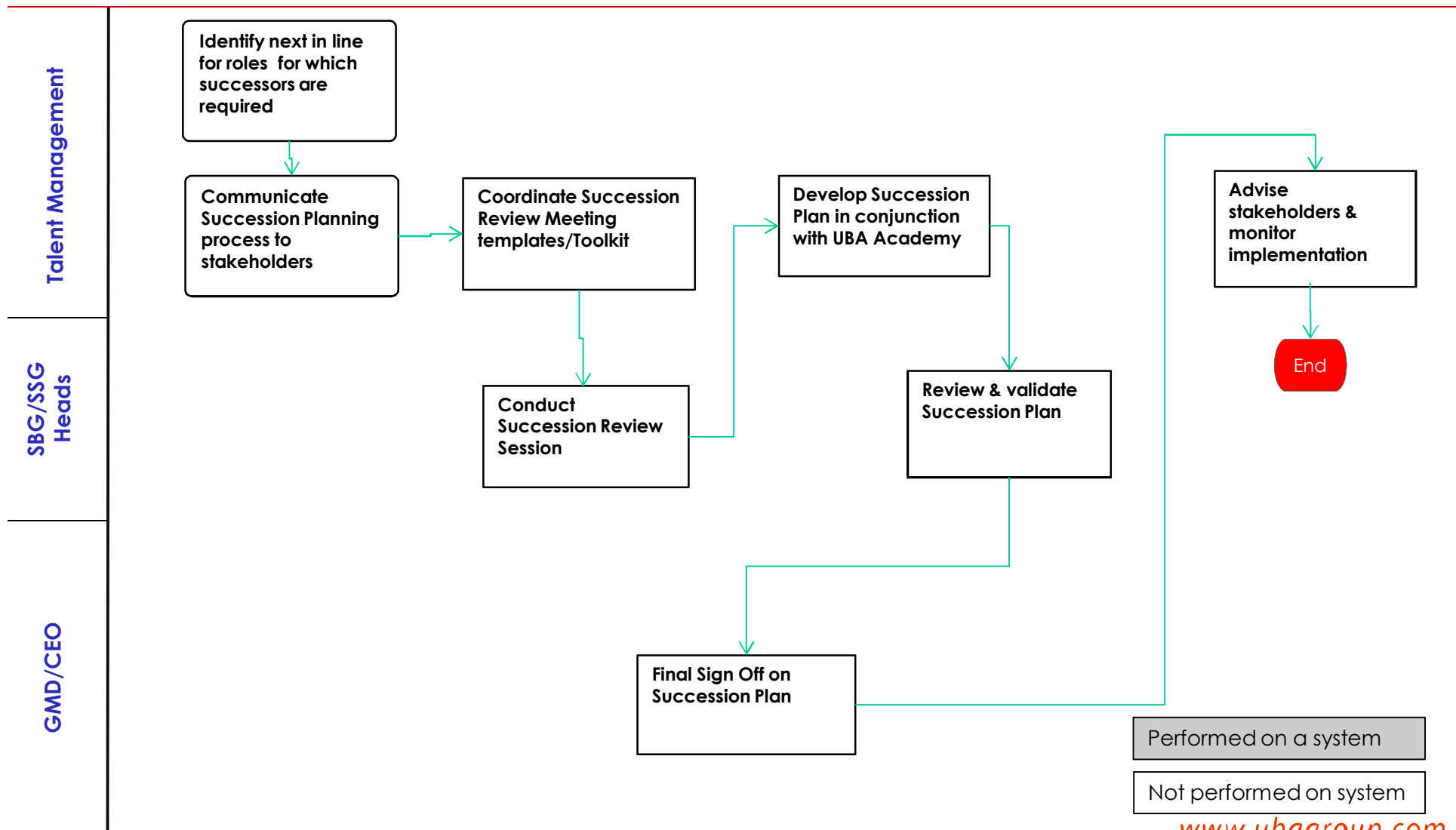
Issues

- ❑ Non-validation or late validation of profile

- ❑ KPI changes at middle of appraisal period or during appraisal

- ❑ Delays in completion of appraisal leading to delays in finalisation of performance result and promotions

- ❑ Back log of promotion candidates

Talent Management

Career Management

Employee

| Draft career goal & devpt. needs |

| Complete career plan on the portal |

Supervisor

| Hold Employee Career Discussion |

| Sign off career plan |

Talent Mgmt.

| Announce commencement of the process |

| Collate career plans | → | Circulates CPs to HRBPs |

| Monitor Career Decisions | → | Provide feedback to employee |

End

HRBPs

| Coordinate Level 2 Meeting | → | Coordinate ;Level 3 Meeting | → | Implement career decisions |

Performed on a system

Not performed on system

Succession Planning

UBA

Talent Management

Identify next in line for roles for which successors are required

Communicate Succession Planning process to stakeholders

Coordinate Succession Review Meeting templates/Toolkit

Develop Succession Plan in conjunction with UBA Academy

Advise stakeholders & monitor implementation

End

SBG/SSG Heads

Conduct Succession Review Session

Review & validate Succession Plan

GMD/CEO

Final Sign Off on Succession Plan

Performed on a system
Not performed on system

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Career Management and Succession Planning Business Rules

❑ Career planning occurs once a year after appraisals

❑ Succession planning occurs once a year for leadership roles from Divisional Heads level

❑ 3 successors identified for each role

❑ Career plans are developed once a year

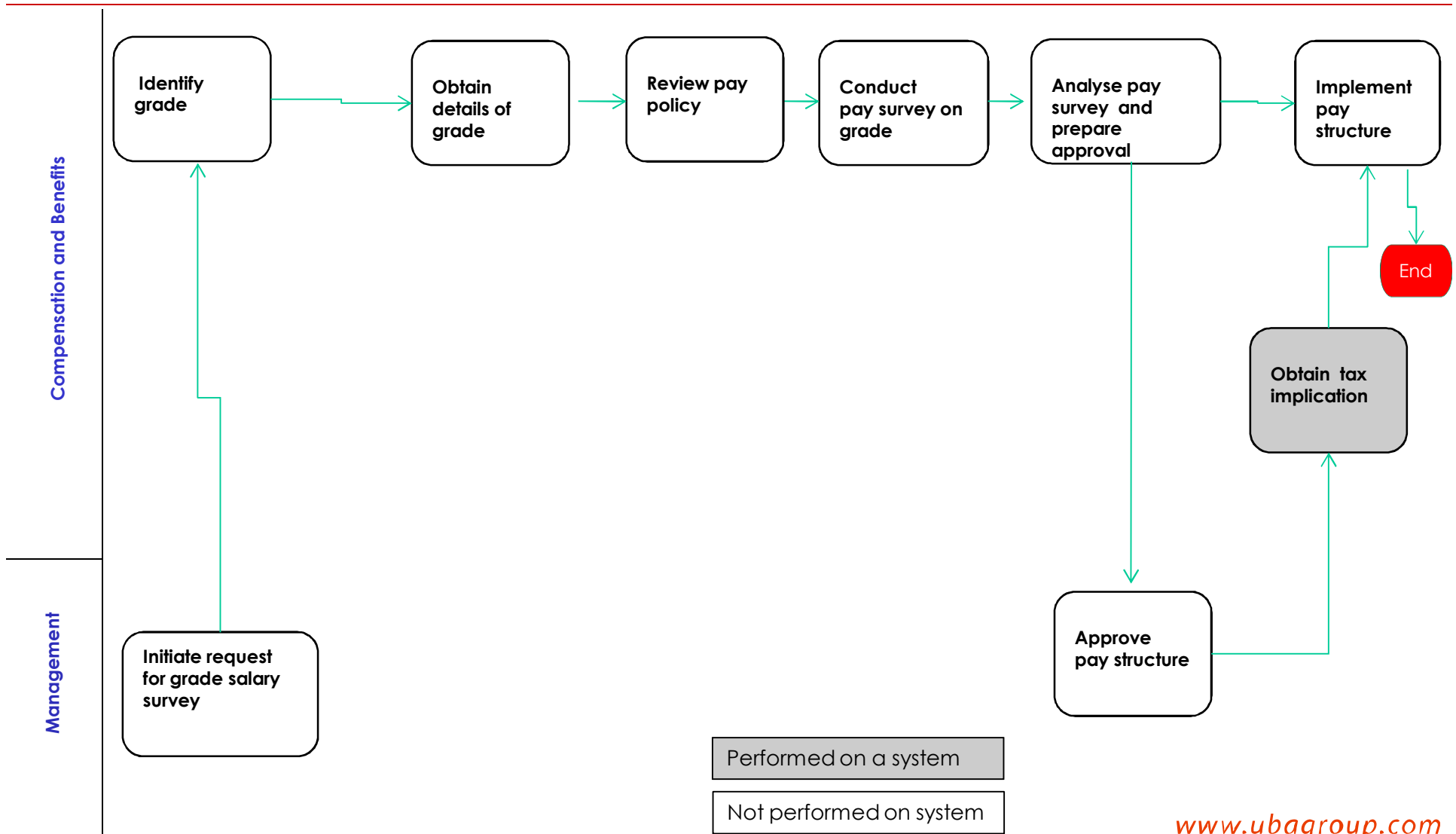❑ Employees are allowed to make 3 choices of roles

Issues

❑ Career plans not currently being utilised and employees do not see the value

❑ Career paths exist but are not necessarily being followed and are not up to date. However, they are sometimes utilised for Sales staff

