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**E**MPLOYEE

HANDBOOK

## Our Core Values



## Respect



## Unwavering Integrity



## Team Spirit



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Fostering Relationship  
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## ision and Mission Statement



### ision Statement

To translate consumer insight into superior returns for our key stakeholders.



### ission Statement

To harness our knowledge of consumer behaviour to provide engagement  
platforms that go deep into consumer passion and to provide world-class  
below the line services with measurable results.

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### 1.1 Purpose of the handbook

All persons employed by Connect Marketing Services Limited are subject to the company's rules and regulations in use, whether present or future, all of which shall be deemed to form part of the contract between such persons and the company.

This handbook is designed to assist members of staff to understand the general policy of the company, conditions of employment and also outlines how the policies are to be administered.

This employee handbook is therefore intended to promote consistency, continuity and understanding within the organization. The handbook will also help management by observing the need for time consuming and expensive memos, bulletins and announcements.

As policies are clarified or revised, employees will be notified promptly through revised and dated editions of the book.

### 1.2 Objectives

These policies seek at all levels to:

- Foster a sense of responsibility among staff by encouraging staff participation in the decision-making process through the adequate provision of consultative and communication mechanism.
- Enable staff to realize their full potential by creating specially designed manpower development programmes of education and training.
- Provide a socio-psychological environment that will motivate staff to achieve self-actualization and excellent job performance.
- Establish a code of behavior, which encourages honesty and integrity in staff by attributing to staff responsibility for their own actions.
- Bring to account those who infringe reasonable and expected standards of behavior and performance.
- Reward individual contribution by the establishment of fair and reasonable compensation practices.
- Provide opportunity for all staff regardless of sex, ethnic origin, or religion by the adoption of 'equal opportunities' policies.
- Reflect the company's concern for the welfare of its staff by the implementation of equitable policies.



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## Welcome from Management Team

### Information about the Organization

Connect Marketing Services is a Consumer Engagement Company established in 2007. We provide services to companies in different categories of the economy.

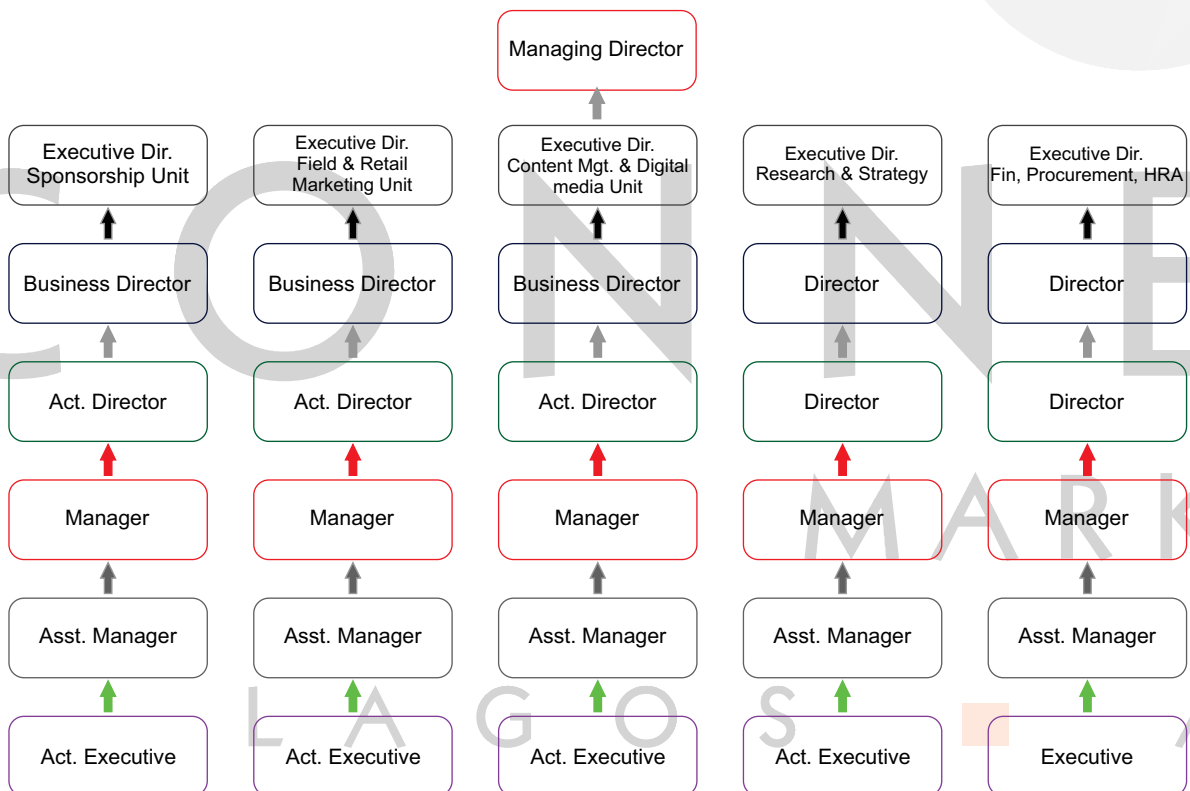
We are affiliated with Octagon, the global sports, entertainment and lifestyle content marketing arm of the Interpublic Group of Companies

Octagon is a Sports marketing industry pioneer with roots dating back to the 1980s. Manage \$3 billion in annual global sponsorship rights fees and activation

Connect Marketing Services is a recognized expert in aligning brands with sponsorships, content and partnerships to meet returns on clients' business objectives

We are members of the European Sponsorship Association and we have access to the industry's body of knowledge. Our valuation methodology helps clients to understand the value of sponsorship properties and to offer the right value to property owners.

## Strategic Plan Organizational Chart



# JOINING THE ORGANISATION



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### **Medical Examination**

After the final stage of interview, prospective candidates for appointment into the employment of CMS other than casual staff will be required to undergo a medical examination by the Organization's appointed medical practitioner before an offer of employment is made. All employees are subject to subsequent medical examination as and when requested by the Organization.

