

**RECRUITMENT POLICY**

<b>Policy Number</b>	<b>Department</b>	<b>Policy Status</b>	<b>Issue Date</b>
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## 1. **POLICY OVERVIEW**

The objective of this policy is to provide guidelines for the efficient selection and employment of Employees with the appropriate qualifications, experience and other necessary values required to perform optimally in their role at Heckerbella Limited. This policy also provides guidelines for employee employment confirmation and exit process.

## 2. **SCOPE**

This applies to all Full Time (FTE) and Contract Employees of Heckerbella Limited.

## 3. **PURPOSE**

The Human Resources Department is responsible for facilitating the recruitment, employment confirmation and exit process of employees. Heckerbella Limited is committed to;

- 3.1. Recruiting and retaining highly skilled individuals from either external sourcing or within the organisation for available positions.
- 3.2. Building a high performance culture shaped by ensuring we hire individuals with the required competence for each role.
- 3.3. To develop and implement a structured confirmation process to evaluate performance of Full Time Employee and other confirmation requirement to determine their suitability for confirmation of their employment within the required time frame.
- 3.4. To ensure standardised procedures for processing Employee exit resulting from voluntary resignation, retirement, termination, dismissal, disability or redundancy

## 4. **POLICY STATEMENT**

Heckerbella Limited believes that its Employees are critical to the success of the company. The company strongly believes that highly skilled and motivated Employees working in a conducive work environment constitute a major factor to the attainment of business goals. This policy aims to ensure that all recruitment, employment confirmation and exit activities are undertaken professionally, systematically, consistently and efficiently in line with the company's values as well as relevant labour laws. The Heckerbella Limited is committed to ensuring equal opportunity to all applicants to ensure that no unlawful discrimination occurs throughout the employee life cycle in the organisation.

## 5. **POLICY GUIDELINES**

### 5.1. **Recruitment**

#### 5.1.1. Equal Opportunity and Discrimination

- 5.1.1.1. We are committed to promoting equal opportunity for all Employees and external job applicants. We aim to create a working environment in



which all individuals can make best use of their skills, free from discrimination or harassment, and all our recruitment decisions are based on merit, qualifications and abilities.

- 5.1.1.2. We do not discriminate against any applicant based on age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, nor political affiliation.

#### 5.1.2. Job Advertisements

- 5.1.2.1. All vacant positions will be advertised internally or externally through any platform approved by Heckerbella Limited Management to enable potential applicants to view advertisements placed and submit their applications.
- 5.1.2.2. Vacant roles that can be filled within the organisation will not be advertised to external applicant but will be advertised internally, to enable any qualified employee to apply.
- 5.1.2.3. HR Department is responsible for determining whether a position should be limited to current Heckerbella Limited Employees or should be open to external candidates.
- 5.1.2.4. Advertising Timelines: the minimum closing date on an internal advertisement is five (5) working days. The minimum closing date on an external advertisement is ten (10) working days.
- 5.1.2.5. Re-advertising of Positions: If a position that has been advertised internally and externally resulting in no appointment due to the lack of suitable applicants, the position may require re- advertisement or filling by other means. It might also be appropriate to engage a recruitment agency to assist.

#### 5.2. **Selection Process**

- 5.2.1. All recruitment will be based on business objectives, aligned with the organisational structures, job descriptions and person specifications.
- 5.2.2. It is the responsibility of the recruiting Manager, with input from HRD, to develop the job descriptions and person specifications.
- 5.2.3. Recruitment and selection must be conducted as an evidence-based process and will be assessed against agreed selection criteria as outlined in the person specification. All decisions must be documented.
- 5.2.4. Recruitment Request Form: should be completed by the recruiting manager after a full evaluation of the need for the role against the department's strategic plans and budget is completed. The request form on completion will be sent to HRD for



approval. After approval, HRD will draw up an appropriate advertisement where relevant, for the position.

- 5.2.5. An approval must be obtained from management for new roles that are not included in the current approved organogram by the HRD.
- 5.2.6. In choosing the most suitable candidate(s), the interview and test processes, where relevant will be used in testing the professional skills of the candidate. Successful candidates at the interview stage shall be recommended to the Hiring Manager and his or her input would be sought before making a final decision.
- 5.2.7. Competency Based Interviews: All interviews must focus on determining relevant competencies (in relation to the inherent requirements of the job) and consider prior learning.
- 5.2.8. Role level will be considered determine the Interview or assessment panel. All assessment forms should be duly completed by members of the panel.
- 5.2.9. A minimum of 3 strong candidates should be interviewed for all job positions.
- 5.2.10. Job Placement Form: Once the suitable candidate is identified by the Hiring Manager, a Job Placement Form is duly completed and signed off. Thereafter, an offer of employment will be initiated.
- 5.2.11. Where applicable, successful candidate will be required to take health assessment to certify them fit for the job.
- 5.2.12. Once the recruitment and selection process is closed and applicant has accepted the offer of appointment, notification will be sent to unsuccessful applicants. All documentation relating to the recruitment process will be retained for a minimum period of six (6) months.