❑ Sometimes, there are no successors for roles

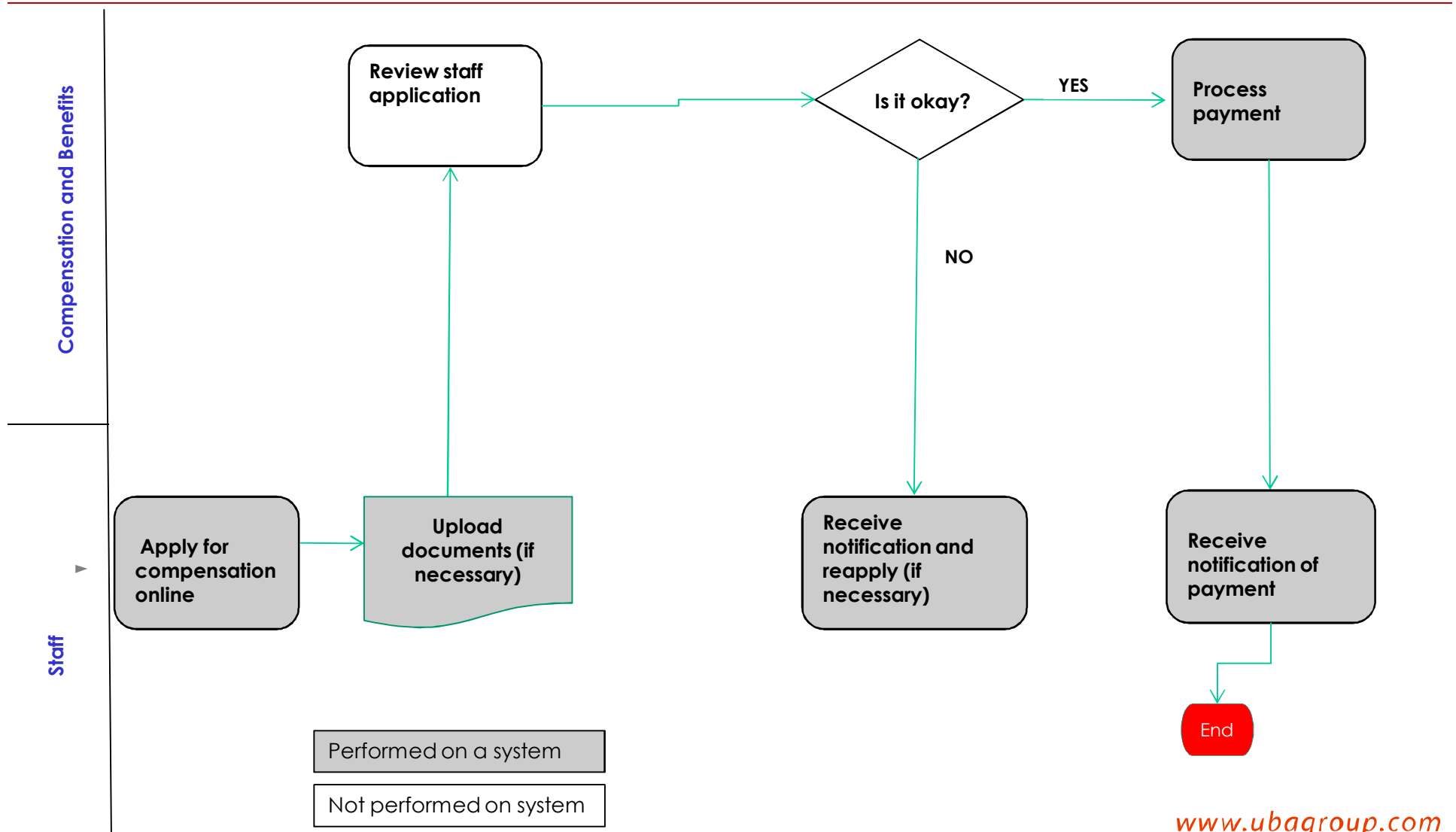❑ Identified successors are sometimes not put in roles

Manpower Planning

HRBP

Initiate need for manpower planning

Review and collate manpower plan for all business units

Receive approved manpower plan

End

Line Managers

Identify vacant roles to fill based on business plan

Talent Management

Collate manpower plan for all directorates

Review and finalize manpower plan

Receive approved manpower plan

Receive approved manpower plan

Management

Approve manpower plan

Performed on a system

Not performed on system

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Compensation & Benefits

Conduct Compensation Survey

Compensation and Benefits

Management

```
Identify grade  →  Obtain details of grade  →  Review pay policy  →  Conduct pay survey on grade  →  Analyse pay survey and prepare approval  →  Implement pay structure  →  End
```

Obtain tax implication

Initiate request for grade salary survey

Approve pay structure

Performed on a system
Not performed on system

Executive Compensation

Loan Management

UBA

Employee

Compensation and Benefits

GSS

Initiate request for loan/ obtain required preliminary approval

Accept offer and meet conditions

Send offer and approval to GSS

Send to branch with approval and offer letter

Determine eligibility

Eligible?

NO

Personal Loan?

YES

Approve

YES

Return to staff

NO

Disburse

End

| Performed on a system |
| Not performed on system |
| Performed on both |

Allowance Processing

Employee

Send email/ fill relevant form → Seek approval → Review and send back to Supervisor → Send to GSS

Supervisor /HRBP

Review and approve → Is it okay? → (YES) Approve and send to staff → Send to GSS

NO

GSS

Make payment → End

Performed on a system

Not performed on system

Compensation and Benefits Business Rules

❑ Compensation Survey is conducted once a year

❑ Company's compensation philosophy is to be competitive; that is, match or be better than leading compensation
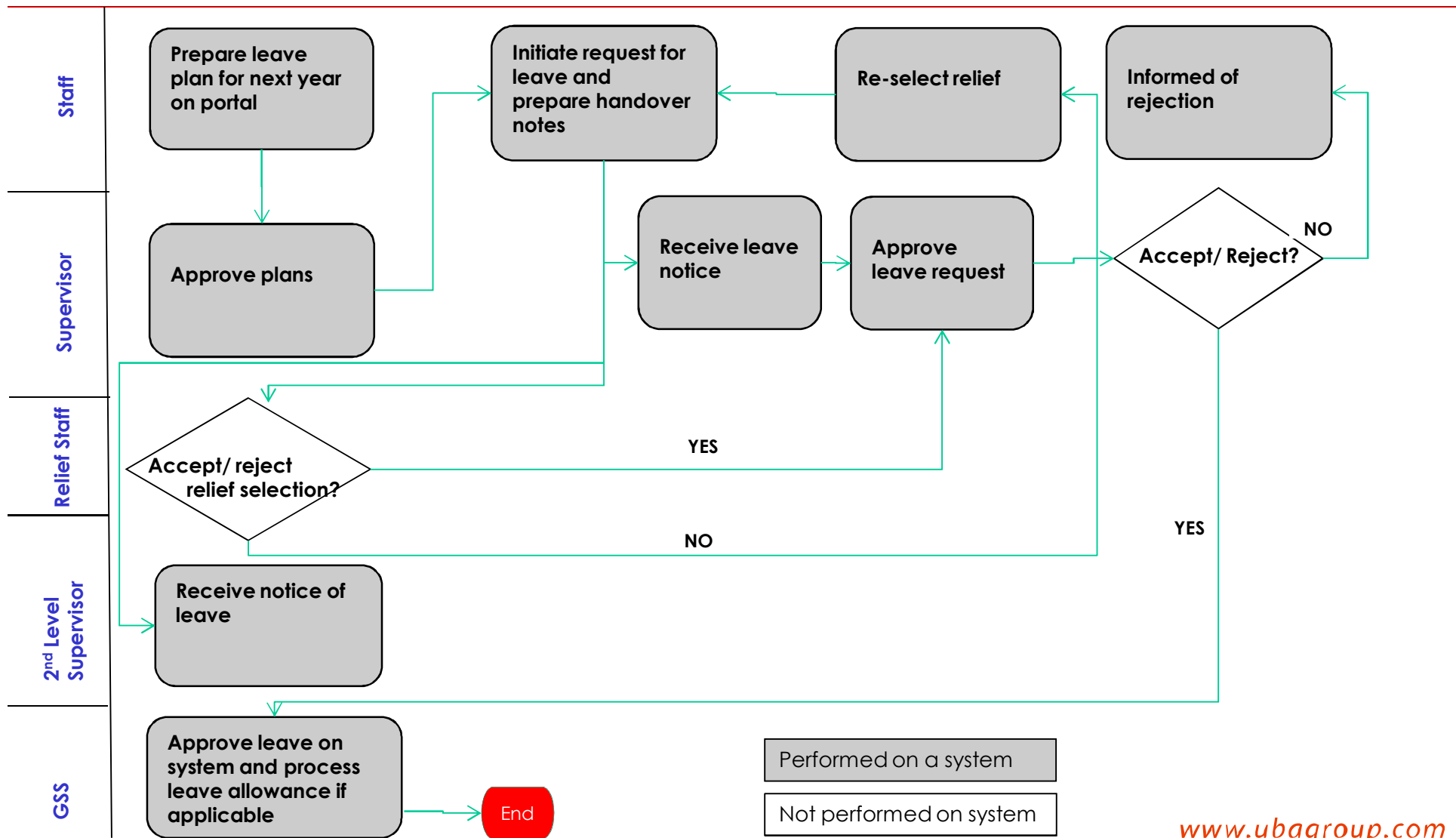
Issues