### **Signing up forms to complete**

On joining the Organization, ensure the under listed forms are collected and completed before the end of the first week

- New Employee Form
- Bank Opening Form
- HMO Forms
- Tax Form
- NHIS Form

### **Induction**

Both the Personnel & Administration Unit and the assigned supervisor of the employee shall conduct an induction (programme) for the new employee. Induction shall focus essentially on the organization and the business she does, including standards of performance, processes, facilities etc

### **Personnel Records**

The Personnel & Administration Unit will keep and update records of all employees. Such records will include name, age, address, passport photographs (2), date of birth, qualifications, marital status, number of children, job title, Performance appraisal, sick leave reports, disciplinary measures, etc. Any change in name, next of kin etc must be communicated in writing by the concerned staff immediately to the Personnel & Administration Unit. Any application for change of name must be accompanied by an affidavit and a newspaper publication.

### **Probationary Period & Confirmation of Appointment**

The policy on the probationary period of employment for staff shall be six months beginning from the date of assumption of duty. The procedure on confirmation is, as follows:

- The supervisor of an employee shall render two performances assessment reports (Mid and full probationary period) during the probationary period after which on satisfactory performance the employee's appointment will be confirmed.
- However, if performance is considered unsatisfactory, the probationary period may be extended at the discretion of the management/supervisor for a period not exceeding three months. The employee will be duly informed in writing, if the performance of the staff is still unsatisfactory at the end of the 2<sup>nd</sup> phase of the probation, the staff will be asked to resign or be dismissed. However extensive consultation must be carried out by the Supervisor/HR Manager before this action is taken.



Without prejudice to the foregoing, either party may at any time during the probation terminate the contract by giving one month's notice or one month's salary in lieu of notice.

For the purpose of standardizing appointments, all probationary periods will end on the last day of the last full month of work during probation. Confirmation will be effective from the first day of the following month. Upon the satisfactory completion of the probationary period, an employee's appointment will be confirmed and his/her service is deemed to have started from the date of the assumption of duty in the organization

### **Working hours**

The standard working hours for all employees will be forty hours per week, eight hours per day, Monday through Friday. Our basic hours are 40 hours per week spread over a 5-day week. Normal hours of work are 8.30am to 5.30pm, Monday to Friday, with one-hour break for lunch daily. Management reserves the right to vary the hours of work, as may be dictated by the company's business activities.

Therefore, employees may be required to work overtime with or without notice, without pay. Excessive irregularity at work and late coming adversely affect productivity, disrupt normal operating effectively and overburden other employees who must cover the employee who is late or absent. Appropriate disciplinary measures will be taken against staff engaged in habitual late coming or absenteeism. Habitual late coming or absence from work without permission will attract disciplinary action and may lead to termination of appointment. In the event of late arrival to work, an employee knows he would be late to work or absent for a day or more for reasons beyond his control, he must contact his supervisor immediately. Such absence may in fact attract disciplinary measures if permission was not sought

### **Access to office/Car parking**

There shall be ease of accessing the office during work days (Mondays – Friday). Employees who are saddled with task/responsibilities and wish to work during the weekend must arrange with the Admin. Officer to collect the office key.

Employees working on weekends must inform the Admin. Unit. Also, employee must ensure the shutdown of all electrical appliances in the office and check that the Equipment in the server room are turned off (Inverter and all available sockets)

### **Dress code**

CMS operates a smart casual dress policy. This means, it is expected that all employees dress in a neat manner appropriate to;

1. Clients meetings and all other external meetings
2. The work they are doing
3. Avoid dressing that may cause sexual harassment

The overriding consideration is that you look smart & professional at all times and that you dress appropriately for the occasion.

Dress down on Fridays is acceptable practice with CMS.

# REMUNERATION AND BENEFITS



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## Salary & Wage payment

Basis for the Company's salary policy is based on internal equity and external competitiveness. Salaries are personal and confidential; each job is analyzed and evaluated to determine the worth of each job within the Company. The pay attached to each job is a function of the roles, responsibilities and performance standards on the job. Each job has a minimum and maximum salary and the employee's salary progression is between the two points. The entry point is determined by ability and experience, and progression depends on the level of performance on the job.

Employees are paid twice in a month. Payments are made directly into employees' accounts. Payslip will show the details of the consolidated salary and other allowances (if any), and any authorized deduction made. All employees; Contract & Permanent are paid not later than the 30<sup>th</sup> of the month except in rare and unavoidable cases.

## Overtime

Operatives (Office Assistants & Drivers) are entitled to overtime pay for the number of hours worked in excess of the 40-working hours per week at the request of CMSL. Other staff are exempted from receiving overtime pay; CMSL may from time to time, as the need may arise request exempt to work extra hours in excess of the normal forty hours based on the demand of the job. No additional payments are made in such cases.

The breakdown of our remunerations is as below;

- Consolidated Salary
- Other Allowances

## Promotions

Promotion is based on merit. This means an overall appraisal score of 75% after a full year service, inclusive of experience, qualification and attitude of such employee shall be paramount for the decision of upward progression.

## Annual Salary Review

Annual salary review shall be based on the outcome of annual performance appraisal of employees, which is done bi-annually. A summary of the employee's performance during the year is compiled at the end of the year. Usually, merit increases are granted based on the evaluation of the employee's performance during the year. An employee whose performance is unsatisfactory shall not be eligible for any upward salary adjustment as performance is the factor, not length of service. Employees who have served for less than six months may not be eligible for salary review.

Without prejudice to increases resulting from performance appraisal, salaries may be reviewed as a result of general economic conditions or government legislation (e.g. on minimum wage). However, increases shall be subject to the company's ability to pay.

## Payroll Deductions

The organization shall make deductions as required by law e.g. Pension scheme, Income Tax, etc, from the salaries of employees. Furthermore, deductions may be made as authorized in writing by the employee for benefits such as company's cooperative, insurance, etc.

# T RAVEL POLICY



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## TRAVEL, ACCOMMODATION AND BUSINESS EXPENSES POLICY

- A. TRAVEL ARRANGEMENTS
- B. ACCOMMODATION
- C. BUSINESS EXPENSES

This policy ensures that employees assigned to work outside of their place of primary assignment reach their destination safely, in reasonable comfort and in a cost-effective manner.

### Scope

This policy covers all official travels within the country and international travels including those to African states. It provides for means of and cost of travel, accommodation and allowances for employees on official assignment. All air travel arrangements will be managed through the Company's preferred Travel Agency

### Definitions

The following definitions apply to this policy.

Domestic

- Travels within Nigeria

Africa

- Travels within the African continent and all countries/islands surrounding the continent.

International

- Travels to all countries excluding domestic travels and travels to African countries.

It is the responsibility of any employee that undertakes a trip to ensure he complies with the policy both in practice and in the execution thereof.

