



CENTER FOR INTEGRATED HEALTH PROGRAMS (CIHP)

Employee Policy & Procedure Manual

March, 2016

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I. CIHP INTRODUCTION

The Center for Integrated Health Programs (CIHP) is a leading non-governmental, non-profit organization that promotes better healthcare for all through the creation of strong and sustainable health systems. CIHP will focus on clinical services, infrastructure, equipment/technology and human resources strengthening to sustain ICAP achievements and successes in service delivery, monitoring, evaluation, and training/education in Nigeria.

The establishment of CIHP became necessary due to current global orientation towards the orderly transition of funding and program implementation responsibilities to indigenous organizations. This is aimed at increasing funding effectiveness and strengthening/maturing of local talent for the adequate provision of quality technical assistance for healthcare and development in Nigeria.

The transfer of responsibility for significant portions of the scope of work of the International Center for AIDS Care and Treatment Programs (ICAP) to the Center for Integrated Health Programs (CIHP) is in line with the United States government directive to implementing partners in Nigeria to build the capacity of indigenous non-governmental organizations to become prime US Government contractors. CIHP currently has its headquarters in Abuja and field offices in Nigeria.

1. Vision

CIHP's vision is to be an innovative leader transforming lives through partnerships for improved health and development systems.

The organization brings together a team of committed individuals using their collective learning and experiences, innovativeness and passion for excellence to deliver equitable, quality, cost effective and integrated public health interventions through sustainable partnerships. The above mission of CIHP aligns with Nigeria's goal of universal health care to reduce the morbidity and mortality rates due to communicable diseases to the barest minimum; reverse the increasing prevalence of non-communicable diseases; meet global targets on the elimination and eradication of diseases; and significantly increase the life expectancy and quality of life of Nigerians.

2. Core Values

CIHP's core values include commitment, innovative leadership, honesty and integrity, and partnerships. A few of the core objectives of CIHP include planning, implementation, and evaluation of effective, evidence based prevention, care and treatment interventions for HIV/AIDS, tuberculosis, malaria and other related emerging chronic and contagious diseases; advising and /or complementing the role of governments at federal, state and local levels on health policy issues, particularly access and equity issues for low-income and disadvantaged groups; and supporting any initiatives, programs or activities that will build an effective and integrated health system encompassing health care and the underlying determinants of health, which is responsive to national and local priorities.

3. Organizational Structure

CIHP's organizational structure is designed to align seamlessly with the outlined goals and core functional areas and organizational units. These include Grants management; Financial Management and Compliance; Management Support Services, Program Implementation, Program Support and State

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Coordination Units in addition to Strategic Information and Research. This structure enables the organization to be staffed by highly experienced professionals with significant expertise in each of the functional units. As a leading technical assistance organization and resource center, comprehensive training and capacity building initiatives will be offered to individuals and organizations over time, as a source of income generation thanks to CIHP's ability to design customized capacity building programs in response to demands of potential client organizations in areas of core competence.

II. EMPLOYEE POLICY MANUAL PURPOSE

1. The purpose of the CIHP Employee Policy and Procedure Manual is to state the rights and responsibilities of the employer, and the employee. The manual also contains the robust listing of benefits offered by CIHP as part of their strategy to recruit and retain the highest quality workforce. This document shall be the basic policy document to define the relationship between the employee and the employer, and will guide employer-employee relations. It is used in combination with the specific job descriptions, individual letters of hire, and other written policies and governed by the labor laws of Nigeria. A copy of this manual is provided to each employee. Each employee is required, upon receipt of this manual, to complete the attached acknowledgement form which confirms that the staff has read and understood the manual and undertake to comply with all the provisions of the manual. The acknowledgement form should be returned to the Director, Management Support Services. This compliance document shall be filed in individual Employee folders.

In certain instances where a specific written policy or procedures guiding a particular scenario does not exist in the Standard Operating Procedures, the CIHP Employee Policy & Procedure Manual will take precedence. The Employee Policy Manual held by the Director, Management Support Services will be the controlling document should there be any disputes regarding different versions of the document that may exist.

Center for Integrated Health Programs Nigeria shall hereinafter be referred to as CIHP.

Policy updates will be inserted into the manual on the recommendations of CIHP leadership as they occur and are approved by the Chief Executive Officer. Any such changes will be distributed by email to all staff and a hard copy retained by the Director, Management Support Services. A total revision of the manual will be done within five years from the date of approval by CIHP Leadership.

Nigerian Labor Law will govern any provision not detailed in this manual

2. Employment

The information contained in this Manual applies to all employees of CIHP. Following the policies described in this Manual is considered a requirement for continued employment. However, nothing in this Manual alters an employee's status. The Manual is a summary of our policies, which are presented here only as a matter of information. While we hope that our employment relationship will be mutually rewarding, this Policy and Procedure Manual should not be construed and does not constitute a contract of employment nor is any person hired guaranteed of employment for any specific duration other than what is

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contained in the most recent letter of hire or employment contract (please refer see letter of hire or employment contract), and either the employee or the employer can end this relationship at any time. In certain specific instances where there is a conflict between what is contained in this manual and the letter of employment, the letter of employment will take precedence. Employees of CIHP are responsible for reading, understanding, and complying with the provisions of this Manual. Our objective is to provide you with a work environment that is conducive to both personal and professional growth.

3. Changes in Policy

This Policy and Procedure Manual supersedes all previous employee manuals and memos that may have been issued from time to time on subjects covered in this Manual.

However, since our business and our organization are subject to change, we reserve the right to interpret, change, suspend, cancel, or dispute with or without notice all or any part of our policies, procedures, and benefits at any time. We will notify all employees of these changes. Changes will be effective on the dates determined by CIHP, and after those dates all superseded policies will be null.

No individual supervisor, manager or director has the authority to change policies at any time. If you are uncertain about any policy or procedure, speak with your direct supervisor. Management reserves the right to modify, alter or delete policies contained in this manual with due notice including, but not limited to, policies on discipline or termination of employment.

4. Ruling Authority

As stated in the purpose above, the policies in this manual have been written taking into account the following ruling authorities:

- Laws of Nigeria
- Donor regulations

The terms and conditions of service are written in the official language of Nigeria, English.

The Chief Executive Officer will render a final decision in the event of a contradiction or gaps between this Manual and any other document.

5. Equal Opportunity Employer

CIHP is an equal opportunity employer. It does not discriminate against employees or applicants for employment on the basis of race, color, sex, gender, religion, creed, national and ethnic origin, age, citizenship, status as a perceived or actual victim of domestic violence, disability, marital status, sexual orientation, or any other legally protected status.

6. Employment Applications

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We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

III. EMPLOYMENT STATUS

1. Full Time Employees

A full time employee works the standard 8 hour workday, Monday through Friday, with a 1 hour lunch break for a total of 40 hours per week (resumption time is 8.00am and closing time is 5.00pm). Employees who, for personal reasons, must adjust the time of their workweek may do so at the discretion of the Supervisor in consultation with and approval from the Chief Executive Officer. Full-time employees are eligible for paid holiday, sick, and vacation time and the complete employee benefits package.