❑ Automation is required to make processing faster

❑ Organisation does not participate in industry survey which makes salary comparison/ benchmarking exercise difficult to conduct
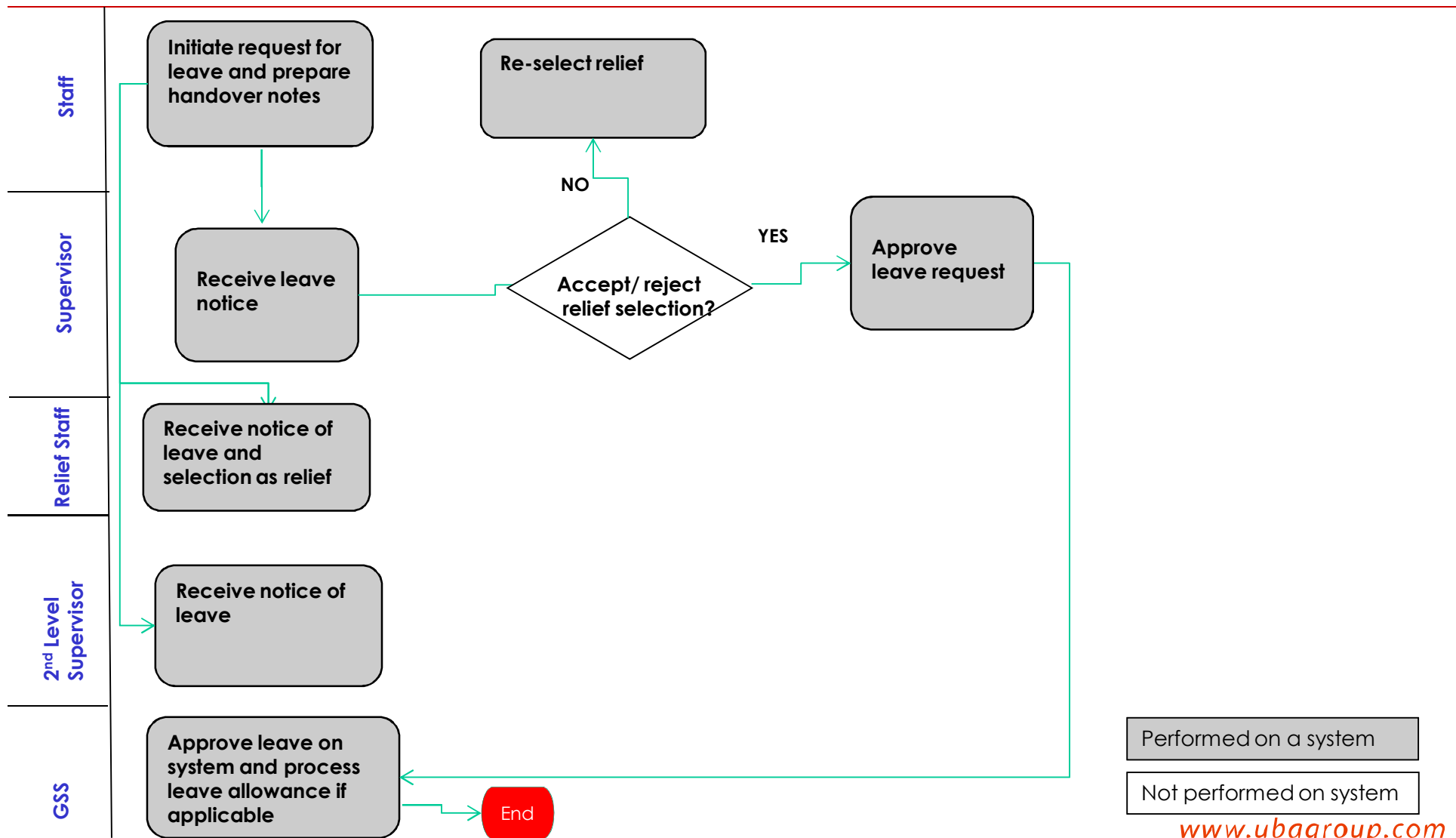
Leave & Absences

Absence Management – Sick Leave

Staff

Collect sick letter from hospital

Supervisor

Collect and send

HRBP

Receive and review

GSS

Effect on database

End

Performed on a system

Not performed on system
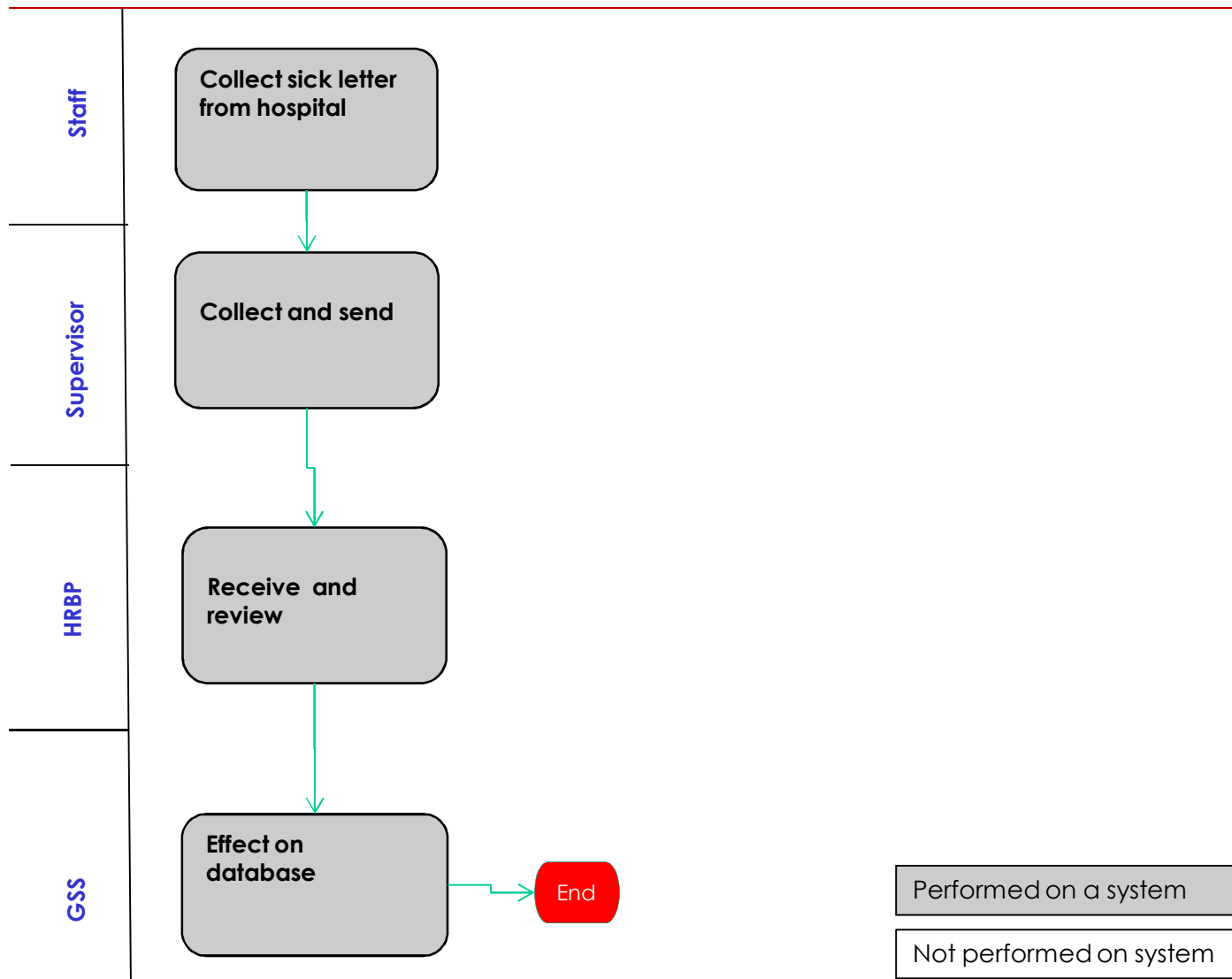
Absence Management – Annual Leave

Staff

- Prepare leave plan for next year on portal
- Initiate request for leave and prepare handover notes
- Re-select relief
- Informed of rejection

Supervisor

- Approve plans
- Receive leave notice
- Approve leave request
- Accept/ Reject? — NO

Relief Staff

- Accept/ reject relief selection?
  - YES
  - NO

2nd Level Supervisor

- Receive notice of leave

GSS

- Approve leave on system and process leave allowance if applicable
- End
- YES

Performed on a system

Not performed on system

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Absence Management – Compassionate/ Maternity Leave

UBA

Role	Process
Staff	Initiate request for leave and prepare handover notes
Supervisor	Receive leave notice
Relief Staff	Receive notice of leave and selection as relief
2nd Level Supervisor	Receive notice of leave
GSS	Approve leave on system and process leave allowance if applicable

Re-select relief

Accept/ reject relief selection? — **NO** → Re-select relief / **YES** → Approve leave request

End

Performed on a system

Not performed on system

Medicals - Below AGM

UBA

Lane	Process
Staff	Register as part of onboarding
HRBP	Verify
GSS	Approve and send to HMO → Collate list of enrollees and send for approval monthly → Make payment → Carry out quarterly reconciliations → End
HMO	Send list to hospitals
Mgmt	Approve

Legend:
- Performed on a system
- Not performed on system

Medicals – AGM & above

UBA

Swimlane	Process
Staff	Fill template and send to GSS
GSS	Send to HMO
HMO	Send to BUPA
BUPA	Generate cards

Update with list of Execs yearly → End

Performed on a system
Not performed on system

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Absence Management Business Rules

❑ As per policy

Issues

❑ Automation required to minimise human processing

Reporting & Analytics

Reporting

UBA

Requesting Dept/ Unit

Send request for report

HRIS

New Report?

YES → Agree format with requestor → Generate report → Send to Head Talent Management for review