It is the responsibility of every Team Head to ensure that all employees under them comply with this policy.

### Authorization

To obtain authorization for travel the following document, which authenticates the travel, must be obtained from the Corporate Affairs Team.

- Domestic Travel Requisition (DTR)
- International Travel Requisition (ITR)

A detailed itinerary with explanation of the purpose of travel and anticipated transport costs must accompany the DTR and ITR on submission to the relevant Team Head.

Anticipated transport costs (e.g. taxis, shuttle services, buses and trains) must be set out in the travel itinerary.

### Travel Arrangements

As a general principle, all travel must be booked, in advance via the Company's preferred Agency.

Domestic (Excluding Accommodation)	International(South Africa + Rest of the World)	Africa (Rest of Africa except South Africa)
Director	See Admin.	See Admin.
Snr Mgt Staff (Account Director)	See Admin.	See Admin
Senior Manager - Manager	See Admin.	See Admin.
Account Executive - Management Trainee	See Admin.	See Admin.
Non Mgt Staff N750 per night	See Admin.	See Admin.

### Entertainment

Entertainment of external business associates will be fully reimbursed subject to prior approval, or where prior approval is not possible, subject to provision of adequate information pertaining to the identity of the guests and the reason for the entertainment.

Provided that an employee does not abuse this privilege, reasonable costs of an employee's own meals and associated costs can be claimed as part of the entertainment expense, in addition to the -daily per-diem allowance. The company reserves the right to deduct the employee's portion of the entertainment from the subsistence allowance. The entertainment allowance is applicable to only Senior Managers and above

### Medical Costs

The Company will pay for all reasonable medical costs incurred by an employee e.g. anti-malaria tablets, inoculations etc. while on official assignment outside the company medical network.

### Others

All reasonable business expenses (e.g. use of business centers, etc bought for the company) will be paid for. Team managers must individually approve these expenses.

### Before-Travel procedure

Complete DTR/ ITR form, attach itinerary, obtain approval from Line Manager and Functional Director, then all documents must be submitted to Admin.

### Claims Procedure

Reimbursement of business related expenses would be done using Employee Expense Retirement Form (EER Form)

Employees can only claim their own expenses. Employees cannot claim expense they made on behalf of an accompanying employee (except in the case of a group taxi fare where one receipt covers all).

All claims must be submitted for processing and approval within five working days of return from travel. Should the Finance Team within this period not receive the expense claim form, the Team Manager will be advised and the employee will have a further twenty-four hours to submit the claim. Thereafter, if still not retired, it will be assumed that there is/are no claim(s) to be made.

Only original documentation should be used as support for claims. (Credit card slips or credit card bank statements are not acceptable as supporting vouchers.) If a voucher does not exist, it should be specifically stipulated.

The Finance Team will retain the processed expense claim forms and open a file for each employee.



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# VEHICLE POLICY



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## Purpose / Scope

Specifically designated employees of the Company are allowed to operate and use Company vehicles for BUSINESS PURPOSES ONLY. This Policy is designed to assure that all Company Vehicles are operated in a safe and professional manner in compliance with all company policies and applicable laws and regulations.

**Company Business Use shall be defined as:** Activities that involve performance of one's duties for the benefit of the Company in accordance with the directives and instructions received from Company management.

**Company Vehicles shall be defined as:** All vehicles owned, leased, reimbursed, or otherwise provided for by the Company and used in the furtherance of Company business activities or interests.

No Company Vehicle is to be used for any reason other than Company Business. Company owned or leased Vehicles are not intended for personal use.

**Personal Use is defined as:** ANY vehicle operation outside the scope of Company Business Use.

Employees who are assigned a Company Vehicle will be held responsible for any and all accidents or damage that occurs during non-business related driving. The company does not provide automobile liability insurance coverage for any accidents, claims, demands, suits, damages, etc. occurring or arising out of the non-business related use of a Company vehicle, or for the operation or use of a Company Vehicle in a manner which is in violation of this policy.

### Authorized Operators, Users and Occupants of Company Vehicles

The operation or use of any Company Vehicle is limited to Company business use by the assigned driver or other Company employee acting under the authority of the assigned driver and in compliance with Company Policies. No other person is authorized or permitted to operate or use a Company Vehicle, including but not limited to the spouse, friend, children, or other family member of the Company employee.

Company management employees may authorize or permit another Company employee to operate or use a Company Vehicle for Company Business use, but only for specific and limited business related assignments. Any deviation from that limited and specific assignment by a Company employee will be considered use or operation of the vehicle without the permission of the Company. Company employees, clients, vendors and suppliers are allowed to occupy a Company Vehicle in the course of Company business interests or activities.

No animal or pet may occupy a Company vehicle.

## General Provisions

Any Company employee to whom a Company Vehicle has been assigned, or who receives a monetary allowance as reimbursement for expenses incurred in the operation and/or use of a personal vehicle for Company Business, must maintain a valid operator's license at all times.

Any Company employee whose operating license or privileges have been suspended or revoked must notify the company's HR Unit immediately. Operating or using a Company Vehicle or a personal vehicle for Company

business under a suspended or revoked license is a violation of this policy.

No other decals, bumper stickers, or other information may be displayed on a Company Vehicle without Company executive-level authorization.

## Violations of this Policy

Use or operation of a Company vehicle under any of the following circumstances is considered a direct violation of this policy:

- Unauthorized operation or Use of a Company Vehicle;
- Operating a Company Vehicle without a valid operator's license or under suspension or revocation of operating privileges;
- Operating or using a Company Vehicle by anyone who has consumed any alcoholic beverage of any amount whatsoever;
- Operating a Company Vehicle in a careless or dangerous manner, including speeding or any other unlawful operation;
- Operating, using or occupying a Company Vehicle by anyone who has consumed or ingested any controlled or illegal substance or drug, unless the controlled substance or drug has been prescribed by a physician having knowledge that a vehicle may be operated or used by that person while under the influence of the controlled substance or drug;
- Hauling goods or pulling any type of trailer for any reason other than Company

Business,

including but not limited to the hauling or pulling of boats, motorcycles, etc.;

- Operating, using or occupying a Company Vehicle for any reason except as may be necessary for traveling to and from work or for Company Business Use only.

Deviation from

normal and ordinary travel routes to or from work is not authorized or permitted, unless

directly related to Company Business.