2. Short Term Hires:

Short Term Hires include those whose performances are being evaluated to determine whether further employment in a specific position or with the company is appropriate, or individuals who are hired as interim replacements to assist in the completion of a specific project or for vacation relief. Employment beyond any initially stated period does not in any way imply a change in employment status. Short Term Hires retain that status until they are notified of a change. They are not eligible for any of the company's benefit programs and are paid on the agreed daily rates for actual days worked.

Short term hires are usually engaged for a maximum period of 3 months and renewable once for another 3 months period, subject to performance as will be recommended by the supervisor in a performance appraisal form, stating task and level of achievement within the first three (3) months period. Upon completion of 6 months, CIHP must determine if the gap being filled by the short term hire still exists. If it is determined that the gap still exists, a fresh process is initiated to fill the gap. The previous candidate may be considered to fill the short term position. Otherwise upon completion of 6 months, the contract terms and conditions expire and the individual ceases to occupy such position.

CIHP can terminate the short term hire contract by giving two (2) working days notice to the employee or payment for 2 days in lieu of notice.

3. Volunteers

CIHP may engage volunteers from time to time to assist in project activities at the central and field office levels. At the discretion of the Chief Executive Officer, and with funding availability, such volunteers maybe paid stipends to cover transportation and feeding costs while engaged with CIHP. Volunteers are not eligible for any of CIHP's benefit programs. Volunteers who wish to become employees of CIHP will go through the normal recruitment process in order to be absorbed where vacancies become available.

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4. Consultants

Consultants may be hired on a daily basis or project basis for a specific task and specific duration. A Consultant Agreement Letter (See Appendix: Consultant Agreement Letter) must be approved and exchanged in advance, detailing the consultant's scope of work and specifying the maximum number of approved days and daily rate of pay. Consultants receive no additional benefits and are *not* considered employees of CIHP.

IV. RECRUITMENT AND PROBATIONARY PROCESS

1. Non-Discrimination

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CIHP will be based on merit, qualifications, and abilities. CIHP does not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age or disability. CIHP is committed to an environment that is conducive to the advancement of opportunities for women.

CIHP will make reasonable accommodations for qualified individuals with known disabilities as long as essential job functions can be performed, unless doing so would result in undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, including termination of employment.

2. Recruitment

As an equal opportunity employer, CIHP will normally advertise new or vacant positions in one or more Nigerian newspaper(s), relevant networks and/or through appropriate websites. Application for employment is open to any qualified Nigerian citizen and permanent resident within the legal working ages of between 18 and 65 years. Depending on the position and special circumstances, other recruitment methods may be utilized, such as internal job postings solely, head hunting, public announcements, professional Employee recruitment agents, and existing databases of previous applicants or previous employees.

A Job Description or Position Summary shall be included in each staff member's Letter of Hire. (See *Appendix: Sample Hire Letter*). The Hire Letter will include the following:

- Position title
- Grant
- Place of Employment

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- Complete position description
- Starting salary and currency
- Complete compensation package
- Title of Supervisor
- Start date
- Requirement of acceptance of offer
- Requirement of acceptance of Employee Policy & Procedure Manual
- Signature of hiring authority
- Signature of employee

The employee will effectively carry out the tasks assigned to him/her by the designated supervisor or representatives and will observe all regulations governing the program. Employees should note that functions and job responsibilities may change during the program life and CIHP has the right to make such changes with little or no notice.

3. New Employee Orientation

Orientation is a formal welcoming process that is designed to ensure the new employee is informed about the company, and prepared for their position. New employee orientation is conducted by a representative of the Human Resources unit, and includes an overview of CIHP history, an explanation of the company core values, vision, and mission; and organizational goals and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues, and complete any necessary paperwork.

Employees are presented with all codes, keys, and procedures needed to navigate within the workplace. The Director of MSS or designee then introduces the new hire to staff throughout the company, reviews their job description and scope of position, explains the company's evaluation procedures, and helps the new employee get started on specific functions.

Staff Orientation will be for five (5) days. Two (2) days for general orientation and three (3) days for thematic unit orientation.

4. Medical Examination

In line with the relevant legal requirements, CIHP ensures that all employees are medically fit for employment and that given their medical and personal histories; they will not be exposed to any health risk. The medical examination is designed to determine an applicant's ability to perform his/her job functions and identify any condition/s that may prevent or hinder the applicant from effectively carrying out his/her duties or which may place the individual, colleagues or others at risk.

Once a provisional offer has been made to an applicant and the applicant accepts the offer, a medical examination would be conducted at CIHP's expense by a health professional also of CIHP's choice. Some health conditions may result in the candidate being deemed unfit to undertake a position with CIHP due to potential health risks associated with the position.

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Drivers are required to have full medical examination which will include optical tests, and submit a medical certificate of fitness. This too would be conducted at CIHP's expense.

The expenses connected to the medical examination may be covered with the Health Insurance provided by the organisation.

Medical examination shall be required of all new employees. Issuance of a medical certificate of fitness for employment shall be a condition precedent for confirmation of employment.

5. Probationary Period

The probationary period for regular full-time and regular part-time employees lasts up to 90 days from date of hire. During this time, employees have the opportunity to evaluate our organization as a place to work and management has its first opportunity to evaluate the employee. During this introductory period, both the employee and the organization have the right to terminate employment with two weeks advance notice. Upon satisfactory completion of the probationary period, a 90-day review will be carried out. All employees, regardless of classification or length of service, are expected to meet and maintain standards for job performance and behavior.

The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations.

CIHP will also use this time to evaluate employee capabilities, work habits, behavior and overall performance. Verification of professional certificates will also be conducted upon interim confirmation.

Newly hired staff are considered probationary until the completion of 90 (ninety) days of employment. Start date for probation is the employee's hire date. Either party may terminate employment anytime during the probationary period by giving two weeks' notice or payment in lieu of notice.

While an employee is on probation, she/he will be evaluated on an ongoing basis. It is important for line managers to provide regular feedback to new employees during this probation period through discussions on job tasks, identification of employee strengths and weakness and suggestions on purposeful approaches for meeting performance targets and objectives. The supervisor or line manager is advised to hold a formal performance review meeting with the new staff after the initial six weeks of employment. At the end of 90 days period, a formal evaluation will be conducted and a decision made on whether to confirm the employment contract, extend the probation or terminate the employment contract. Where the employee's performance during the probation period is not satisfactory, the probation period may be extended at the discretion of the Chief Executive Officer subject to a maximum three months extension beyond the initial 90 days. Any extension of probation must be in writing and the reasons for extension documented.

If at the end of the extension period his/ her performance is still not up to the required standard CIHP may terminate his/her employment with 2 weeks written notice.

The end of the probationary period will be signified by a satisfactorily completed performance evaluation and a formal letter of interim confirmation issued to the staff. Final confirmation will only be given to new hires following verification of academic and professional credentials.

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Confirmation of an employee will be signed by the Chief Executive Officer or delegated authority.