NO

Send to requestor

End

Performed on a system

Not performed on system
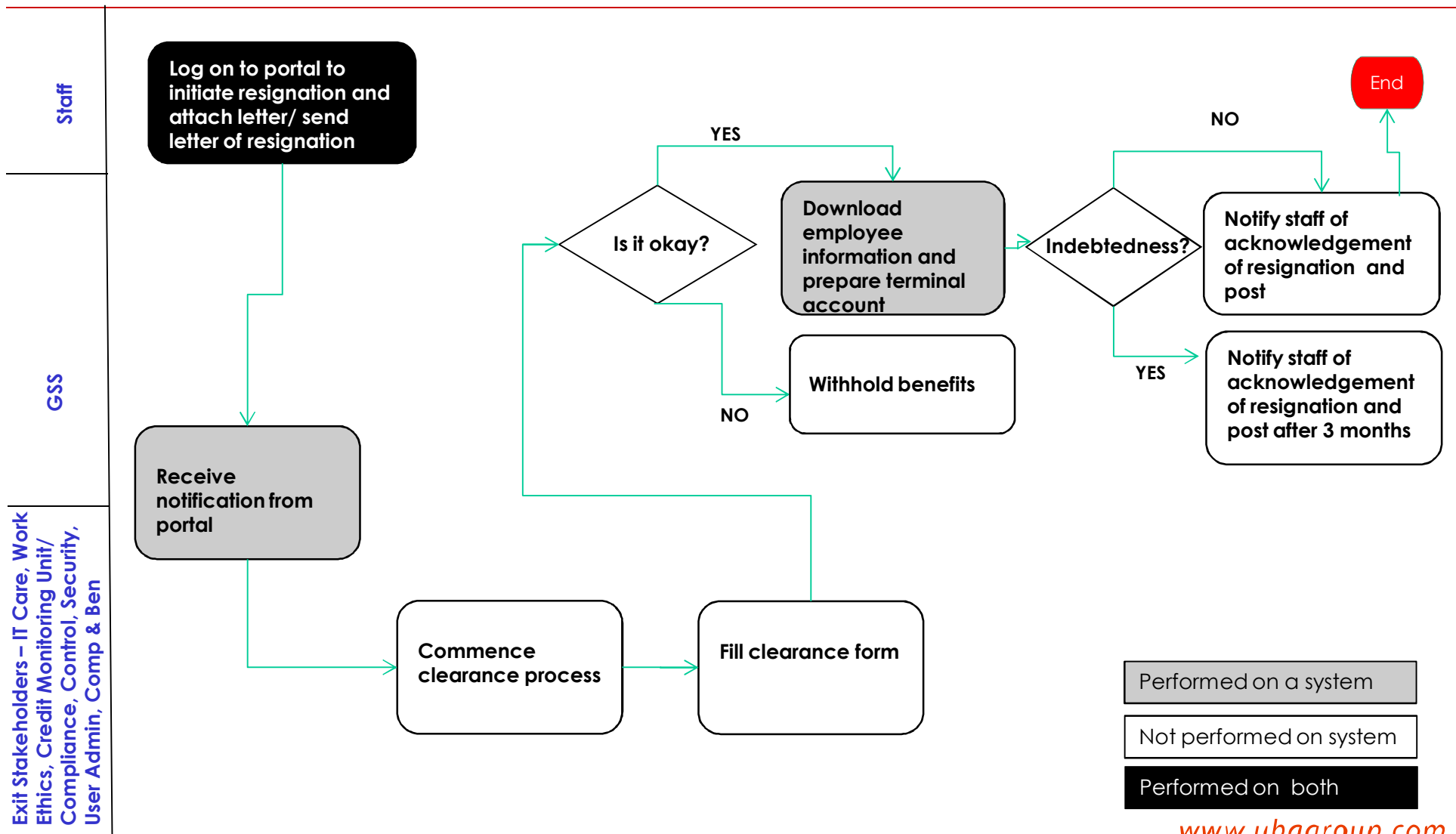
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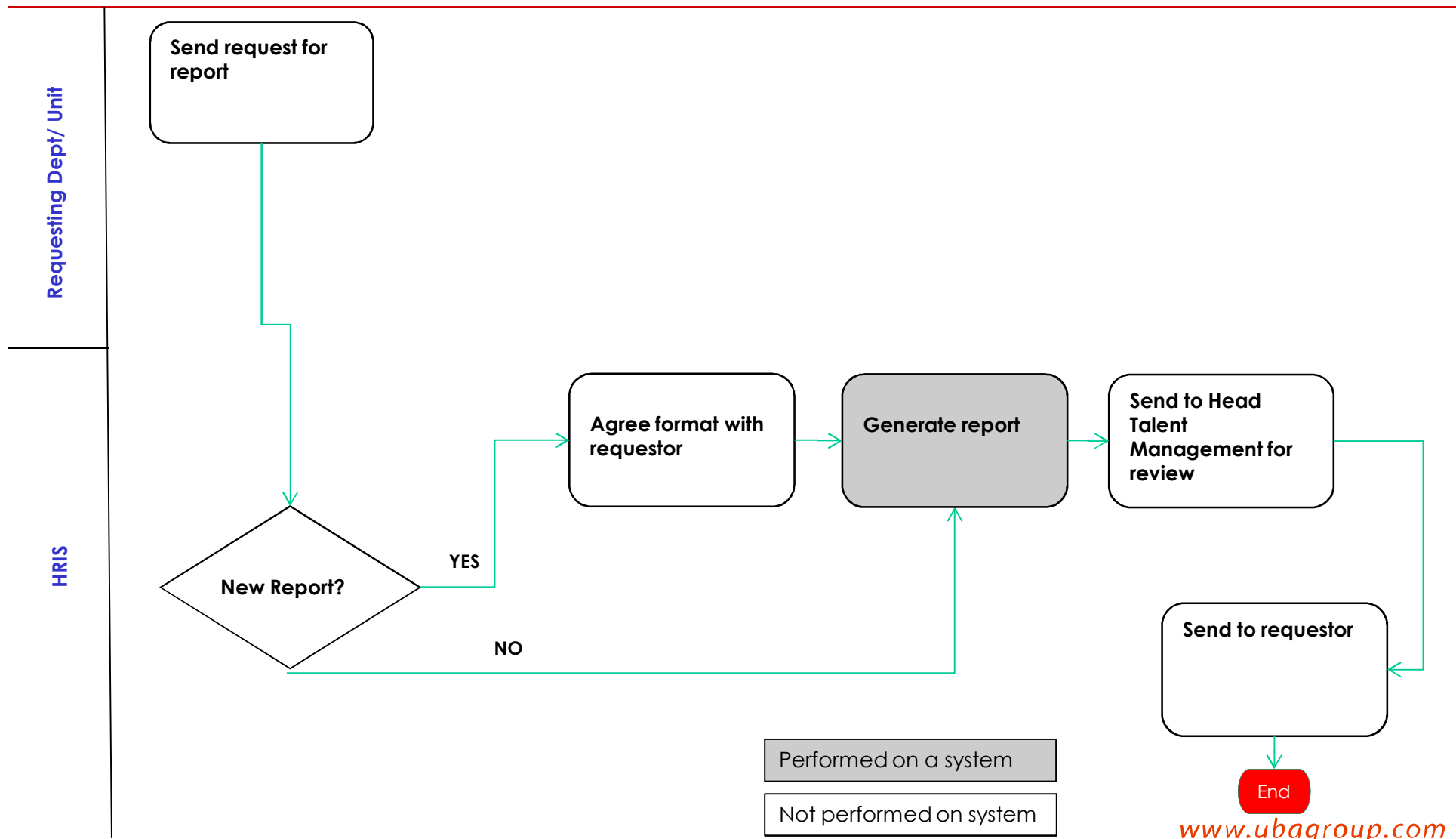
Reporting Business Rules

❑ EMS reports are done monthly

❑ CBC report on information of new staff on AGM and above is done biannually
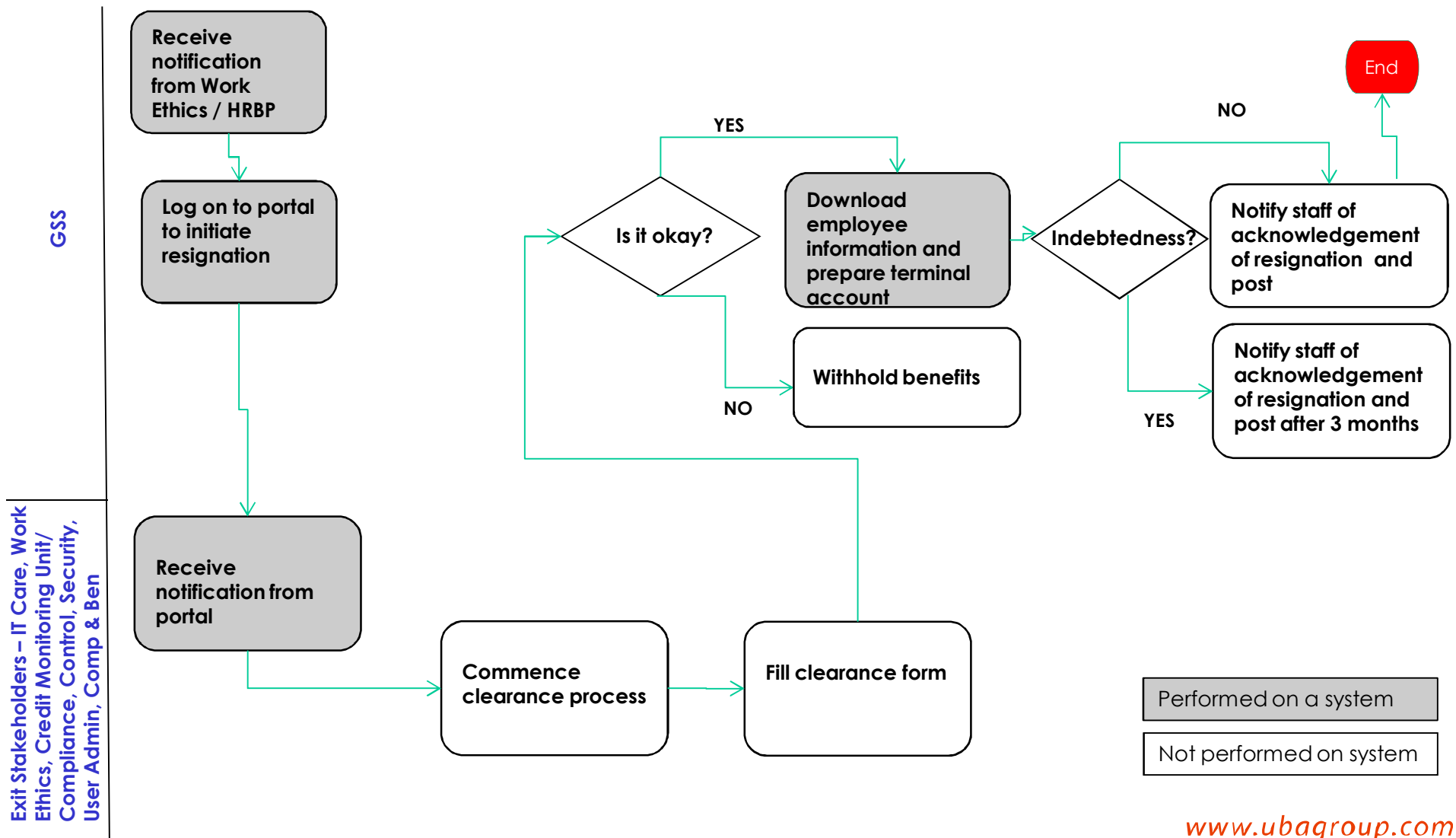
❑ CAC report is done bi-annually

<u>Issues</u>

❑ Lack of or incomplete information

Exit Management

Exit Management – Non-Induced Exit

UBA

Staff

GSS

Exit Stakeholders – IT Care, Work Ethics, Credit Monitoring Unit/ Compliance, Control, Security, User Admin, Comp & Ben

Log on to portal to initiate resignation and attach letter/ send letter of resignation

End

YES

NO

Is it okay?

Download employee information and prepare terminal account

Indebtedness?