- Operating or occupying a Company Vehicle while not wearing a seat belt
- Smoking in a Company Vehicle.
- Texting when operating a Company Vehicle.
- Operating or parking a Company Vehicle at an establishment that serves alcohol as its primary business;

No employee driving, operating, or occupying a Company Vehicle shall engage in any activity

that is or could be construed as detrimental to the Company's reputation in the community.

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# P ERFORMANCE MANAGEMENT



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The purpose of Connect Marketing Services Limited's performance evaluation system is to establish a systematic way of evaluating employee performance and provide constructive feedback to employees. The approach of CMS to staff appraisal is participatory and it will allow the staff to make contribution to the appraisal process in an open and transparent manner.

A Bi-annual appraisal system is operated 1<sup>st</sup> Phase (1<sup>st</sup> phase – June) & 2<sup>nd</sup> Phase (December)

The supervisors that are responsible for implementing and maintaining the system are key to preserving the credibility of the performance evaluation system. They will do this by ensuring that evaluations take place on time and in accordance with the procedures contained in this manual and that:

- ❑ All performance criteria are job related.
- ❑ The focus is on results rather than personality traits.
- ❑ Employees understand how the process works and how evaluations tie into other aspects of their jobs.
- ❑ All subsequent human resources/personnel management decisions are consistent with employee evaluations.
- ❑ Promises of confidentiality are kept.

### Performance Evaluation Checklist

This evaluation method is implemented by using a pre-prepared list of statements or questions that relate to specific aspects of job performance. The questions typically require the evaluator to make a notation as to how well an employee accomplishes the requirements of each performance category.

The ratings used by CMS are as follows:

**Excellent (100% – 95%)** – performance is consistently and substantially above requirements in all performance areas over a sustained period of time.

**Good (94% - 85%)** – performance clearly exceeds expectations of in most areas.

**Average (84% - 70%)** – performance is competent, consistently good and matches expectations

**Fair (69% - 55%)** – performance does not fully meet requirements and improvements are needed in major areas of the job.

**Not Acceptable (54% - 0%)** – performance falls below minimum standards and must be corrected if employment is to be retained.

### **Employee Self Assessment**

1. Employees must complete their self assessment portion of the Performance Appraisal form online based on their achievements during the entire performance appraisal period.
2. The concerned Line Manager's must ensure that their subordinates have completed the self-assessment portion of the Performance Appraisal form before conducting the final appraisal meeting.

### **Review of Performance Appraisal Ratings**

1. Performance ratings will be reviewed by the next higher authority with an objective of ensuring fairness and uniformity of evaluation standards.
2. The Head of Unit will have to review the performance rating to ensure fairness and uniformity of evaluation standards.
3. The Human Resources Unit has the authority to harmonize and ratify the performance ratings.

### **Grievance procedure**

1. Employees have the right to voice performance grievances through the grievance process.
2. If an employee disagrees with his/her performance appraisal rating and cannot resolve the disagreement with his/her immediate supervisor, the employee may initiate a grievance by consulting the HR Unit.
3. No employee shall suffer from any unfair treatment because of the fact that he/she has presented a grievance or complaint under the provisions of this policy.

### **Development Plan**

1. Immediate Superior of the concerned employee is accountable for ensuring that the personal development plan is defined as part of the performance dialogue.
2. Personal development plans should highlight employee's strength as well as areas for improvement.
3. Personal development plans are critical inputs in designing training requirements and determining training priorities. If an employee worked under the supervision of more than one superior, personal development plans will be consolidated from multiple sources.
4. The Human Resources Unit is responsible for reviewing employees' development plan, defining ways of implementing employee development plan through proper training, more responsibilities, etc.
5. The Human Resources Unit shall include the employees' development plans as part of the Company's overall training plans and budgets.

# **D**ISCIPLINARY PROCEDURES



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## CODE OF CONDUCT

### Scope / Purpose

This policy applies to all employees of the Company, unless specifically specified otherwise in an employee's contract of employment.

The Company aims to ensure that there will be a fair and consistent approach to the enforcement of standards of conduct throughout the organization. This policy and its procedures are designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance.

- No disciplinary action will be taken against an employee until the case has been fully investigated and a disciplinary hearing has taken place. The employee will be advised in writing of the nature of the complaint against him or her and the arrangements for the hearing.
- The employee will be given the opportunity to state their case before any decision is made.
- The employee must make reasonable steps to attend the hearing.
- In reaching decisions on appropriate disciplinary penalties, managers will take into account any mitigating circumstances.
- No employee will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will be summary dismissal i.e. dismissal without notice or pay in lieu of notice.
- An employee will have the right to appeal to a higher level of management against any disciplinary penalty imposed.
- The Disciplinary Procedure may be implemented at any stage if the employee's alleged misconduct warrants such action.
- In poor performance cases, where the reason is not within the control of the employee, e.g.x health, training or the changing nature of the job, the Company's Capability Policy and Procedures will be used in place of this policy and its procedures. However, poor performance resulting from, for example, negligence, lack of application or attitudinal problems will be dealt with under the Disciplinary Procedure.
- Furthermore, where an employee's absence record has been investigated, and the absences are deemed to be of a casual nature, the employee will be dealt with under the Disciplinary Procedure.

The following is a non-exhaustive list of examples of gross misconduct.

- Theft, or unauthorized possession, of the Company's property, or property



belonging to another employee, customer, supplier or visitor.

- Deliberate falsification of records, fraud or other acts of dishonesty.
- Deliberate damage to the Company's property or to property belonging to another employee, customer, supplier or visitor.
- Fighting, assault or inciting others to fight or assault.
- Provocative or insulting behaviour or other violent, abusive or intimidating conduct towards another employee, client, supplier or visitor.
- Breach of the obligations of confidentiality contained in an employee's contract of employment, or involvement without authority in any other business activity.
- Abandonment of job for more than 3-days without prior notice to Line Manager and Human Resource Unit.
- Serious breaches of the Company's rules relating to the Company's computers whether or not contained in a computer, internet or email policy.
- Bringing pornographic or otherwise obscene materials into the workplace via any media including, but not limited to, electronic media.
- Making commitments on behalf of the Company without proper authority.
- Any action, whether committed on or off the premises, that is likely to, or does, bring the Company in to disrepute.
- Serious negligence which causes, or might cause, significant loss, damage or injury.
- Verbal or physical behaviour or other conduct towards any other employee, client, supplier or visitor, which amounts to harassment on the ground of the other person's gender, marital status, age, sexual orientation, disability, religion, colour, nationality or race.