V. OFFICE AND WORK SCHEDULE

1. Place of Employment

The place of employment shall be the CIHP Central Office in Abuja or any of the other office locations in Nigeria. The specific location of employment shall be as stipulated in the employment offer letter. However, staff may be reassigned to another place of employment in order to meet changing CIHP requirements.

2. Transfers between CIHP offices

Depending on the operational requirements of CIHP, the employer may exercise the discretion of transferring any staff from one office location to another. Notification of such transfers will be communicated to the staff through a written correspondence signed by the Chief Executive Officer or his/her designate. The consent of the employee would be sought and agreements reached before the transfer is effected.

In the case where a staff has been transferred, CIHP will be responsible for the following:

- Two weeks (14 days) stay in a hotel designated by CIHP in the new location. There shall be no payment in lieu of stay in the hotel.
- Two weeks (14 days) M&I E computed based on the applicable rate for the new location
- The staff will be provided with a lump sum re-imbursement of expenses incurred to move personal effects to the new location not exceeding N50, 000. The actual sum to be paid will be computed based on the prevailing CIHP mileage rates and family size, duly approved by the CEO and subject to availability of funds

The hotel stay may also be extended on a needs basis to newly employed staff at the discretion of the Chief Executive Officer.

3. Working Hours and Lunch Time

Except where otherwise specified, official working hours of operation are from 8:00 am to 5:00 pm, Monday through Friday, with a one-hour lunch break each day, except on holidays. Support staff, such as Secretary/Receptionist, Office Assistant, Driver and any other employees as identified as being needful for CIHP operations may be asked to modify their starting and ending work times or the timing/duration of their lunch break to accommodate the needs of the office.

Standard working hours for drivers is also 40 hours a week, Mondays through Fridays. However they may be required to work extra hours as the occasion demands and paid overtime at the discretion of the Chief Executive Officer. Prior approval must be sought and obtained from the CEO or designee before carrying out any task that will be termed as overtime work.

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Employees are allowed a one-hour lunch break. Lunch breaks generally are taken between the hours of 11 a.m. and 2:00 p.m. on a staggered schedule so that employee absence does not create a challenge for co-workers or clients.

4. Attendance & Tardiness

Regular, punctual attendance is essential for effective performance by both the employee and members of his/her team. Employees are expected to report to work on time and to return from lunch break promptly. An attendance register to record times of reporting and leaving work by all staff is in place to assist Management in assuring good attendance and team performance. Employees are required to maintain their personal time sheet (*See Appendix: Employee Time Sheet*) on a daily basis. The timesheet must be signed by the employee and approved by his or her supervisor at the end of each pay period.

Supervisors are responsible for monitoring the punctuality and attendance of all employees during working hours. Supervisors should ensure that the attendance and absence policy is applied consistently and attendance-related disciplinary actions documented clearly, carefully, and promptly. Attendance problems should be reflected in employee performance evaluations.

There may be occasions, however, when emergencies or other circumstances prevent an employee from reporting to work as scheduled. In such cases, the employee is expected to call his or her supervisor ahead of the reporting time to inform the supervisor of the situation no later than 9.30am if the anticipated delay will prevent the employee from resuming at work in the morning. Any Employee who absents him/herself from work and fails to contact his/her supervisor, or their next level supervisor or the Director, Management Support Services, shall be assumed to have absented him/herself from work without permission and appropriate disciplinary actions will be initiated. Where absence is as result of medical conditions involving the staff or his/her spouse/immediate family members , a record of their absence will be documented and the days taken from their sick leave .Where the staff has used up their available sick time for the year, the days of absence shall be deducted from their annual leave. Upon resumption, the affected staff will be expected to complete the leave application form.

Absences due to ill health for more than 48 hours must be supported by a medical certificate issued by a government certified medical practitioner. Where the staff is absent from work without permission or cause for three consecutive days, he/she shall be considered to have abandoned his/ her position, and progressive disciplinary actions will commence. It is the responsibility of the supervisor to report any absence from duty to the Director, Management Support Services immediately. Salary and allowances will not be paid for the period of absence without permission.

Whenever possible, staff members who are absent should make arrangements to have any critical work assignments covered by someone else, or let the supervisor know what critical tasks are pending and what must be done in their absence.

5. Overtime Policy Statement

CIHP does not expect, require, or encourage any of its employees to work overtime. However, under certain circumstances during times of heavy program activity, the staff may need to remain after hours or come in on weekends to complete an assignment with no additional remuneration. CIHP does not pay any overtime unless exceptionally approved by the Chief Executive Officer.

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Drivers, Cleaners, Stores Assistants and Office Assistants who are required to work over any weekend would be entitled to a transport allowance. This would require prior authorization of the line manager and duly approved by the CEO or Designee and subject to the availability of fund

6. Unscheduled Office Closing

The Chief Executive Officer may officially delay opening, close early, or close the office for the entire day due to unplanned events or circumstances that would prevent employees from safely or effectively or appropriately performing their duties (e.g., inclement weather, sustained power failure, fire, political unrest, national mourning, force majeure etc.) When an office officially closes, employees who were scheduled to work should use code “X” on their timesheets to account for hours not worked. Normal remuneration applies in such instances.

The Chief Executive Officer will inform the funders when unplanned circumstances merit office closure for longer than four hours.

VI. WORKPLACE HIV/AIDS POLICY

1. All CIHP staff are subject to CIHP’s Staff HIV Policy, which prohibits discrimination against those affected by HIV/AIDS and supports the Greater Involvement of People Living with HIV/AIDS (GIPA) principle. The CIHP work place HIV/AIDS policy has the following eight primary components:

- **Non-discrimination statement**
- **No mandatory HIV testing**
- **No denial of employment based on known or assumed HIV status**
- **Reasonable accommodation such as time-off for hospital appointments and drug refills**
- **Safe work environment/universal precautions**
- **Medical confidentiality**
- **No job termination if fit to work**
- **Same opportunities/benefit as other employees**
- **Facilitation of access to government HIV care and treatment programs**

2. CIHP does not discriminate against any qualified individual on the basis of known or assumed HIV/AIDS status. Non-discrimination applies to job applications, hiring, advancement, termination, compensation, or training.

Furthermore, CIHP will treat HIV infection and AIDS the same as other illnesses in terms of all of our employee policies and benefits, including health and life insurance, disability benefits and leaves of absence.

3. Anti –retroviral Drugs: CIHP will help facilitate enrollment for the HIV infected employee or dependents in the National Care and Treatment Program. CIHP will cover ARV drugs for HIV – positive employees and eligible dependents only if the infected person cannot be enrolled in the National Program.

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VII. SALARY COMPENSATION AND INCREASES

1. Salary Rates

CIHP policy is to compensate staff in line with the CIHP Remuneration Policy.

The Remuneration Policy is updated at the discretion of the Board of Trustees/ Board of Directors, and any changes in salary, allowances or benefits are to be made by the Chief Executive Officer based on this remuneration policy and subject to budget availability.