Notify staff of acknowledgement of resignation and post

Withhold benefits

NO

YES

Notify staff of acknowledgement of resignation and post after 3 months

Receive notification from portal

Commence clearance process

Fill clearance form

Performed on a system

Not performed on system

Performed on both

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Exit Management – Induced Exit

UBA

GSS

Exit Stakeholders – IT Care, Work Ethics, Credit Monitoring Unit/ Compliance, Control, Security, User Admin, Comp & Ben

Receive notification from Work Ethics / HRBP

Log on to portal to initiate resignation

Receive notification from portal

Commence clearance process

Fill clearance form

YES

Is it okay?

NO

Download employee information and prepare terminal account

Withhold benefits

Indebtedness?

NO

YES

Notify staff of acknowledgement of resignation and post

Notify staff of acknowledgement of resignation and post after 3 months

End

Performed on a system

Not performed on system

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Exit Management Business Rules

❑ 72 hour SLA period for units to complete clearance processing

❑ Confirmed managers and below are required to give one moth notice of termination, Senior Managers and above are required to give 3 months notice
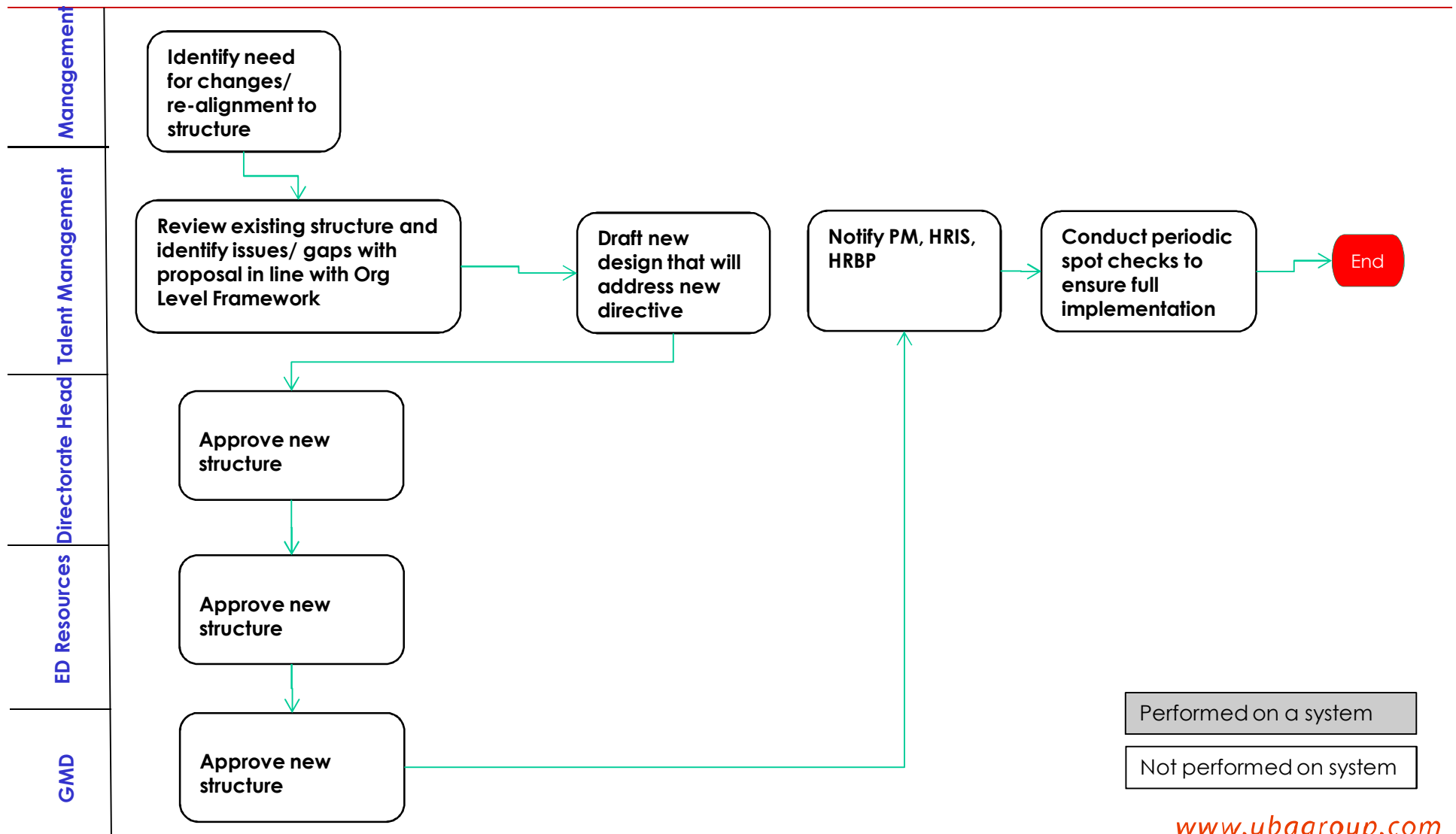
<u>Issues</u>

❑ Clearance processing take a long time for some units

❑ Employees sometimes give short notice of exit

❑ Exit Management for UBA Africa is done in subsidiaries and uploaded in a batch process periodically

Prepare Reference Letters

HR

```
Send request
for reference
```

GSS

```
Obtain employee
data and check
clearance status
```

Is it okay?

YES

```
Send reference
letter
```

End

NO

```
Re-confirm
position on
clearance status
```

Exit Stakeholders – IT Care, Work Ethics, Credit Monitoring Unit/ Compliance, Control, Security, User Admin, Comp & Ben

Performed on a system

Not performed on system

UBA
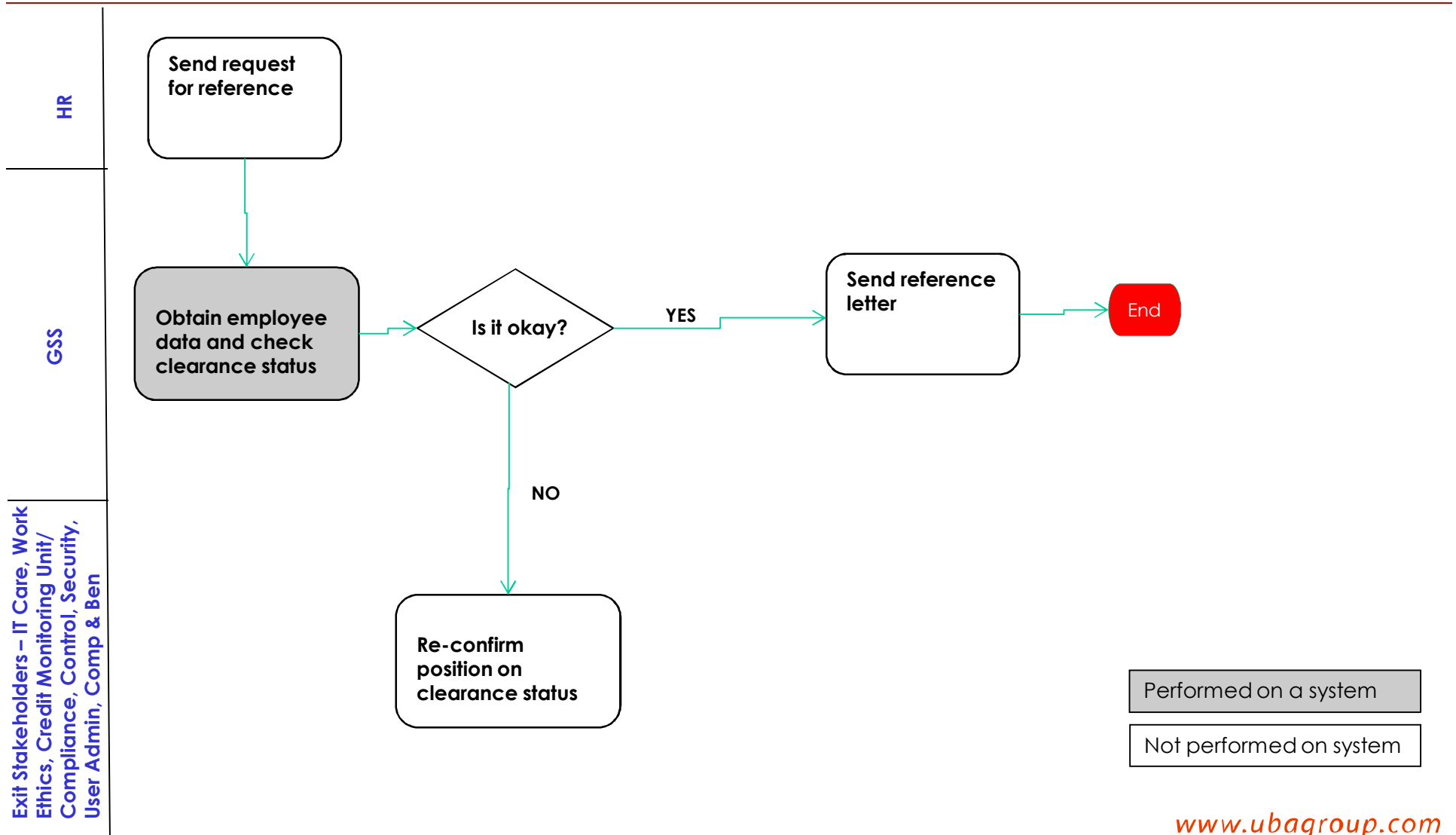
Organisation Design & Structure

Organisation Design and Structure

Management

Talent Management

Directorate Head

ED Resources

GMD

Identify need for changes/ re-alignment to structure

Review existing structure and identify issues/ gaps with proposal in line with Org Level Framework

Draft new design that will address new directive

Notify PM, HRIS, HRBP

Conduct periodic spot checks to ensure full implementation

End

Approve new structure

Approve new structure

Approve new structure

Performed on a system

Not performed on system

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Organisation Structure Design Business Rules

❑ Business rules as per Oranisation Level Framework

❑ 7 levels for organisation structure

Issues

❑ Changes to organisation structure are sometimes effected by business units without recourse to HCM