Please note that this list is not exhaustive and other offences of a similar gravity will result in instant dismissal

### **Offenses and Disciplinary Steps**

Employees involved in misconduct or inappropriate behaviour will face disciplinary actions in accordance with the

following standards

Summary Dismissal for First Offense:

Management regards these offences as gross/ serious misconducts

- i. Theft, fraud or embezzlement
- ii. Physical assault of another employee (fighting) during work hours or on company/ client premises
- iii. Possession of a dangerous weapon in the work place
- iv. Possession of alcoholic beverages or controlled substances in the workplace
- v. Falsification of records
- vi. Serious safety violation
- vii. Sexual harassment
- viii. Willful serious damage to company property
- ix. Willful breach of agreement or trust
- x. Acts of corruption or attempts at corrupting others
- xi. Alteration to structures and fixtures without due approval
- xii. Persistent refusal to comply with company rules, regulations and ethics
- xiii. Engagement in a trade in direct/ indirect competition with the company, in conflict with the interest of the company or detrimental to the efficiency of the employee

Suspension for First Offence.

- i. Reporting to work under the influence of alcohol or controlled substances
- ii. Use of abusive or threatening language to constituted authorities
- iii. Refusal to obey direct order from constituted authorities (insubordination)

Warning for First Offence

- i. Negligence of duty
- ii. Excessive unscheduled absences or lateness
- iii. Failure to maintain work standards or safety violations
- iv. Leaving work without permission
- v. Dress code violations
- vi. Sleeping on the job

HR will conduct an objective investigation, which will include the opportunity for erring employees to explain or defend their actions. For acts/ conducts regarded as gross misconduct, CMSL may find it necessary to dismiss the employee at first offense.

However for most rule violations as well as poor performance, the following steps will apply:

### 1. Counseling

In most incidents of misconduct or poor performance, the supervisor shall meet with the erring employee to discuss the inappropriate behaviour or performance problem. The supervisor shall counsel the employee on the workplace rules, regulations and ethics. In addition, supervisor shall identify competence development interventions for subordinates with performance problems. Issues of counseling should be referred to the Head, Corporate Services for assistance.

### 2. Verbal/ Oral Warning

Where the offense is of a more serious nature or where counseling has not achieved a desired effect, the supervisor may issue an oral warning to the employee. This warning shall describe the problem, specify the improvement areas, establish a timeframe for improvement and advise that the warning constitutes the first stage of the disciplinary procedure as well as the consequences of further offences. The supervisor shall take note of the date and subject of the verbal warning.

### 3. Written Warning/ Query

Where the offence is of a very serious nature or where verbal warning has not achieved the desired effect, the supervisor shall issue a written warning/ query to the employee copying HR. The written query shall describe the problem, specify the improvement areas, establish a new timeframe for improvement, demand an explanation why employee should not be disciplined and advise that the written query constitutes the second stage of the disciplinary procedure as well as the consequences of further offences.

The employee must respond in writing to the written query within two (2) days of receiving the query and copy HR. The written query shall cease to be of effect if the employee so queried has responded in a satisfactory manner and shall be so advised by the supervisor.

A copy of the query shall be placed in the employee's personal file and remain in the file for one (1) year. If at the end of one year, the employee improved upon the queried conduct and has incurred no additional disciplinary reprimands, the warning shall be removed from the file and shall not be used as a basis for further employment decisions.

### 4. Suspension

Where a first written warning has not achieved the desired improvement within the time period, the employee will be issued with a second written warning and suspended without pay (suspension shall range from 3 to 10 days). Notices of suspension shall be placed in employees' personnel file and remain there indefinitely.

### 5. Termination

In the event that suspension does not achieve the desired effect and with two live warning on file, a third offense in which the employee is confirmed culpable will warrant the termination of the employee's appointment

**6. Appeals** The employee has the right to have a disciplinary decision reviewed. Any such appeal should be made to the superior who took the decision and if necessary to management.

## Grievance Procedure

### **Step 1:**

An employee with a grievance shall in the first instance raise it verbally with his/ her immediate supervisor, present the evidence and names of witnesses where necessary. The employee may bring in a fellow employee who is familiar with the facts to the meeting.

The supervisor shall conduct an investigation; interview identified witnesses and endeavour to resolve the grievance within three (3) working days.

### **Step 2:**

If the grievance remains unresolved after the three-day period or the employee is unsatisfied with the response obtained, the employee shall raise the grievance in writing to the Head of Unit within 3 days of receiving a response from the immediate supervisor.

The Head of Unit must meet with the employee within three days of receiving the complaint to discuss the issue after which he/she shall conduct an investigation, interview identified witnesses and endeavour to resolve grievance within three (3) working days. The Head of Unit shall respond to the employee's grievance in writing.

### **Step 3:**

If the grievance remains unresolved after the five-day period or the employee is unsatisfied with the response obtained from the head of division, the employee shall forward the original written complaint and the head of division's response to the head of HR within three (3) days of receiving the response.

The head of HR shall meet with the employee within three days of receiving the complaint to discuss the issue after which he/she shall conduct an investigation, interview identified witnesses and endeavour to resolve grievance within three (3) working days. The head of HR shall also respond to the employee's grievance in writing.

### **Step 4:**

If the grievance remains unresolved after the three-day period or the employee is unsatisfied with the response obtained from the head of HR, the employee may request for the review of the Head of HR's decision by the Executive Director. The Executive Director shall review the documents and meet with the employee as soon as practical and issue the final decision which should be endorsed by the Managing Director.

# **C**ONFLICT OF INTEREST



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Connect Marketing Services is committed to the highest form of integrity in business. It has therefore established this document as a policy of intent.

Employees, wherever they may be, are expected to conduct their operations in a lawful manner and in a manner which is consistent with the highest ethical standards prevailing in the communities in which the company operates. Our development efforts must be spread out so as to bring maximum benefit to the people of this country. Our books and records must be kept in a complete and accurate manner. The maintenance of the highest reputation for integrity is essential and is not in any circumstances to be sacrificed for the sake of results

The company will not permit and has never permitted conflicts of interest on the part of its officers or employees. Accordingly, no officer or employee shall knowingly become involved in a conflict of interest, or upon discovery thereof, allow such a conflict to continue. Moreover, there will be situations which, while perhaps justifiable, involve the appearance of a conflict of interest and they should be carefully weighed.