All salaries and employee contracts are stated and paid in Nigeria Naira (NGN) with exceptions for expatriate staff where applicable. Fluctuations in the foreign exchange rates have no bearing on salary rates paid to CIHP local hire employees.

2. Annual Performance Appraisal and Increase

For all regular full time employees of CIHP, their performance will be evaluated according to an ongoing 12-month cycle tied to each fiscal year using the CIHP performance evaluation forms. The completed performance evaluation form must be signed both by the supervisor/line manager and the individual being appraised with a copy retained by the supervisor/line manager and the employee, and a copy sent to the Human Resources unit to be retained in the employee folder.

Annual merit increases will be awarded to eligible staff (based on availability of funds), depending on the result of the performance appraisals process which will be in line with the performance management guidelines approved by CIHP leadership from time to time. Only staff who have spent a minimum of six months within the performance appraisal cycle are eligible to receive a merit increase for that year. Each employee's annual salary may be reviewed at least once each year based on availability of funds. The employee's review date will usually be conducted on or about the anniversary date of employment or the date of the previous compensation review. Such reviews may be conducted more frequently for a newly created position, or based on a recent promotion. Increases will be determined on the basis of performance, adherence to company policies and procedures, and ability to meet or exceed duties per job description and achieve performance goals. In relation to the above, Transport Logistic Assistants who are involved in any car incident or accident within a calendar year shall not be entitled to a performance increase within that year. The purpose and intent of this provision is to encourage the use of defensive driving techniques with the Transport Logistics Team and justify CIHP investment in Defensive Driving trainings and practices in accordance with **Section 13** of the CIHP Vehicle Use & Maintenance Policy.

Any employee who is awarded an overall performance rating of "Did not meet expectations" will have a 3 month Performance Improvement plan drawn up for them by the position supervisor in consultation with Human Resources. This plan will be discussed thoroughly with the employee. At the expiration of the performance improvement plan period and depending on the improvements observed in the 3-month period, a report will be made on the employee's continued employment with CIHP according to the provisions of Section XIV of this manual. Continued inability to meet job expectations beyond the performance improvement plan period will result in termination of employment.

3. Promotion

Owing to the reality that CIHP mainly implements donor funded projects with fixed time duration, there are limited opportunities for promotion within CIHP. However, all positions in the organization will be

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filled by advertisement and interview. Qualified internal candidates will be encouraged to participate in such interviews.

4. Reclassification/Restructuring

Reclassification/Restructuring of positions can occur when a different skill set is needed due to a significant change in job responsibilities. In the case of additional skills needed, CIHP will attempt to provide the employee with training and assistance to obtain the necessary skills needed. In the event that the current employee is unable to cope with the additional job responsibilities, or does not have the required skill set for the position, the staff member may be offered another position if available, or his/her appointment terminated if there are no improvements after the mandatory three months performance improvement period.

5. Salary Advances

Personal salary advances to employees are prohibited by CIHP policy. Employees will not receive advance payments against future salaries. In the rare case that the office feels an exception is warranted, *this requires the explicit approval of the Chief Executive Officer.*

Salary advances are neither a “benefit” nor a “right” of employment; it is for truly exceptional emergency purposes and may not exceed ten per cent (10%) of the employee’s annual basic salary. The advance must be cleared within six months of issuance or by termination of employment, whichever is soonest. The procedures for this exception are available in the CIHP Standard Operation Procedures (SOP) document.

VIII. TIME SHEETS AND PAY PERIOD

Each employee must maintain an accurate, up-to-date timesheet on a daily basis. Each employee should submit a completed monthly timesheet to the Chief Executive Officer or designate who must countersign to indicate review and approval. Traveling staff should complete their timesheet prior to departure. A completed and signed timesheet must be submitted to support corresponding salary payments for that pay period. The time sheet cycle runs from the 21st day of the preceding month to the 20th day of the current month. (*See Appendix: Employee Timesheet*).

Time sheets must be submitted by the 23rd of every month, or the next working day if the 23rd is a weekend or holiday.

Salaries will be paid monthly, on the 25th day of each month. In December, salaries may be paid by the 18th of December.

IX. TAXES

In accordance with Nigerian Tax Laws, each staff member is responsible for payment of Nigerian taxes. The Director of Finance & Sub-contracts will ensure that appropriate Pay As You Earn (PAYE) taxes are deducted at source and calculated based on the applicable tax rates in the state where the employee is located, and paid to the relevant tax authority on a monthly basis. CIHP reserves the right to deduct from source all penalties, costs and damages, suffered as a result of staff providing wrong information or wrong application of tax laws. Tax deducted shall be remitted to the appropriate tax authority by 10th day of the month following the deduction.

X. BENEFITS

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In addition to salaries, CIHP will also provide other benefits to its employees in accordance with requirements of Local Nigerian law and consistent with provisions outlined in the CIHP Remuneration policy.

The frequency of payments of these allowances (monthly, quarterly, annual etc) will be based on fair consideration of employee needs, applicable tax legislation and availability of funds.

1. Home Ownership Grant

In line with the National Housing Policy of the Federal Government of Nigeria on the provision of decent and affordable housing for all Nigerians, CIHP has instituted an employer-assisted housing initiative to encourage all eligible staff members towards owning their own home. CIHP will pay an upfront lump sum to all staff to facilitate this. The payment will be made at the beginning of every program year in October. Eligible staff are all full time employees who have been confirmed and are not undergoing any disciplinary investigation as at the date of eligibility being October 1. The amount payable to staff is determined by the staff members' designation and/ or salary band. Employees who work in the Central Office Abuja will be paid a slightly higher sum to make up for the higher property costs in the FCT.

In the event that an employee disengages from his/her employment with CIHP in the course of a program year, he/she will pay back the unearned portion of the upfront payment made to him/her. Employee will sign an undertaking to refund any unearned portion of the grant before their last day of employment with CIHP in the event of disengagement.

For international hires, provision of accommodation with basic functional furnishings will be provided in lieu of the home ownership grant.

2. Relocation Allowance

For international hires, a provision will be made to cater for movements of personal effects from home country or last place of assignment. Basis of provisions are stated in the Expatriate Manual.

3. Transportation Allowance

A Transportation Allowance is paid to all employees. It varies by the grade of the employee and is paid monthly.

4. Miscellaneous Benefit Allowance

This allowance accounts for miscellaneous benefits including education benefits, loans, payments in kind, and social programs. It varies by the grade of the employee and is paid monthly.

5. Meal Allowance

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This allowance accounts for meals and beverages while at work. It varies by the grade of the employee and is paid monthly.

6. 13th Month payment

Subject to availability of funds and to be determined from time to time by the Chief Executive Officer in accordance with donor policy, a 13th Month payment will be paid at the end of November of each year. The 13th month payment will be equivalent to 25% of gross salary. 13th month payment shall not be prorated. Only confirmed staff members that have spent minimum of one year as at November 30, and are still in employment at the time of payment are qualified for 13th month payment. This is an incentive for retention and loyalty to the organization.