❑ Updates to organisation structure have to be manually made, no automation

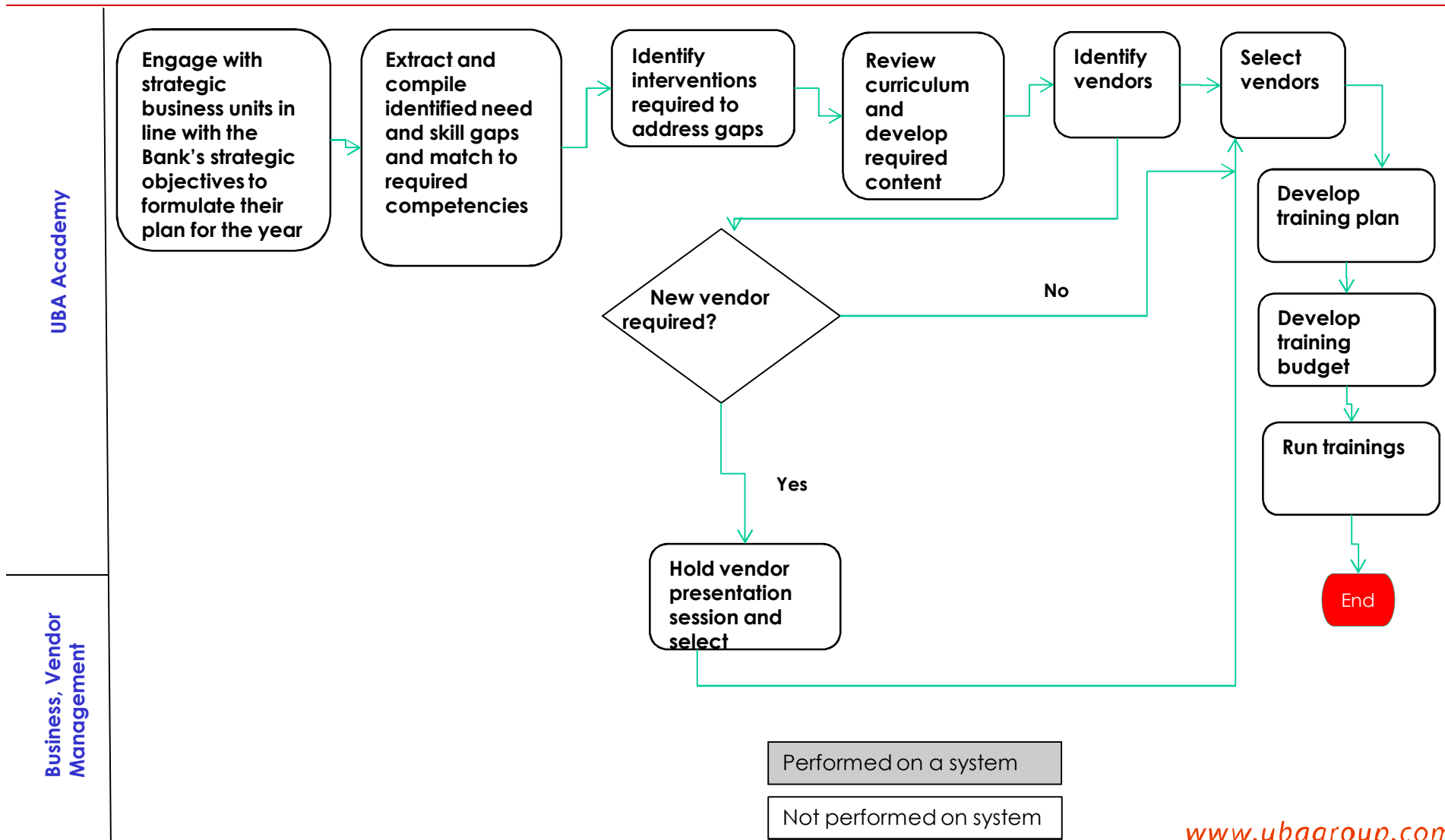❑ Frequent changes are made to structures

Payroll

Payroll Processing

UBA

GSS

| Obtain updates from HRIS and UPay | → | Re-validate staff | → | Process salary | → | Run manual payroll on excel | → | Receive manually calculated payroll from countries not using UPay | | Make Payment |

Supervisors

Validate staff

End

Comp & Benefit

HCM validation & authorisation

FinCon

Fincon authorisation

| Performed on a system |
| Not performed on system |
| Performed on both |

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Payroll Business Rules

- Payroll validation commences mid month

- Manual payroll is run on excel and is used as master for final validation

- UBA Africa payroll is prepared by subsidiaries and sent to GSS only to make payment

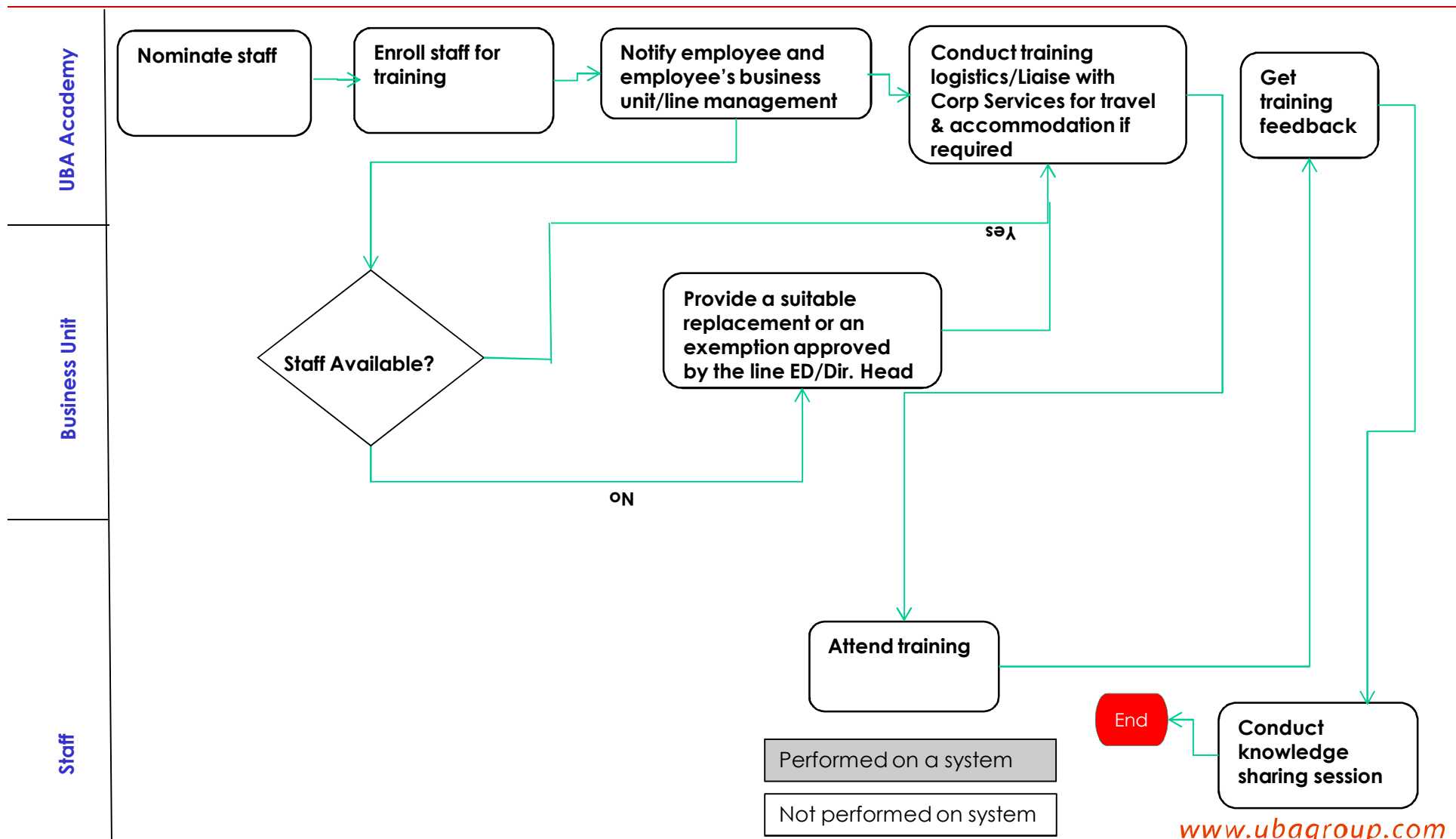- Supplementary payroll is handled after main payroll run

Issues

- No opportunity for employees to know whether their profiles have been successfully validated for payroll processing; thus, omissions are only detected when salary is not paid

- Manual payroll is typically not used as the master source of information
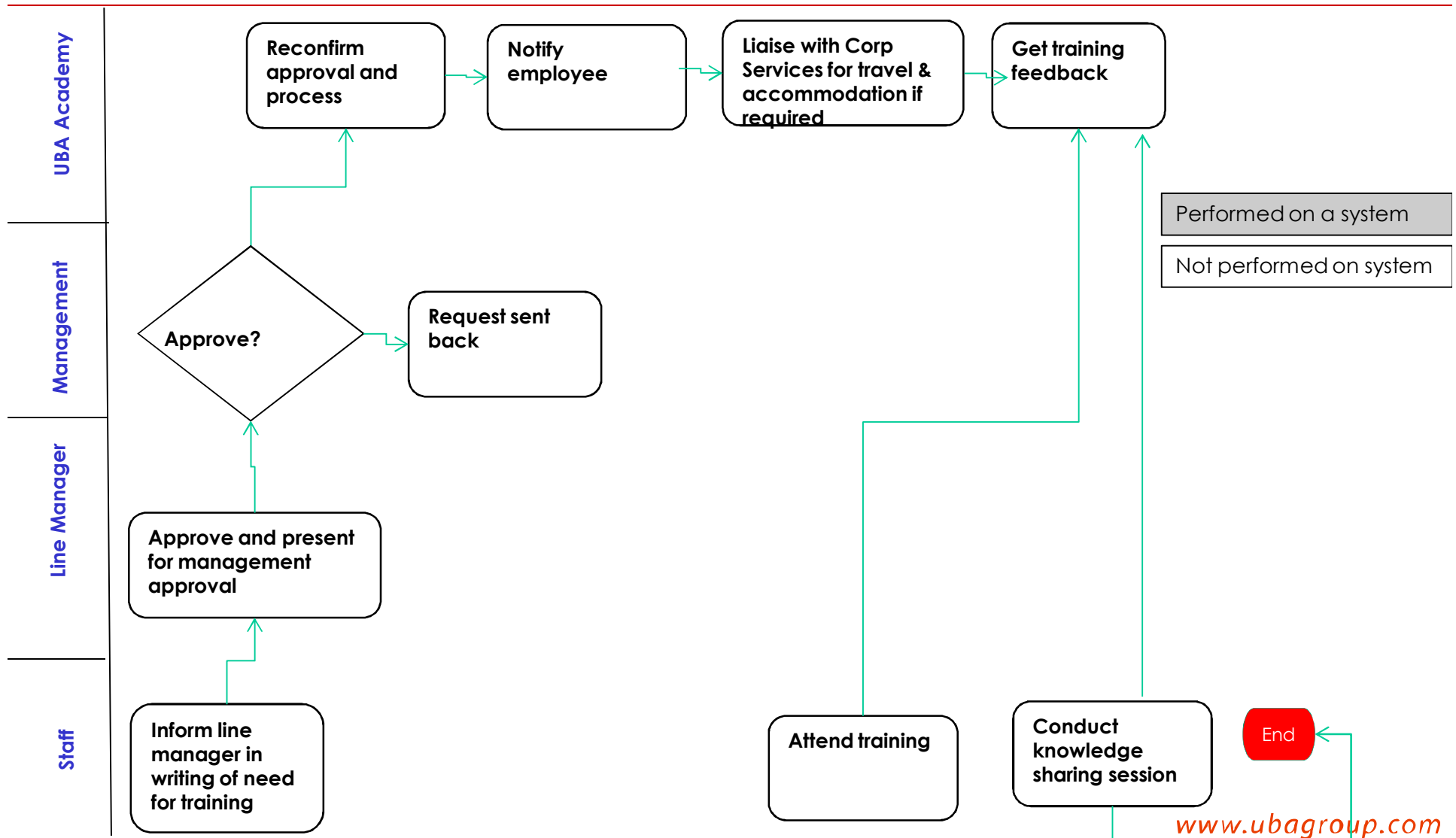
Training Management