### 5.3. Child Labour

Heckerbella Limited does not condone or employ child labour. Bonded or involuntary labour is completely unacceptable, as is the requirement to surrender identity papers or pay deposits as a condition of employment. We also do not condone exploitation or the unlawful use of immigrant labour.

### 5.4. Recruitment of Contract or Temporary Employees

A contract or temporary employee is any person whose engagement is meant for a definite period within which the contracted work should be completed. On the request by the concerned department and after due approval, a contract or temporary employee may be recruited to provide support to complete excessive workload or fill in a vacancy until a suitable candidate is recruited. Recruitment of temps must comply with the local labour laws of the Federal Republic of Nigeria and this policy selection process. Employment of NYSC and Intern falls under the category.



### **5.5. Recruitment of Ex-Employees**

- 5.5.1. Re-employment is a privilege granted to former Heckerbella Limited Employees who voluntarily resigned or separated in good standing from the company.
- 5.5.2. Prior Employee records of such a person must be reviewed before an offer of employment is made.
- 5.5.3. In all cases, the person (s) must meet the selection requirements for the position at the time of re-employment

### **5.6. Employment of Relatives**

To minimize business risk, individuals related by blood, marriage or close relations, may be declined employment if:

- 5.6.1. There is a reporting/supervisory relationship between an Employee and the applicant
- 5.6.2. The applicant will be recruited to work together in the same function or department as the relative
- 5.6.3. The Employees who are related will be in close cross-departmental collaboration.

### **5.7. Offer Letters**

- 5.7.1. Each candidate for employment will be issued an offer letter. The letter must be signed and dated by the candidate to show acceptance and returned to the HR department before such a candidate can truly be regarded and accorded Employee status.
- 5.7.2. A new hire may undergo a medical and security screen after acceptance of offer.
- 5.7.3. Under no circumstances are managers or Employees permitted to offer employment or suggest that an offer will be made to a prospective Employee.

### **5.8. Pre-Employment Medical & Background Screening**

- 5.8.1. Heckerbella Limited reserves the right to screen and conduct background as well as health checks on all successful applicants.
- 5.8.2. Heckerbella Limited reserves the right to specify that its own corporate physician will conduct the examination. The examination will be at the expense of Heckerbella Limited.
- 5.8.3. Heckerbella Limited has no discrimination against any employee with HIV/AIDS.

### **5.9. Induction and Onboarding**

- 5.9.1. Induction for new Employees involves introducing them to the rest of the Company. The induction is aimed at enabling the Employee imbibe the prevalent culture and ways of doing business within Heckerbella Limited.
- 5.9.2. New Employees will also be briefed on the Company's policies, procedures, rules and regulations.
- 5.9.3. The Employee Handbook and Policy Manual will be made available to them.

- 5.9.4. An Employee file shall be opened and maintained for each of the new Employee, which will contain all particulars of the Employee and thereafter documents relating to their relationship and correspondences within and outside the Company.
- 5.9.5. An on-boarding plan shall be shared with new Employees on the first day.
- 5.9.6. HR will ensure that initial meetings with key contacts according to the on-boarding plan are arranged.
- 5.9.7. The facilitators shall be given information about the new Employee and orientation dates.
- 5.9.8. All new Employees will be assigned a 'buddy' for five (5) days who will help them get acquainted with Heckerbella Limited.

## 6. CONFIRMATION OF EMPLOYMENT

The confirmation process involves the assessment of Employee(s) performance to determine their suitability for confirmation of their employment as full time Employee of Heckerbella Limited. The confirmation process will include performance appraisal, verification of credentials and back ground check of the Employee.