7. Acting Allowance

The Chief Executive Officer reserves the right to approve a staff for acting appointment due to program exigencies pending the completion of recruitment process to fill such position. Any staff that is required to act in higher position shall be entitled to acting allowance. This will be computed based on a maximum 10% of basic salary of such employee. In order to qualify for acting allowance, the acting period/ assignment must be at least four weeks.

8. Health Insurance Cover

Nigerian labor law obligates CIHP to provide comprehensive health care for their employees. Therefore, all full time employees are entitled to medical insurance benefits for themselves and their dependents (current spouse and four biological or legally adopted economically dependent, unmarried children under the age of 21) consistent with the National Health Insurance Scheme (NHIS) guidelines.

All staff are required to take a medical insurance cover from a Health Management Organization (HMO) of their choice and the premium paid will be deducted from the allowable maximum annual medical benefit of N500, 000.00. Any balance after deducting this premium will be used to offset any medical expenses not covered by such a policy.

Balance of the medical benefit after deducting the medical insurance premium will be available to staff and used to meet the medical expenses excluded from, or that are not covered by the Health Insurance cover. This will also include expenses that promote fitness and health of staff. CIHP shall provide first aid and emergency response supplies for the central and state offices' staff at all time. Supplies include basic life support items that can improve or reverse negative prognosis of life threatening events that may occur while staff are in the office before evacuation to medical facility.

Exclusions: No reimbursement will be made for the following categories of medical expenses:

- a. Cosmetic surgery, special nursing care, physical therapy, ambulance service, or psychiatric treatment.
- b. Where the illness or injury is the result of an unlawful action on the part of the employee; the practice of a dangerous sport; excessive or illegal use of alcohol or drugs; or a self-inflicted wound.
- c. Costs paid by a third party or Government/public agency.
- d. Costs already covered by a medical insurance plan.
- e. Expenses incurred after an employee leaves the service of CIHP.

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Disengaged staff are expected to submit their Health Insurance registration cards on their last day of employment with CIHP.

9. Hazard Allowance:

In the course of program implementation, CIHP Staff may be exposed to several hazardous and risky circumstances especially in remote communities in the states that CIHP programs are implemented. Cases of security risk issues across the country such as kidnapping, insurgencies and herdsmen activities are common occurrences in Nigeria. This hazard allowance is to serve as an additional incentive to staff members to mitigate these peculiar risks staff are exposed to in the course of duties and can buy additional insurance. CIHP shall pay its staff a Hazard allowance which will be a range from 20% to 25% of the annual basic salary of staff subject to funds availability annually. This allowance is payable to staff who are on board as at 30th of June of every year. This allowance shall not be shall not be prorated at any time.

10. Cost of Living Allowance (COLA)

In view of inflationary trends in the country and its attendant effects on costs of living, CIHP will pay an annual Cost of Living Salary Allowance (COLA) to mitigate the effects of the inflation on staff. Fixing the rate to be applied in any given year will be guided by data on Consumer Price Index published by the National Bureau of Statistics. The approved rate to be paid should not exceed 25% of Annual basic salary, and it will be paid annually in April. The COLA will be prorated for staff who are employed in the course of the year. Payment of COLA is subject to availability of funds.

11. Employee's Compensation Act:

Without prejudice to the provisions of the Group Life and Group Personal Accident Insurance, CIHP shall pay a sum equivalent to 1% of each employee's total emolument to the Nigeria Social Insurance Trust Fund in accordance with the statutory stipulations of the Employees' Compensation Act 2010. This provision is a social insurance that specifically covers injuries, disabilities and death arising as a result of, and in the course of duty. All cases of injury or disabling occupational diseases within the scope of the Act must be reported immediately to CIHP and ultimately to the Nigeria Social Insurance Trust Fund Management Board within 14 days of the occurrence. The NSITF Management Board has the responsibility for processing and implementation of claims under the Act.

12. End of Career Benefits

A. End of Service Benefit:

The End of Service Benefit is a benefit that is payable to each employee upon fulfilment of pre-determined conditions including minimum length of continuous service. The benefit is incremental depending on the duration of service as a means of encouraging valuable and qualified staff to remain in employment with the organization

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for the duration of the project and mitigate challenges associated with attrition of key staff. This is considered exceptional best practice in the development sector in Nigeria.

This benefit is not a Severance pay and eligibility is not determined by Redundancy.

Payment of end of service benefit is therefore contingent upon provision and approval of this benefit in the budget for the year by the funders. Where end of service benefit is not approved by the funders in a particular program year, or discontinued after previous years of payment CIHP will not pay the benefit for that year or for subsequent years.

An employee, whose employment is terminated, either voluntarily or involuntarily, is eligible for End of Service pay after completing one year of continuous service when funds have been provided. However, employees separated for cause as stated in Section XVI of this Manual are ineligible for this benefit if available.

B. Contributory Pension Fund

All full time CIHP employees upon resumption of duty will be enrolled under the mandatory Contributory Pension scheme in accordance with the Pension Reform Act.

The ratio of contribution by CIHP and each employee will be as follows:

CIHP:	21% of Basic salary and Transport Allowances.
Employee:	3% of Basic salary and Transport Allowances.

Employees who had hitherto been enrolled prior to joining CIHP will provide the details of registration with an approved Pension Fund Administrator including the name of the PFA and their PIN for remittances.

The total of 21% will be remitted to the employee's Retirement Savings Account through his/ her chosen Pension Fund Administrator.

Eligibility shall begin as of the date of joining CIHP as a full time employee.

C. Death/Funeral

All full time CIHP employees will be entitled to the following benefits upon death (during the period of service) of the employee:

- Coverage of the employee's funeral expenses up to maximum of N750, 000.00 to aid burial expenditures. Only the Next of Kin as designated by the deceased employee can make formal request for this benefit.
- In the event of the death of a full time employee, CIHP will designate official representatives to attend the funeral. The travel costs for such designated representatives to attend the funeral shall be borne by the organization. The support to be provided by the organization will not exceed N500, 000.
- All full time employees who are covered under the organization's Group Life and Group Personal Accident Insurance Policy shall maintain a record of persons to whom benefits must be paid in the event of death during their period of employment with the organization. The record must state the name(s) of beneficiary or beneficiaries, the relationship of the named beneficiary to the staff member and the percentage of the benefit due to each beneficiary. The record of beneficiaries must be updated annually, otherwise the last record maintained in the employee's personal file will be used as basis of payment.

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- Where a person or persons below 18 years of age, have been named as beneficiaries, CIHP shall release death benefits to a registered organization presented as trustees of the beneficiary, or a person appointed as guardian to the minor and duly recognized by the court.
The legal representative of the minor(s) shall provide verifiable information of the relationship with the minor to CIHP before disbursements are made.
- It shall be the responsibility of staff to notify CIHP of any update or changes to the record kept in this regard on each employee's confidential file.

D. Next of Kin

Staff should indicate in their personal file their next of kin or person(s) to be contacted in case of any emergency that may arise during the course of the workday or any official trip.
Each staff has the sole responsibility of constantly updating information on their next of kin.