Generally speaking, any direct or indirect interest in connection with, or benefit from any outside activities, especially commercial activities, which interest might in any way adversely affect the Company or any of its agencies or bodies, involve a possible conflict of interest.

To present an exhaustive list of actions or interests which would constitute a "conflict of interest" is virtually impossible. It is important, therefore, that any officer or employee should report immediately in writing to his or her supervisor any facts which might involve the slightest possibility or appearance of a conflict of interest. No new commitments with a potential of this nature, particularly those coming within the provisions of paragraphs 1 to 6 below, should be undertaken without prior approval from management. The supervisor in turn should forward the report through regular channels to the General Manager who will arrange for a determination. The Company recognizes that there are many borderline situations. It intends to approach each case objectively, giving full recognition to the attendant circumstances.

In some instances, full disclosure of the facts by the officer or employee is all that is necessary to enable the company to protect its interests. In some others, if no improper motivation appears to exist and the company's interests have not suffered, prompt elimination of the outside interest will suffice. Should the company find, however, that an inexcusable violation of company's policy is involved, more drastic action will be taken. This may involve termination of employment, a requirement that the officer or employee pay over to the Company any profit he or she may have realized, or reimburse the company for any damage it may have suffered. The company's determination as to whether or not a conflict of interest exists shall be conclusive. It reserves the right to take such action as, in its judgment, will end the conflict.

Circumstances in which a conflict of interest on the part of an officer or employee would or might arise (and

should be reported immediately to management) include, but are not limited to the following:

1. Involvement with Suppliers or Vendors
  - a. Ownership of a material interest in any client, supplier or other
  - b. Acting in any capacity – including Director, Officer, Partner, Consultant, Employee, Distributor, Agent or the like – for clients or suppliers with which the Company does business.
  - c. Acceptance, directly or indirectly of indirectly of payments, services or loans from a supplier or client with which the Company does business. The foregoing shall be deemed to include gifts, trips and entertainment
2. Use of such information or facilities in a manner which will be detrimental to the Company's interest, e.g. utilization for one's own benefit of know-how or disclosure or other misuse of confidential or unpublished information of any kind obtained through an individual's connection with the Company.
3. Ownership of acquisition of any property or interest direct or indirectly, of any business
4. Interest in position with competitor or ownership

## CONFIDENTIALITY

The protection of confidential business information and trade secrets are vital to the interests and success of Connect Marketing Services. Such confidential information includes, but is not limited to, the following examples:

- Compensation Data
- Computer processes
- Pending projects and proposals
- Proprietary tools
- Clients lists
- Financial Information
- Research & Development strategies
- Marketing strategies
- New material research
- Any other document that may be deem as so

All employees are required to sign a non-disclosure agreement as a condition of employment. Employees who disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment and legal action if they actually do not benefit from the disclosed information.

# **E**MPLOYMENT RELATED POLICIES



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### **Equal employment opportunity Statement**

CMSL is an equal opportunity employer. As such, it does not discriminate on the basis of race, colour, ethnicity, nationality, gender, religion, age or physical disabilities. CMSL's staff recruitment, Promotion and reward processes are designed without bias for equal opportunity and fairness. Any Person who believes that his or her employment with CMSL has been adversely affected as a result of any of the characteristics listed above is invited to lodge such complaint in writing directly to the Head of Human Resources.

### **Health & Safety**

As a part of CMSL's commitment to the health, safety and welfare of its employee, smoking is prohibited within company premises and client sites

CMSL believes that illegal drugs and the abuse of alcohol have no place in the workplace, as such strictly prohibits manufacture, distribution, dispensing, possession, or use of controlled substances or alcohol within its premises or client sites

### **Smoking Policy**

CMSL is committed to maintaining a totally smoke-free environment. No smoking of any kind will be permitted in the buildings, lavatories, premises, or parking lots. Employees who want to smoke during work hours must leave company premises during designated break (i.e. lunch time).

### **Alcohol & drugs**

CMSL recognizes that alcohol and controlled substance abuse impedes the productivity and efficiency of employees as well as possess a health and safety threat to other employees, visitors, clients and members of the public. To this effect, employees must notify HR of any violation of this policy.

Since CMSL has special concerns about alcohol abuse, the following rules will be strictly enforced;

- Consumption or possession of alcoholic beverages on CMSL premises, is prohibited
- Employees who drive motor vehicle as a part of their work can be removed from their positions if they are found to have been driving under the influence of alcohol, whether on duty or off duty

Violation of this policy will warrant consequences up to and including termination of employment.

### **Professional Membership Fees Policy**

The company shall encourage its entire staff to join relevant and recognized professional bodies for the updating of their professional knowledge. The company's position on

professional membership for different cadre of staff in the company is as stated below:

**Executive Directors**

- a. Decision for payment of annual professional fees at this level is left to the board.
- b. Reimbursement of professional examination is made after successful completion of each stage of the examination.

**Directors**

- a. The company pays for professional body(ies) membership fee(s) per annum for staff under this cadre to a maximum of N20,000.00 (Twenty Thousand Naira Only)
- b. Reimbursement of professional examination fees is made to staff after successful completion of each stage of the examination.

**Management Trainees - Managers:**

- a. Reimbursement of professional examination is made to the staff after successful completion of each stage of the examination.

**Interest/ Email Usage Policy**

This Internet Use policy is designed to help employees understand management's expectations for granting employees access to the internet and to help employees to use company's resources wisely. While a direct connection to the Internet offers a variety of benefits to the Company, it can also expose the company's data and systems to some significant risks if appropriate security measures are not employed.

Unnecessary Internet traffic causes network and server congestion. It slows down other users, takes time away from work and ties up resources that use the internet as backbone, e.g. e-mail. Unlawful Internet usage may expose the company and/or the individual user to significant legal liabilities. Therefore to control and manage internet resources for better work efficiency and reduced exposure to digital threats, Internet usage will be guided by the following policies.

Access to the internet for the Executive cadre and below will be between the hours of **8:30am – 5:30pm Mondays through Fridays**; During this period, employees are expected to transact strictly official duties

Managers and above will have 24hrs access to the internet on their Laptops and devices.

Internet access via the company computers and networks is considered company property; the company therefore monitors the use of such property at any time. Use of the Internet as described below is **strictly prohibited**:

- Viewing or distributing obscene, pornographic, profane, or sexually oriented material.
- Violating laws, rules and regulations prohibiting sexual harassment.
- Encouraging the use of controlled substances for criminal or illegal purposes.
- Engaging in any activities for personal gain at a risk to the company
- Obtaining or distributing copyrighted information without permission.
- Obtaining and distributing advertisements for commercial enterprises, including but not limited to, goods services, or property.