Training Management

UBA Academy

Engage with strategic business units in line with the Bank's strategic objectives to formulate their plan for the year	Extract and compile identified need and skill gaps and match to required competencies	Identify interventions required to address gaps	Review curriculum and develop required content	Identify vendors	Select vendors

Develop training plan

Develop training budget

Run trainings

New vendor required?

No

Yes

Business, Vendor Management

Hold vendor presentation session and select

End

Performed on a system

Not performed on system

Training Administration – Curriculum Based Training

UBA Academy

- Nominate staff
- Enroll staff for training
- Notify employee and employee's business unit/line management
- Conduct training logistics/Liaise with Corp Services for travel & accommodation if required
- Get training feedback

Business Unit

- Staff Available?
- Provide a suitable replacement or an exemption approved by the line ED/Dir. Head
- Yes
- No

Staff

- Attend training
- End
- Conduct knowledge sharing session

Performed on a system

Not performed on system

Training Administration – Non- Curriculum Based Training

UBA ◤

UBA Academy	
Management	
Line Manager	
Staff	

Reconfirm approval and process → **Notify employee** → **Liaise with Corp Services for travel & accommodation if required** → **Get training feedback**

Approve? → **Request sent back**

Approve and present for management approval

Inform line manager in writing of need for training

Attend training

Conduct knowledge sharing session

End

Performed on a system
Not performed on system

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Manage ITF Relations

UBA Academy

Submit yearly training plan to ITF	**Notify ITF of training 2 weeks upfront**	**Keep training records**	**Compile cost of courses and send to TF with receipts**	**Get notice of reimbursement**

End

Performed on a system

Not performed on system

Training Management Business Rules

- ❑ Notification of enrolment for training must be done at least 2 weeks before date of training

- ❑ Training calendar for a quarter is released 2 weeks before he start of the quarter

- ❑ Budget is prepared towards year end and is approved before Dec 31st

- ❑ Inability to attend training courses must be agreed with Line Manager and communicated to UBA Academy along with name of recipient, at least 3 days before training

- ❑ Post-course assessment shall be completed not more than 2 weeks after training

Issues

- ❑ All aspects of training administration is manual and cumbersome

- ❑ Incorrect information on employee location from HRIS may lead to changes to enrolment in the future

- ❑ Some employees are unable to view their invitation email for days
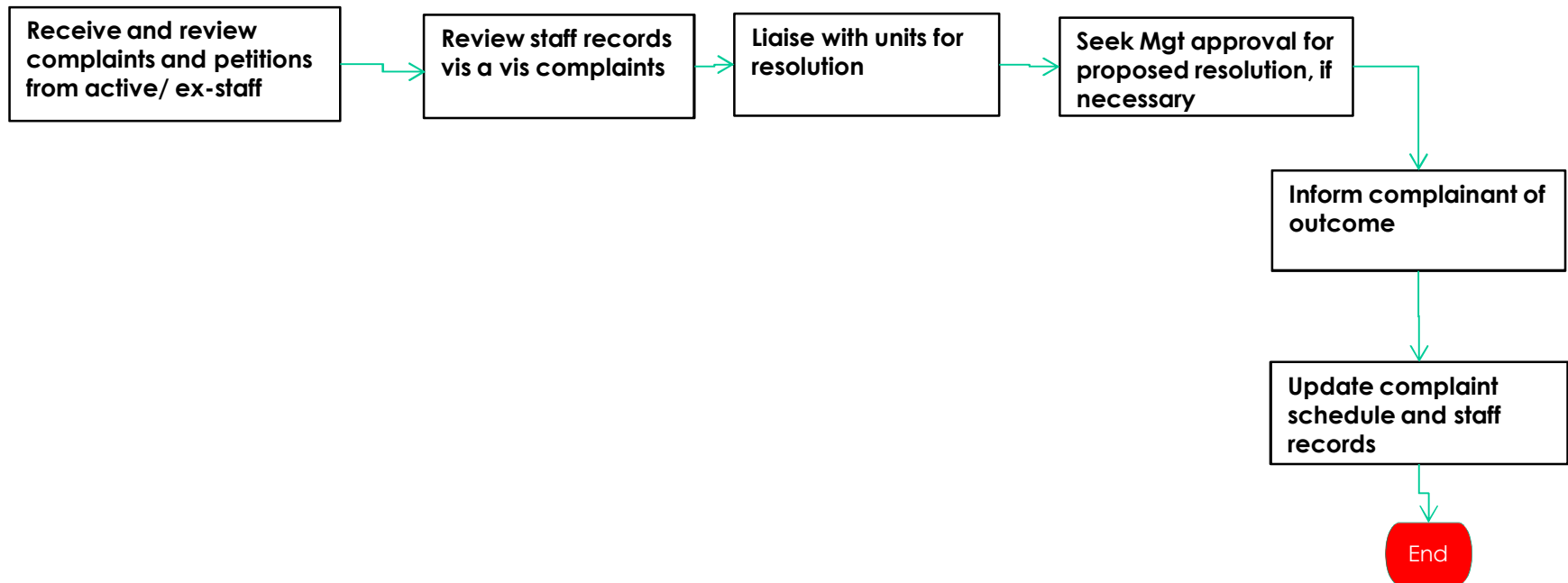
- ❑ Delay in processing vendor payments

Industrial Relations & Work Ethics

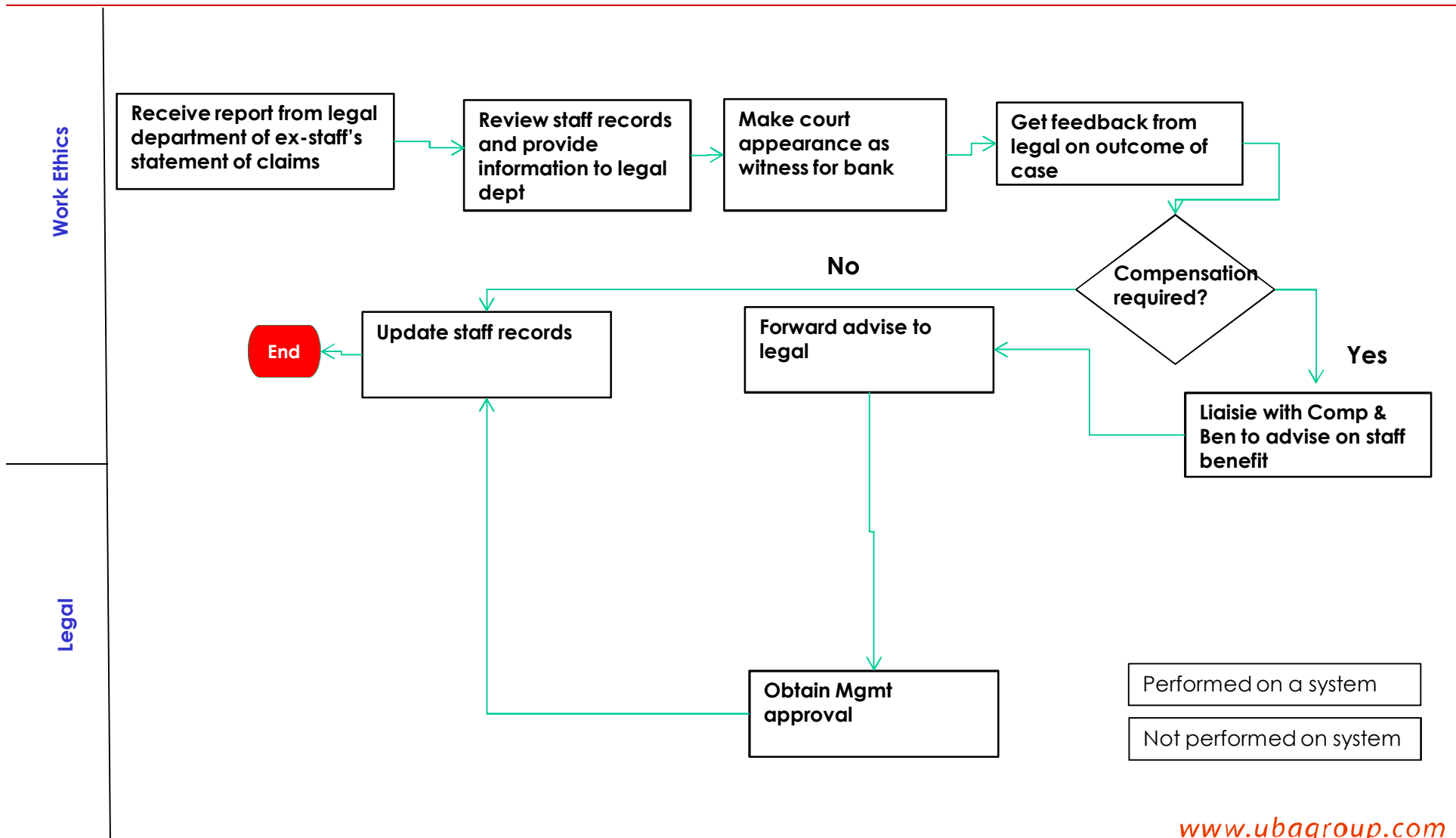# Disciplinary Process & Consequence Management