E. Group Life Assurance and Disability Policy:

According to the labor laws of Nigeria; CIHP provides an insurance scheme known as the Group Life Assurance and accident Policy that covers all enlisted full time staff.

By this policy the insurance company undertakes to provide insurance coverage against:

- | | | |
|--|---|---|
| 1. Natural Death | - | 3 x Total Emolument |
| 2. Accidental Death | - | 3 x Total Emolument |
| 3. Permanent Disability /Temporary Total Disablement | - | 100% of weekly period pay for up to 52 weeks. |
| 4. Medical expenses | - | Maximum expenses of N500, 000.00 |

The salaries applied are those in effect at the time policy is in effect and is the employee's total annual compensation.

The sum assured per the insurance cover which CIHP has taken on behalf of each staff is equivalent of annual salary x 3 where annual salary is defined as sum of basic salary, miscellaneous, meals and transport allowances only.

XI. LEAVE

1. Holidays

CIHP observes all official Nigerian holidays. Each year the Chief Executive Officer will list the specific dates published by the Nigerian government.

2. Annual Vacation/ Leave

All full-time employees on CIHP Band 1-3 will earn 20 workdays or 160 hours of annual leave per year and full time employees on CIHP Band 4-10 will earn 26 workdays or 208 hours. Up to half of the annual leave can be carried over only for one year and be accrued for up to a maximum of 10 days for staff on Bands 1-3 and 13 days for staff on Bands 4-10 respectively. When planning vacation, staff must obtain

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approval from the CEO or designee, at least two weeks in advance of departure date, and where possible, plan to take vacation around programmatic needs (e.g. not coinciding with deadlines, etc.)

Requests for annual leave should be submitted to the Director, Management Support Services, using the approved leave form. The leave request form should have been recommended by the employee's supervisor with the Hand over form attached. The hand over form should have pending tasks and activities that are expected to take place during the period of absence clearly listed. The leave form and hand over form should state clearly the name of the person who will be responsible for those tasks while the employee is away on leave. The tasks and activities must be discussed with the nominated back-stop, and he/she must append their signature on the form before it is forwarded for approval.

Where a staff is unable to proceed on his/her leave after it has been approved due to work demands or program exigencies, the staff must notify the Human Resources Unit and his/her Head of unit in writing of the intention to defer going on leave at least 48 hours before the day the leave should have started. Staff who intend to use approved leave that was previously deferred should also give a 48 hour notice of intention to proceed on leave. All deferred leave must be used within the same financial year.

Accrued (unused) annual leave will be paid out at the time of termination of employment to a maximum of 30 days and 39 days for CIHP bands 1-3 and 4-10 respectively. Annual leave days forfeited in any particular year cannot be commuted to cash.

Staff who have notified CIHP of their intention to resign their appointment cannot apply any unutilized leave days to make up the required notice period to be given to CIHP.

For international hires, a paid leave will be provided for rest and recuperation (R & R) annually for the employee to home country. Costs of return tickets for the employee and eligible dependents will be borne by CIHP.

3. Sick Leave

Sick /medical leave can be used for an employee's personal illness or to care for an immediate family member (child, spouse, or parent). It is also intended to provide time off with pay when an illness or an accident outside of work makes it medically inadvisable for the employee to work and to provide for a temporary period of recuperation. Employees may not take more than twelve paid sick days in any given year. If the employee requires additional sick leave, he/she should use accrued annual vacation days.

In a case where the employee needs to take more than two days sick leave to care for an ill family member, the employee must provide a medical certificate from a registered medical practitioner verifying the illness and need for care to their immediate supervisors and the Director of Management Support Services (or designee) within a maximum of 48 hours *before* taking the time off.

Sick leave will not be carried over to any subsequent years and unused sick leave is not paid out at the end of the calendar year or at the end of employment. Time spent on doctor or other medical appointments that cannot be scheduled during non-work hours shall be charged to sick leave.

The use of sick leave will be tracked according to the above CIHP standardized policies.

4. Compassionate Leave

Staff will be granted a maximum of 5 days paid compassionate leave upon evidence of compelling reasons such as emergency family engagements or the death of a member of the immediate family in any calendar year. Immediate family includes father, mother, spouse, sister, brother, biological or legally adopted child, grandchild, or grandparent. Payment cannot be made in lieu of compassionate leave. The Chief Executive Officer or Designate approval must be obtained before proceeding on such leave.

5. Leave Without Pay or Leave of absence

CIHP full time employees who have completed a minimum 12 months of service may be granted a leave of absence to attend a staff development related activity i.e. write an examination or attend a course, without pay, at the discretion of the Chief Executive Officer. The maximum duration of leave without pay is four (4) weeks. Employee benefits and accruals of holiday time shall be suspended during the Leave without pay period.

6. Maternity Leave

Twelve weeks of paid maternity leave is available to all female employees who give birth to, or adopt an infant or newborn in the course of their employment.

Request for maternity leave will be made in writing to the Chief Executive Officer at least 6 weeks before the expected date of delivery and the approved leave must commence at least one month before the expected date of delivery (EDD). The request must be supported with the expected date of delivery report from the medical practitioner.

Upon approval of the Chief Executive Officer, leave without pay may be used to extend the maternity leave period. Maternity leave can only be taken once in 2 years to encourage well-being of the mother, and not more than four times during the course of employment in accordance with the national population policy. Staff cannot take annual leave in the year of taking maternity leave.

Where a female employee is pregnant and has not yet been confirmed, she may be granted 12 weeks unpaid maternity leave.

For confirmed female staff who have not yet completed 12 months of consecutive employment with the organization, they will be entitled to 12 weeks maternity leave and will receive 50% of basic salary only.

Female employees who have completed at least 12 months of consecutive employment will receive 70% of basic salary and 100% of the miscellaneous benefits while on Maternity leave. Meals and Transportation allowances will not be paid during the period of the Maternity leave.

In the event that a female employee requires fertility treatment or has any pregnancy related complications, regular sick leave or leave without pay may be requested for. This leave is subject to approval by the CEO upon recommendation of the Director MSS.

Nursing Mother Hours

Female staff members that resumed from maternity leave will be entitled to nursing mother working hours. The staff will resume work at the normal time as all other staff, and be entitled to close from work at 3pm for 90 days starting from the date of resuming from maternity leave.

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Crèche Facility for Nursing Mothers

In support of nursing mothers, CIHP has established a functional crèche which is available to all nursing mothers including those who have recently returned to work after the expiration of their maternity leave. The crèche-at-work facility is designed to increase productivity and reduce absenteeism as well as strengthen the bonds between parent and child if they can spend more time together than would normally be the case. It is expected that nursing mothers will be able to spend lunch hours with their babies and provide them with peace of mind knowing that their infants are nearby. Staff are encouraged to utilize this service responsibly.

7. Paternity Leave

Employees with more than 12 months continuous service with CIHP are entitled to five days paid Paternity Leave. For staff to be able to access this benefit, they will be required to present a medical certificate indicating the Expected Date of Delivery (EDD) at least 2 months prior to the actual delivery date. The leave can be taken anytime within six months after the birth of the baby.