- Violating or infringing upon the rights of others.
- Conducting business unauthorized by the company
- Obtaining or distributing incendiary statements which might incite violence or describe or promote the use of weapons.
- Obtaining or exchanging proprietary information, trade secrets, or any other privileged, confidential, or sensitive information that is not authorized.
- Engaging in any political activity prohibited by law.
- Using the system for any illegal purpose.
- Downloading of all attachments that are not official in nature (jokes, video clips etc) are forbidden.
- Download of pictures, desktops, screensavers etc of whatever nature is prohibited.

These measures, as stated above, not only save precious company time and bandwidth but also serve to guarantee a more pleasant work environment while safeguarding the company and its employees from legal suits. If however an unauthorized staff has real needs for a service, the company is committed to providing it.

### **Maintenance/Care/Loss of Company property**

Employees should take particular care to secure company assets such as cars, PCs and laptop computers, digital camera, merchandise etc. Employees must report theft of company asset while in their possession to HR and the police.

While in transit between the CMSL office and Employee's home, laptops must be locked in locations where it will not be easily visible and/ or stolen. Company property in the Employee's possession must not be left in the Employee's car at any time other than during transit.

Penalties will be imposed on employees whose actions result in asset loss as follows

#### **Items**

Insured Assets  
asset  
Uninsured Assets  
asset

#### **Penalty**

100% of the net book value of the  
100% of the net book value of the

## Types of Leaves

### Leave & Vacation

#### Annual Leave

Leave is a recognized period of rest from work, which prepares the employee for better service. An employee who has completed twelve months of continuous employment, and whose employment has been confirmed shall be entitled to paid leave as enjoyed by employees of all levels. The leave year is defined as the period of employment anniversary.

Leave entitlement will be granted according to the following schedule:

Senior Management (MD/Executive Director)	24 working days
Account Director – Account Executive	24 working days
Management Trainee - Executive	24 working days
Junior Administrative Staff	15 working days

#### Maternity Leave

Confirmed female staffs that become pregnant may apply for leave of absence for maternity purposes. Maternity leave up to a maximum of 12 weeks will be granted to female employees and will enjoy full salary. Maternity leave consists of pre-natal leave of not more than six weeks and also a post-natal leave of not more than six weeks. In applying for maternity leave an employee must:

- Produce a medical certificate signed by a qualified, registered medical practitioner stating that their confinement is expected to take place within 6 weeks that is the expected date of delivery.
- Have been in the employment of the company for at least twelve months.
- Apply for maternity leave within 1 week of the date of that certificate.

A nursing mother will be permitted to close 1 hour before the normal closing time for a maximum period of 3 months following the end of postnatal maternity leave. This time-off period shall not exceed three months after the maternity leave. A confirmed pregnant employee will not enjoy annual leave and maternity leave in the same year. Disciplinary proceedings against an expectant mother during her confinement shall be put on hold until the end of the maternity leave. If an employee has not taken her annual leave for the year, her leave entitlement shall be deemed to be part of the 12 weeks maternity leave. However, where she had already taken her annual leave, total number of days already taken would be deducted from her maternity leave. Employees would have their normal salaries and benefits including leave allowance paid during the period of leave.

#### Paternity Leave

Employees, who have spent at least one year with the company, wishing to apply for paternity leave shall submit, to HR via their line manager, a written notification with a medical report indicating expected delivery date.

Male employees who have not completed the requisite number of months will be entitled to paternity leave on a pro rata basis. This leave must however be taken within 2 months of the child's birth.

Paternity leave shall be for maximum of 5 days and application cannot be granted to an employee more than once in eighteen months.

#### **Casual/Compassionate Leave**

The company recognizes that from time to time you may need a few days off to deal with important personal obligations. Casual leave may be granted if there is a strong and compelling need for it. If the annual leave for the year has been exhausted, a non-deductible casual leave may be granted. In other cases a deductible casual leave may be granted.

#### **Non-Deductible Compassionate Leave**

This is a paid time-away from work that will not be deducted from your annual leave entitlement. Such leave shall be granted in case of death or illness in your immediate family (i.e. spouse, children, parents-in-law, brothers and sisters). This shall be for a period of 5-days.

#### **Deductible Casual Leave**

This is paid time-away from work that will be deducted from your annual leave entitlement. It may be granted for emergency non-recurring circumstances. The maximum time you can be allowed for either form of casual leave is 10 working days each calendar year at the Company's discretion. Casual leave cannot be accrued for the future and shall not be regarded as an entitlement that must be exhausted annually.

#### **Examination Leave**

Staff will be allowed time-off from work to attend examinations, provided you have sought prior permission. If the examination is directly relevant to both your self-development and your career with the company, the time-off may be considered non-deductible. The company will at its discretion, grant examination leave with pay to employees who have been accepted for examination aimed at improving their competence, provided application is made in good time. A copy of the timetable is to be attached to the application.

In either case, a maximum of 5 working days per calendar year will be granted for examination purposes. If you require extra days beyond this, the granting of such will be at the company's discretion and will be treated as deductible time-off.

The company reserves the right to refuse such leave with pay, if in its opinion the examination is not for qualification that will benefit the employee's work with the company.

#### **Study Leave**

Where the company identifies a suitable training programme for an employee, the programme will be undertaken with full pay to the employee and the company will also be responsible for his expenses while on the course. Where an employee secures an admission on his own, his application will be considered on merit, taking account of the company's manpower development programme provided such employee has spent not less than three years service with the company and the course of study is job related. While on study leave with pay, an employee will maintain his last salary prior to the commencement of his course. An employee on study leave without pay can only be reabsorbed subject to the availability of vacancy. \* The **company may not grant a staff's application where we already have a staff on study leave\***

Employee on study leave with pay shall forfeit their entitlements to housing allowance, transport allowance, leave and leave allowance. Management may consider medical facilities to his/her family.

## Additional Employment

Employees shall not work, in any capacity, for any of CMSL's suppliers, partners, contractors, customers or competitors while still in employment by CMSL and up to 6 months after.