### 6.1. Probation

- 6.1.1. All new Employees shall be placed on probation for a minimum period of six (6) months.
- 6.1.2. During the probationary period the Line Manager shall evaluate the Employee's performance on the job to ensure that the Employee is able to perform at the required level and demonstrates appropriate competency, professional behaviour and good character traits.
- 6.1.3. During the probationary period the Line Manager shall on a monthly basis, informally and formally (one on one discussions) evaluate the Employee's performance on the job (technical and behavioral traits) and ensure documentation of the discussion.
- 6.1.4. At the end of the six (6) months period; an Employee on probation will be eligible for confirmation subject to the satisfaction of the following requirements:
  - 6.1.4.1. Receipt of favourable responses from referees
  - 6.1.4.2. Receipt of favourable responses from previous employer
  - 6.1.4.3. Satisfactory performance results
  - 6.1.4.4. Satisfactory credentials verification

### 6.2. Extension of Probationary Period

- 6.2.1. Where an Employee fails to satisfy the conditions for confirmation stated above, the probationary period may be extended by three (3) months within which the



Employee is expected to have shown some improvements in performance and for all references to have been received.

- 6.2.2. If the Employee fails to satisfy the conditions for confirmation stated above after the extensions, his or her employment will be terminated and if not terminated, the Employee shall be deemed confirmed.

### 6.3. Exceptions to Confirmation

An Employee who had previously been employed in the company and was subsequently rehired shall be exempted from the confirmation process provided the Employee was rehired at the same level of responsibilities (grade) or role similar to the previous job before initial disengagement. However, such Employee still needs to display an appropriate performance level to be considered for subsequent salary upgrade or promotion.

### 6.4. Maternity Leave during Probation

- 6.4.1. Employees on Probation are entitled to Maternity Leave based on the following conditions:

- 6.4.1.1. The Employee will be entitled to her full monthly salary, (allowances inclusive) for the 3 months of maternity leave.
- 6.4.1.2. The confirmation process for the Employee will continue upon resumption from maternity leave, taking into account the period the Employee worked full time before the Maternity Leave. For the avoidance of doubt the three (3) months period of Maternity Leave does not count towards the probation period.

### 6.5. Verification of Credentials and References

- 6.5.1. HR shall endeavor to obtain a last employer reference from the previous Employer of an experienced hire within (where applicable) a period of six (6) months after assumption of duty.
- 6.5.2. HR shall ensure that all credentials of new hires are verified and certified by relevant institutions and references obtained from referees within six (6) months of resumption.
- 6.5.3. Where references received are not satisfactory (or is adverse), Heckerbella Limited shall be fully entitled to withdraw any offer that may have been made prior to the references being available.
- 6.5.4. In the event subsequent to employment, an Employee is found to have claimed qualifications or employment which is false, he/she shall be summarily dismissed.
- 6.5.5. Heckerbella Limited might engage a verification company to carry out necessary that may be required.



## 6.6. Employee Confirmation Process

- 6.6.1. HR Records are updated with details of new Employee
- 6.6.2. HR notifies new Employee within two (2) weeks of joining to agree and document job objectives with their Line Managers.
- 6.6.3. Line Manager and new Employee agree and document job objectives and return to HR.
- 6.6.4. HR reviews and approves job objectives.
- 6.6.5. HR notifies respective Line Manager towards the end of sixth (6<sup>th</sup>) month to complete pre-confirmation appraisals for Employee using approved job objectives.
- 6.6.6. Line Manager completes appraisal form and submit to HR for processing.
- 6.6.7. HR reviews Employee's appraisal. If appraisal is incorrectly completed, it is returned to Line Manager.
- 6.6.8. If appraisal is correctly completed, HR checks that appraisal meets minimum requirements for confirmation.
- 6.6.9. HR confirms if verification has been completed.
- 6.6.10. If verification has been completed, HR prepares Confirmation Letter for sign-off.
- 6.6.11. Where an Employee has a disciplinary issue, HR and Employee's Line Manager shall co-ordinate the disciplinary process.
- 6.6.12. Where confirmation appraisal is completed but does not meet the minimum requirements for confirmation, the Employee probationary period may be extended, line manager and HR shall give the employee feedback as well as discuss the expectation from the extension. If employee fails to meet the pre-confirmation requirement after extension, management decision will be made on his or her continued employment with Heckerbella Limited.
- 6.6.13. HR notifies Employee to pick-up confirmation, Employee collects confirmation letter signs acknowledgement copy and returns to HR.
- 6.6.14. HR Team files off acknowledgement copy of confirmation letter in Employee's file.

## 7. **EXIT**

This Policy is designed to ensure standardised procedures for processing Employee exits resulting from voluntary resignation, retirement, termination, dismissal, disability or redundancy. At Heckerbella Limited we ensure that Employee exit is managed with the provisions of relevant legislation and workplace agreements. Employee Exit shall be managed through the following process;

- 7.1. Where an Employee's service is terminated, whether voluntarily or otherwise, Heckerbella Limited will pay the Employee net of all balances owed by the Employee to the Company.
- 7.2. Employees whose services have been terminated with the Company whether voluntarily or involuntarily (except dismissal) will receive pay in lieu of earned unused annual leave.
- 7.3. Employee will no longer be covered by the Health Management cover as well as all other Employee benefits from the date of exit or disengagement.