Paternity leave can only be taken by a staff once within a two year period and must be in relation to a duly registered spouse as contained in the Employee Personal Information Form.

XII. CODE OF CONDUCT

1. Confidentiality

During the course of employment, an employee may have access to confidential or proprietary information. Examples of this type of information may include financial data, patient info/data, computer programs, proposals, documents, procedures, staff information, and information in a formative stage.

This information may be the property of CIHP or a client, e.g., CDC/USG Embassy/other donors. Employees are prohibited from sharing and/ disclosing such information to outside parties. Wherever any employee is unclear about the sensitivity of the information being sought by outside parties, such an employee is required to seek appropriate guidance from the Chief Executive Officer.

2. Legal Indemnity

CIHP shall accept no liability for claims by third parties in respect of liabilities suffered as a result of an act which constitutes a breach/infringements of the rights of the said third party by an employee of CIHP, where such an act was performed in his personal/domestic capacity or performed negligently or in excess of express instructions given by his Supervisor or anyone with the capacity to so give, while in CIHP's employment.

3. Conflict of Interest

CIHP respects the rights of its employees relative to activities outside this employment which are private and which do not conflict with or reflect adversely upon CIHP. Similarly, employees are asked to refrain from any activity that would negatively influence CIHP or its ability to do business in Nigeria or elsewhere.

CIHP staff are expected to promote CIHP's interests and to refrain from using their position in the organization to supplement their incomes directly or indirectly, or to obtain other material benefits including gifts.

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An employee of CIHP may perform work or services for other organizations only to the extent that the activity does not prevent the employee from devoting the time and effort to CIHP business that her/his position requires, and such work takes place outside business hours.

CIHP staff may not, directly or indirectly, be financially engaged or involved in any enterprise or program to which CIHP is providing assistance; or an activity being performed with funding from the USG and its entities.

No staff member should knowingly act in a capacity, or urge the organization to act in a manner designed to confer any financial or commercial benefit, whether actual or potential, on her or himself (including family members), or on any firm or corporation in which s/he has a significant interest as partner, stockholder, director or officer. CIHP, as a general rule, does not enter into purchasing contracts with staff or members of their immediate families. An acquisition from a business in which a CIHP employee has an interest is prohibited unless full disclosure of the background facts are presented in writing to the Chief Executive Officer and approved. Interest is deemed present if the CIHP employee and/or his or her spouse or partner or children own ten percent (10%) or more of the assets of a business. No CIHP employee, officer, or agent shall participate in the selection, award, or administration of a purchasing contract supported by U.S. government/donor funds if such participation would involve a real or apparent conflict of interest.

Information obtained because of employment at CIHP that is not generally available to the public should not be communicated to any individual(s) or organization(s) outside CIHP. The organization reserves the exclusive right to determine what information can or cannot be communicated outside the organization. Whereas local employees are free to participate in the political process of their country, they may not under any circumstances link CIHP or its organizational relation to their political activities unless stated otherwise by the organization. Foreign employees are forbidden to interfere in the internal political affairs of Nigeria.

CIHP strives to be in strict compliance with all laws and regulations that are applicable to its activities. In the event that a regulation is ambiguous or difficult to interpret, CIHP has access to legal counsel to determine compliance with a policy and observance of all laws and regulations. Such advice shall be sought if any questions arise.

4. Prostitution and Related Activities

CIHP is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. Accordingly, CIHP staff shall not advocate the legalization or practice of prostitution or sex trafficking. This does not preclude the provision to individuals of palliative care, treatment, or post-exposure pharmaceutical prophylaxis and necessary pharmaceuticals and commodities, including test kits and condoms. For the purposes of this clause, “Sex trafficking means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act”. Consequently all CIHP sub-recipients that receive US Government funds must certify compliance with this provision prior to actual receipt of funds.

5. Anti-Terrorism

CIHP is opposed to all acts of terrorism. Accordingly, CIHP staff shall not be involved in any acts of terrorism or support any terrorism related activity or organization. CIHP will also ensure that none of its

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grant funds are used directly or indirectly to assist in, sponsor, or provide support for acts of terrorism or to support organizations or persons listed as terrorists on publicly available lists maintained by its donors and the Federal Government of Nigeria, and other entities. To assist CIHP in complying with applicable law, all staff and sub-grantees agree to provide such information as CIHP may reasonably request, including information about persons or organizations that will or have received funds in connection with its sub grants.

CIHP may also check the names of the principal officers and directors of potential grantees, and depending on the circumstances, others who may receive funds from, or are integral to, its grants. This clause provides a description of CIHP's process to ensure it meets its legal requirements in this area while respecting rights of grantees.

6. Political Activity

Whereas CIHP employees are free to participate in political processes, they may not under any circumstances link CIHP to their political activities in any form. Expatriate/non-Nigerian employees are forbidden to interfere in the internal political affairs of Nigeria.

7. Substance Free Workplace

CIHP operates a substance-free workplace in all CIHP locations. The use of Tobacco and tobacco-related products and illicit use of narcotics, banned substances, or controlled drugs in any form is prohibited in all CIHP-owned, leased, or controlled facilities and vehicles. This includes all offices, laboratories, and storage rooms. Employees who smoke must do so outside of CIHP facilities.

Alcohol, banned substances and all other substances of abuse will not be consumed during work hours. No employee will work under the influence of alcohol, banned substances and other substances of abuse on CIHP premises or while operating a CIHP vehicle, no matter where the substances are consumed. An employee found to be under the influence of alcohol or any of these substances during working hours is subject to immediate termination of employment.

The possession, use, manufacture, sale, or distribution of illegal drugs and banned substances is strictly forbidden and grounds for immediate dismissal.

Employees should not operate a CIHP vehicle while under the influence of any legal drug that may cause drowsiness or other side effects that may be dangerous under certain circumstances.

8. Harassment

Employees shall have the right to the enjoyment of a workplace that is free from all forms of harassment by word of mouth or conduct resulting in fear, pressure, or discomfort caused by any other fellow employee. Employees who engage in any form of harassment and bodily harm of other employees shall be in breach of this agreement and shall be liable to disciplinary action or immediate dismissal.

9. Workplace Violence

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CIHP does not tolerate any acts or threats of violence committed by or against employees. CIHP will discipline or terminate any employee found to have violated this policy.

Any employee carrying firearms or other weapons, concealed or otherwise, in Program offices will be subject to immediate disciplinary action up to and including termination.

10. Nepotism

Relatives of employees are generally considered for employment based on their qualifications. However, where the employment of a worker's family member results in the types of prohibited employment relationships identified below, CIHP will not consider or accept applications for employment.

Hiring of family members is prohibited if employment results in the creation of:

- A supervisory/subordinate relationship between family members. If a direct supervisory or managerial relationship would be established, family members of a current employee cannot be considered for an open position.
- An actual conflict of interest or the appearance of a conflict of interest. Generally, this bars employment of an employee's family member who has an auditing or control relationship to the employee's job.