### Withdrawal of Service

- CMSL recognizes that employment relationship can be severed as a result of a voluntary or involuntary action by either the employee or itself. To this effect employees may leave company employment in any of the following manners: resignation, retirement, death, dismissal, redundancy
- Employees shall be required to give notice of their intention to leave or payment in lieu of such notices. However, at management's discretion an employee may be allowed to leave without working out his notice. Employees shall provide a signed notification of their intention to leave to their Line Manager who shall inform HR.
- In a similar manner, for confirmed staff, CMSL shall terminate employment by giving due notice or payment in lieu of such notices. Such notices shall be in writing and signed by HR and the Head, and the MD
- CMSL shall dismiss employees involved in any conduct likely to endanger the lives or/ and safety of other employees or company property as well as any offence considered to be a serious misconduct. These employees shall receive neither advance notice nor pay in lieu of notice, and shall not be entitled to severance pay.
- In the event of the death of an employee, the employment shall be deemed to have terminated on the date of the death. All stipulated payments and entitlements shall be paid to designated beneficiaries as stipulated in the *"Employee Information Form"*
- HR and the employee's Division Head shall conduct separate exit interviews for employees leaving CMSL employment except those summarily dismissed. An interview form shall be completed and shall form part of the employee's records
- Employees leaving the organisation's employment shall return/ submit all property belonging to the employer before or on their last day at work. CMSL reserves the right to withhold final wages or severance pay until all property has been returned
- CMSL shall as a policy provide employment references to employees discharged upon request

- Employees receiving unsatisfactory performance ratings despite the application of Performance improvement interventions shall have their employment terminated after the communicated duration. Also new employees receiving unsatisfactory performance rating during probation and probation extension shall have their provisional offer of employment withdrawn.
- Employees who fail to show up for work for 3 days without due notice to the organization shall be deemed to have voluntarily resigned without notice



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# STAFF WELFARE



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## Loan & Advances

In conjunction with Stanbic IBTC Bank employee's can access different types of loan from the banks.

These are as follow;

1. Unsecured Loan
2. Home Loan
3. Vehicle Acquisition Financing
4. Salary Advance

Conditions for granting of loans by the bank are as follows:

1. Earn a minimum monthly net income of N20,000
2. Minimum work history of 12months
3. Irrevocable domiciliation of salary to Stanbic IBTC Bank, endorsed by Employer
4. Domiciliation of salary account with Stanbic IBTC Bank
5. Introduction/Confirmation of employment and current status by the Employer
6. Confirmation of existing financial obligations (if any) to other lenders
7. Six (6) months account statement (for non-Stanbic IBTC customers)
8. Recent 3-month pay slip
9. 48 months repayment
10. The employee shall however, be required to provide a guarantor who shall be a confirmed senior employee from the level of a Manager upwards.

In addition to conditions that may be attached to individual loans, the over-riding conditions for granting of any loan by the company is as follows:

- a. The employee's appointment must have been confirmed.
- b. Monthly loan servicing should not exceed one third of the employee's monthly take-home pay.
- c. A staff servicing a loan cannot be granted another loan until the previous is liquidated.

# LEAVING PROCEDURES



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### Employee Exit

Employee exits are either voluntary or involuntary. Voluntary exits are those initiated by the employee, and may either be by resignation, retirement etc.,

For resignation, the company requires standard resignation notice or payment in lieu of notice as stipulated in the staff employment letter. Termination of appointment requires similar notice or payment in lieu.

In case of retirement, the company must give at least six months notice to any employee who is due for retirement.

Any staff leaving the services of the company must hand-over all the company's properties in his/her possession, including the staff Identity card to the Personnel & Admin Unit.

Please note that ONLY staff that leaves the organization within the dictates of the company's rules and regulations satisfying all job handover requirements in the process will be allowed to come into the organization freely up to the reception and meeting room area, where he/she will be attended to. Where disengagement is otherwise, affected staff member will not be allowed into the company's premises.

#### Cadre

#### Notice Period

MD – Business Director

3-months

Account Director – Account Executive

1-months

Management Trainee`

2-weeks

Contract Staff

2-weeks

#### **Payment in lieu**

Payments in lieu of notices shall be on the basis of employees' gross monthly salaries.

Employees leaving the organizations employment without due notice may have the payment in lieu of notice deducted from their final entitlements where sufficient balance exist. Where insufficient balance exists, employee shall make the amounts available in cash or cheque. Where CMSL terminates an employee's appointment without due notice, payment in lieu of notice shall be payable along with employee entitlements.

#### **Exit Interview**

Exit interviews shall be conducted for staff that resign/ retire. The exit interview shall cover information concerning the employee's reason for leaving, the positive/ negative aspects of his/ her work experience and suggestions for improvement.

The exit interview will serve to determine means of improving working conditions and providing the opportunity for future cordial relationships with employee. All exit interview report shall be kept by the HR Unit.

### Termination

CMSL reserves the right to terminate the employment of its employees at its discretion for any cause (refer to disciplinary policies), including

- i. misconducts of a persistent nature
- ii. persistent poor performance

**Dismissal**

Dismissal shall refer to termination of employment for serious/ gross misconduct.

The dismissal shall be with

immediate effect with no notice or payment in lieu of notice and no severance



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## EMPLOYEE STATEMENT OF COMMITMENT

I have read the statement of policy of **Connect Marketing Services** regarding Conflicts of Interest.

I certify that, to the best of my knowledge and belief, during the period of my employment:

1. I have not been nor am I now involved in any situation which should be reported to management pursuant to the statement of policy, except such situation or situations as have already been reported by me to management in writing, and
2. I have not used and will not use any company facilities or information obtained from the company in a manner detrimental to the company, nor have I made and I will not make any unauthorized disclosure of confidential or unpublished information or documents obtained through my connection with the company.

I understand the policy requires that I report in advance to my supervisor any proposed new commitment on my part which might involve me in a conflict of interest of the kind set forth in the policy.

I also understand that the company's determination as to whether or not a conflict of interest exists shall be conclusive.

Finally, I understand the possible consequences set forth in the policy of any failure on my part to comply therewith, including termination of employment and or reimbursement to the company for any damage it may have suffered.

I have read Connect Marketing Services' Statement of Policy on Ethics.

I understand the Policy, its implications, and the possible consequences to Connect Marketing Services of any failure on my part to comply with the policy.

I agree to abide by Connect Marketing Services' policy on Ethics.

\_\_\_\_\_  
Employee's Name, Signature & Date

Detach this part and submit to HR Unit.