- 7.4. All final payments shall be made via bank transfer or cheque issued in favour of the Employee unless otherwise requested by the Employee (unless in the case of death in which case, the amounts shall be paid to the Employee's current legal representative or next of kin).
- 7.5. In all cases, Employees who have disengaged from the Company shall return all the Company's property in their possession (except where the properties have been given to the Employee as a form of ex-gratia).
- 7.6. Terminal benefits (with the exception of involuntary termination) shall not be processed unless all disengagement procedures have been completed and an exit interview held for the exiting Employee.
- 7.7. Exit procedures involves the exit notification, completion of exit clearance process (clearance from any agreement or other obligation), exit interview with HR Department, handover of all Company's assets including but not limited to computer laptop, hospital card, staff identity card, security access card and Company car (where applicable).
- 7.8. All terminal payments shall be net of all outstanding obligations/indebtedness to Heckerbella Limited.
- 7.9. Requests for references from Companies regarding terminated Employees shall be handled by HR and will contain information relating to the Employee's tenure and level as at the point of termination.

7.10. Voluntary Exits

7.10.1. Resignation

- 7.10.1.1. Resignation is termination of employment at the instance of the Employee.

Designation	Employment	Notice Period
All Employees	During probation	Two (2) weeks notice or two (2) weeks salary in lieu of notice.
	After probation or Confirmation	One (1) month notice or one (1) month salary in lieu of notice.



- 7.10.1.2. An Employee resigning his or her appointment with the Company must do so in writing, providing the appropriate notice as specified above.
- 7.10.1.3. All resignation letters must be acknowledged and signed by the Employee's Line Manager before being forwarded to HR.
- 7.10.1.4. An exit interview shall be conducted by HR Department with the Employee to establish the reason(s) for resignation.
- 7.10.1.5. Approved resignation letter and completed exit interview form are passed to Finance or Payroll Team. Payroll Team will advise the Employee of any obligation to Heckerbella Limited.
- 7.10.1.6. If the Employee is not indebted to Heckerbella Limited, a formal acceptance of resignation is issued to the Employee via email.
- 7.10.1.7. Line Manager must follow up with Employee in retrieving all Heckerbella Limited's assets in his or her possession.
- 7.10.1.8. From the effective date of an employee's resignation, he or she is removed from payroll.
- 7.10.1.9. All stakeholders are advised on Employee exit via email on the effective date of resignation.
- 7.10.1.10. HRD will update the Management monthly on all Employee exit report..
- 7.10.1.11. Employee shall be removed from the Heckerbella mail system at close of work on the last working day of resignation.

#### 7.10.2. Retirement

- 7.10.2.1. The retirement age for Full-Time Employee of Heckerbella Limited is sixty (60) years.
- 7.10.2.2. Head of Department can request an extension of the retirement age of an Employee beyond sixty (60) years. This will require the approval of the HR Head, Managing Director as well as Heckerbella Limited's board.
- 7.10.2.3. Retirement is a form of employment termination with eligibility to receive annuity under the *Pensions Act Scheme 2004*.

#### 7.10.3. Involuntary Exits

An Employee's employment with the Company may be discharged or disengage in the following circumstances:

##### 7.10.3.1. **Expiration of Employment Contract**

Where an Employee's engagement is based on a fixed term contract/employment, the employment shall automatically terminate by effluxion of time.

#### 7.10.3.2. **Termination**

Heckerbella Limited may at its discretion terminate the appointment of an Employee by giving one month's notice or payment of one (1) month's salary in lieu of notice, in the case of a confirmed Employee. For an Employee on probation, the required notice is two (2) weeks or payment of two weeks' salary in lieu of notice. The reasons and procedure for termination shall be as stated in Heckerbella Limited's disciplinary policy.

7.10.3.2.1. HR shall inform the Employee via a written letter to the effect that his/ her services are no longer required by the Company.

7.10.3.2.2. HR would prepare the Employees End-of-Service (EOS) Statement highlighting the financial obligation of the Employee as well as entitlements (if any).

7.10.3.2.3. HR shall ensure that the Employee's entitlement payment is raised within 30 days of the Employee's discharge from the Company.