Work Ethics

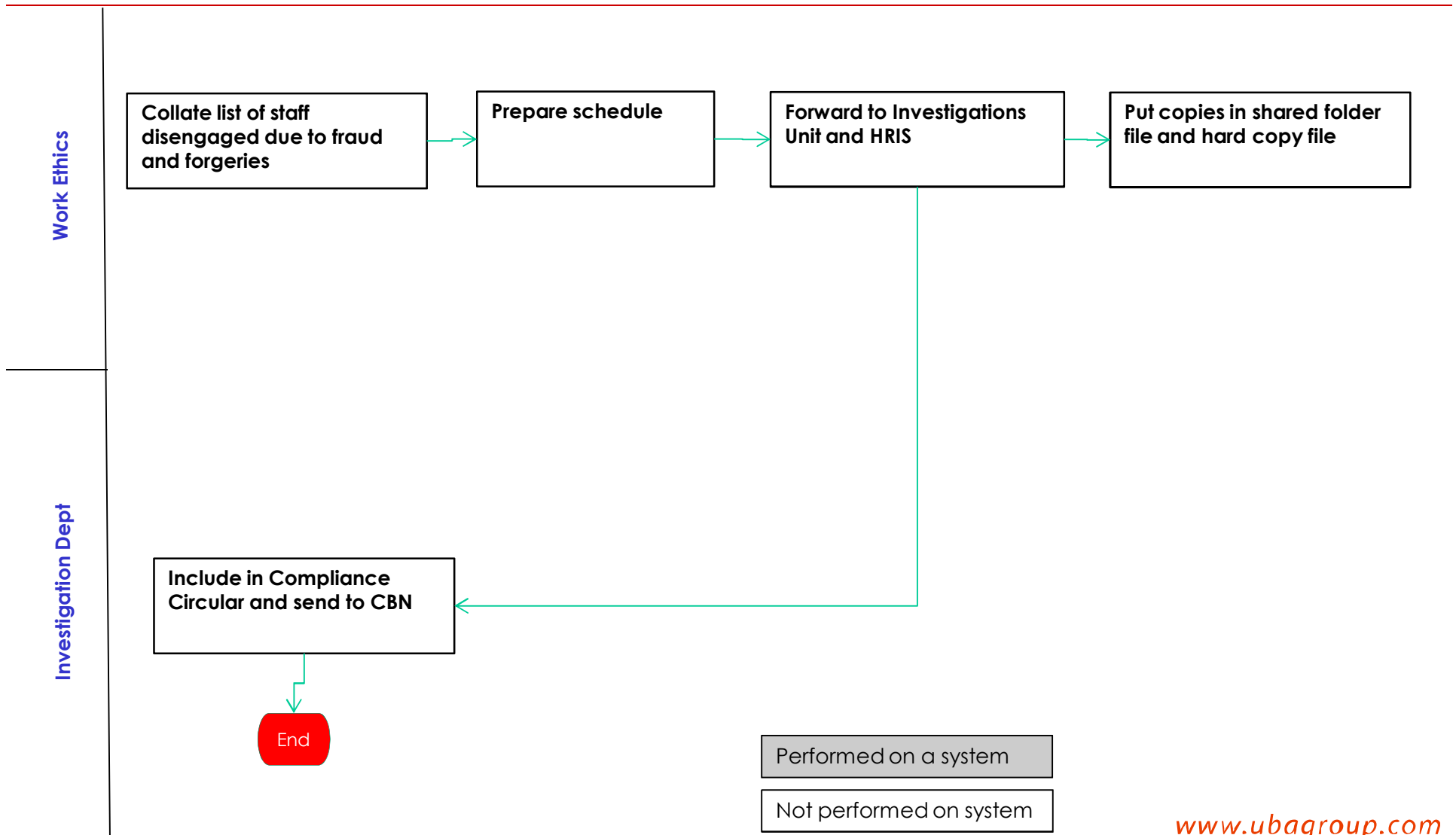Receive reports on policy infraction from the relevant stakeholders

Investigation Required?

No → Sanction staff in line with policy and notify relevant stakeholders

Yes → Place staff on suspension pending investigation

Take no action

Culpable?

No

Yes → Seek Mgt approval for disengagement recommendations

Sanction staff in line with policy and inform stakeholders

Update staff records

End

HRBP

Arraign staff before Disciplinary C'ttee

(HO Office or >1 regions = Work Ethics; All others HRBP)

Investigation Dept

Conduct investigation and prepare report

Performed on a system

Not performed on system

Grievance Management

Work Ethics

| Receive and review complaints and petitions from active/ ex-staff | → | Review staff records vis a vis complaints | → | Liaise with units for resolution | → | Seek Mgt approval for proposed resolution, if necessary |

Inform complainant of outcome

Update complaint schedule and staff records

End

Performed on a system

Not performed on system

Litigation

Work Ethics

Legal

Receive report from legal department of ex-staff's statement of claims →
Review staff records and provide information to legal dept →
Make court appearance as witness for bank →
Get feedback from legal on outcome of case →

Compensation required?

No → Update staff records → **End**

Yes → Liaisie with Comp & Ben to advise on staff benefit → Forward advise to legal

Obtain Mgmt approval

Performed on a system

Not performed on system

Fraud Reporting

UBA

Work Ethics

| Collate list of staff disengaged due to fraud and forgeries | → | Prepare schedule | → | Forward to Investigations Unit and HRIS | → | Put copies in shared folder file and hard copy file |

Investigation Dept

Include in Compliance Circular and send to CBN

End

Performed on a system

Not performed on system

Pensioners' Payment

Work Ethics

Work Ethics

Follow up with UBA Trustees for Authority Letter to pay

Follow up with UBA Pensions Custodians to release funds for payment

Follow up with CPC to ensure payment on payday

ARM Payment

Receive payment schedule from ARM pensions

ARM Payment or Ex Gratia payment?

Ex Gratia Payment

Update Pensions file

Review schedule and remove names attached to inactive accounts

Process approval for ex-gratia payment for Management sign-off

Send reviewed schedule and approval to CPC for payment on payday

End

Business Rules for Disciplinary Management

❑ Sanctions as contained in Staff Handbook

❑ Sanctions and commendations have salary and appraisal implications, therefore reporting is done periodically to provide update

❑ If case occurs in the regions, HRBPs handle same

❑ CBN report on fraud is generated monthly

Issues

❑ Difficulty in constituting disciplinary panel in the regions

❑ Non-availability of committee members

❑ Records of some staff may be inaccessible

Approval – Manager Self Service

_____

Nwamaka Kalu

HR Business Partner

_____

Bayo Odeyale

Head HR Partnering Grp 1

Approval –Employee Self Service

_____

Akombo Terese

Team Member, Comp. & Benefit

_____

Martha Nnorom

HRBP Lead, North

Approval – Performance Management

_____

Joseph Mbat

TM, Staff Assessment

_____

Ugochi Okafor

Head Talent Management

Approval – Promotions

_____

Joseph Mbat

TM, Staff Assessment

_____

Ugochi Okafor

Head Talent Management

Approval – Career Management

_____

Patience Ogbonnaya

TM, Career Dev. Initiative

_____

Leke Pitan

TM, Organisation Dev & Effectiveness

_____

Ugochi Okafor

Head, Talent Management

Approval – Manpower Planning

_____

Patience Ogbonnaya

TM, Career Dev. Initiative

_____

Leke Pitan

TM, Organisation Dev & Effectiveness

_____

Ugochi Okafor
Head, Talent Management

Approval – Succession Planning

_____   _____

Patience Ogbonnaya   Leke Pitan

TM, Career Dev. Initiative   **TM, Organisation Dev & Effectiveness**

_____

Ugochi Okafor
Head, Talent Management

Approval – Organisation Structure & Design

_____

Leke Pitan

TM, Organisation Dev & Effectiveness

_____

Ugochi Okafor

Head, Talent Management

Approval – Compensation & Benefits

_____

Akombo Terese

Team Member, Comp. & Benefit

_____

Chukwuemeka Okere

Head, Comp & Benefit

Approval – Recruitment

_____

Ngozi Okoli

HRBP Lead

_____

Bayo Odeyale

Head HR Partnering Grp 1

Approval – Deployment

_____

Ngozi Okoli

HRBP Lead

_____

Bayo Odeyale

Head HR Partnering Grp 1

Approval – Exit Management

_____

Taiwo Ikuejurojo

Team Lead, HCM - GSS

_____

Sola Agbeyi

Head HCM - GSS

Approval – Payroll

_____

Sola Agbeyi

Head, HCM GSS

_____

Chukwuemeka Okere

Head, Comp & Benefit

Approval – Redeployment/ Reassignment

_____

Yvonne Olasogba

HRBP Lead

_____

Bayo Odeyale

Head HR Partnering Grp 1

Approval – Leave & Absence Management

_____

Monica Benson- Onaji

Team Member HCM-GSS

_____

Sola Agbeyi

Head HCM- GSS

Approval – Disciplinary Consequence Management, Litigation, Pensioners' Payment Processing

_____

Enobong Egere

Team Member Workplace Ethics

_____

Thompson Isibor

Head HCM Support

Approval – Reporting

_____

Nnamdi Akabogu

Team Member HRIS

_____

Ugochi Okafor

Head Talent Management

Approval – Training Management

_____

Temitope Aba

Team Lead UBA Academy

_____

Bukola Adewunmi

Head UBA Academy Group 2

Approval – Confirmation & Records

UBA

_____

Abel Fadebi

Head Confirmation &Records