#### 7.10.3.3. **Dismissal**

The reasons and procedure for dismissal shall be as stated in Heckerbella Limited's disciplinary policy. An Employee who is dismissed shall not be eligible to receive any final entitlements.

#### 7.10.3.4. **Abandonment of Duty**

This is the termination of an individual's employment where the individual has failed to report for duty for a period of one week (except in the case of a "missing person") and does not intend to return to duty. An Employee who without oral or written explanation, is absent from duty without leave or fails to return to work after the expiration of approved leave, for a period of one week or more, is subject to separation for abandonment of duty. Management decision will be made on his or her continued employment with Heckerbella Limited. An Employee who is declared to have abandoned a position is not entitled to severance or final entitlement pay.

#### 7.10.3.5. **Redundancy**

Redundancy is the involuntary loss of employment through no fault of the Employee, often caused by some form of restructuring in the Company. Heckerbella Limited will determine the most appropriate formula for separation payment.



#### **7.10.3.6. Exit due to Disability or on Medical Ground**

- 7.10.3.6.1. Where an Employee is unable to continue to perform his or her duties due to physical disability or ill health, Heckerbella Limited shall seek and obtain a medical opinion from the Company's approved hospital or Medical Consultant to ascertain the possibility of recovery to full performance of his or her role at a satisfactory level.
- 7.10.3.6.2. If the Employee is declared unable to perform the duties for which he or she was employed due to physical disability or a health challenge(s), the Employee's Contract of Employment may be terminated based on medical incapacitation and all due entitlements shall be fully paid to the Employee.
- 7.10.3.6.3. An Employee may be deployed to a different role subject to availability and Management discretion, where it is established that the Employee will be able to perform such duties despite his or her physical disability or health challenge(s) and without adverse effect to his or her health.

#### **7.10.3.7. Death in Service/ Employment**

The employment relationship shall be automatically severed on the death of an Employee. Final entitlement and refundable statutory deductions shall be paid to the next of kin. Payment to the deceased Employee's Next-of-Kin shall be in line with the provision of the Pension Reforms Act. In the event that an Employee of the Company passes away during active service, the Company shall carry out the following;

- 7.10.3.7.1. A letter of condolence signed by the Managing Director will be presented to the family.
- 7.10.3.7.2. Payment of three (3) months basic salary to the spouse named in the personnel record or the designated next of kin in the absence of a spouse.
- 7.10.3.7.3. Without prejudice to the foregoing, Heckerbella Limited shall pay the following deceased entitlements;
  - 7.10.3.7.3.1. Group Life Insurance claim to be paid to the designated next of kin of the deceased or the legal representative as at the date of death.
  - 7.10.3.7.3.2. Salary of the deceased up to and including the day of death shall be paid to the legal representative or designated next of kin.

- 7.10.3.7.3.3. Accrued unutilized leave days to be commuted to cash and paid to the legal representative or designated next of kin.
- 7.10.3.7.4. Current Medical Insurance cover for the deceased's dependant(s) shall continue until expiration.

## 8. RESPONSIBILITY

### 8.1. Employee

It is the duty of the Employee to do the following:

- 8.1.1. To abide by the guidelines of this policy.
- 8.1.2. To understand the processes involved in this policy.
- 8.1.3. To provide adequate information when required.

### 8.2. Line Manager

It is the duty of the Line Manager to do the following:

- 8.2.1. To abide by the guidelines of this policy.
- 8.2.2. To understand the processes and contribute to its implementation.
- 8.2.3. To provide adequate information when required.

### 8.3. Human Resources

It is the duty of the Line Manager to do the following:

- 8.3.1. Ensure overall adherence to this policy
- 8.3.2. Respond to all recruitment related enquiries
- 8.3.3. Ensure recruitment are carried out in line with budgeted head count.
- 8.3.4. Ensure verification and confirmation process commence on time.
- 8.3.5. Ensure Line Managers set-up performance objectives and agree with Employee.
- 8.3.6. Ensure that all required benefits are paid to the Employee within the required period where applicable. (either voluntary or involuntary exit).

## 9. DEFINITION OF TERMS

Definition / Abbreviation	Meaning
HR	Human Resource Department
Company	Heckerbella Limited
FTE	Full Time Employee



## 10. APPROVAL

Approval	Name	Job Title	Signature	Date
Reviewed by	Patience Diamond	H.R.M	<i>Patience Diamond</i>	22/10/18
Reviewed by	Peter Okiti	COO	<i>Peter Okiti</i>	15-10-18
Approved by	Yemi Keri	CEO	<i>Yemi Keri</i>	30/10/18