Employees are responsible for full disclosure of any such relationships at the time of hire. Failure to disclose such relationships will constitute grounds for disciplinary actions including termination.

Employees who marry or establish a close personal relationship (with an imminent view to marry) cannot continue in their current positions. If the situations specified above does occur, the employees will be permitted to determine which one of them will resign within a specified period not exceeding 3 months. If neither party resigns CIHP reserves the right to terminate the employment of both for operational requirements.

11. Official Communications

While the importance of official communication in an organization like CIHP cannot be over emphasized, Staff must follow proper channel of communication to ensure orderliness, harmonious relationship and improved productivity in the organization. This is imperative for effective social interaction, sharing of ideas and experience and fostering of good relationship that promotes self-fulfillment and outstanding performance in the workplace. To this end, the following channel and method of official communication shall be observed in the organization:

All applications or request for the Chief Executive Officer's approval shall pass through the staff's Supervisor who will comment on such applications or request before forwarding same through the appropriate designate authority.

Official mail or Letter by any employee to another employee or Department within the organization must first be discussed by the employees' Supervisor who must also be copied when the mail or Letter is finally sent to the recipient. This is to ensure that necessary inputs have been made to the final mail or Letter and that all the relevant stakeholders are aware of the contents and subject of the mail.

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No employee shall address the press on behalf of CIHP or on matters relating to CIHP without approval from the Chief Executive Officer or designate authority.

No employee will provide a professional reference on behalf of CIHP in respect of a present or former employee of CIHP without the authorization of the Chief Executive Officer.

Any employee who fails to comply with the above channel of communication shall be regarded to have breached the approved channel of communication and this shall attract disciplinary action.

12. Dress Code

Because of the highly visible and public nature of CIHP's work, employees are encouraged to maintain a neat, clean and professional appearance and should give careful consideration to conforming to the standards of business attire most common to the location of their job and site assignment. In deciding appropriate dressing, employees are expected to give attention to choice of colors (mild colors preferably), personal safety and moderation/modesty.

As a general reference, the following are considered inappropriate attire for the office

- Jeans trousers (except on Fridays or while travelling to field locations)
- Plastic flip flops
- Torn clothing
- Sweat pants/track suits
- Shorts
- Tank or halter tops
- Clothes with high slits
- Tight fitting or "body hugging" clothes
- Clothing that exposes waist line, arms /shoulders or undergarments

Where uniforms or ID cards are provided, employees shall always wear them in the required form.

The uniforms shall be replaced as deemed fit by the Management or when necessary as a result of fair wear-and-tear. Any staff that loses his/her uniform may be surcharged. An employee who is issued a CIHP uniform will be required to hand over the uniform in a clean and good condition to the Director, Management Support Services before final disengagement.

13. Gifts, Gratuities and Business Courtesies

CIHP is committed to operating solely on a merit basis. Staff should avoid any actions that create a perception that favourable treatment of outside entities by CIHP was sought, received or given in exchange for personal business courtesies. Business courtesies include gifts, gratuities, meals, refreshments, entertainment or other benefits from persons or companies with whom CIHP does or may do business. CIHP staff must neither give nor accept business courtesies that constitute, or could reasonably be perceived as constituting, unfair business inducements that would violate the law, regulation or policies of CIHP or any of its donor organisations, or would cause embarrassment or reflect negatively on CIHP's reputation. Such gifts or sources may be from vendors, contractors, suppliers, health facilities, community based organisations prospective employees, or clients.

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Examples of Prohibited Gifts:

- Any item that is more than \$50 in value
- Multiple, recurring items that might individually be allowed. For example, if a CIHP employee is working with a contractor/sub-recipient on site for a period of time, and he/she is provided with meals and refreshments throughout his/her stay. Though each meal may be less than \$50, the recurring nature of the gift is considered inappropriate;
- Gifts, favours or services provided to a CIHP employee's family, when it is given because of his/her relationship to the employee. For example, it would be inappropriate to hire CIHP employee's family member who is not qualified for the position, if the only reason for hiring him/her is the relationship to the CIHP employee

Exceptions to the rule:

- Promotional or advertising items of nominal value, such as pens or note pads
- Plaques or awards of nominal intrinsic value, meant primarily for display purpose
- Items of nominal value (less than \$50)
- Gift items given during yuletide or other religious festive periods reasonably established that it is not connected to contracts or supplies job in CIHP

14. Copyright, Plagiarism & Cheating:

By law, exclusive rights are conferred upon persons in respect of their creations and creative works for a certain period of time. Such rights cover works such as books, computer programs, films, photographs, artworks and other written materials like articles, abstracts and research findings. All staff must preserve CIHP's copyright interests and exercise care and due caution not to infringe the copyright interests of other individuals or organisations also.

In the event that staff need to use copyrighted materials in their work, appropriate credits must be given to the original author of the work. Where the authors explicitly require that written permission must be obtained, then this must be strictly followed before using the material. Failure to do this would amount to plagiarism or copyright infringement which would be punishable by termination of employment.

Where it is established that a CIHP staff member or prospective employee committed acts related to cheating in the course of a performance assessment test or interview process, the person will be automatically disqualified and the results of such person will be cancelled. In addition, such candidate will be blacklisted and will not be invited for future interviews in CIHP.

A CIHP Staff that is found culpable of offence related to cheating will be suspended from duty for two weeks without pay.

XIII. EQUIPMENT USAGE, RETURN & RESPONSIBILITY

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Program equipment shall be used for Program specific duties only and not to be used for personal use or removed from the office without the authority of the Chief Executive Officer. Every CIHP staff will be allocated computer and flash drive on assumption of duties to carry out official assignments. Staff are not allowed to use their personal computers and flash drives for unofficial assignments.

Staff must ensure that all CIHP equipment allotted to them are handled professionally and with due care at all times. Any missing or damaged program equipment must be reported officially within 48 hours of the occurrence, to the State Program Manager if the incident happened in the state and Associate Director, Management Support Services in case of central office. Where it is proven that the missing or damaged equipment was as a result of negligence on the part of staff, staff will be responsible for cost of repair or replacement as applicable.

1. Communication Usage

Communication services such as telephone e-mail and internet will be used solely for Program business purposes. Personal phones should be used to place personal calls and limit the business time used for the personal conversation in the office. Internet usage should only be used for appropriate sites and content matter pertaining to Program operation and function. The following web content or usage is considered unprofessional and not allowed by the Program and will be followed by disciplinary measure: sexually explicit material, downloaded music, games and other material defined as such by CIHP leadership and communicated to the employee(s).

2. Equipment Return

Staff that have been allocated an equipment from the pool for program activities or special assignment within or outside the office must return such equipment not later than 48 hours after completion of the activity. The Admin staff responsible for Inventory/ fixed asset management must keep record of all allocated equipment, their location and condition at all times.

Employees shall return any materials, equipment, or funds belonging to the program before their last day of employment. The employee will be held responsible, at the discretion of the Chief Executive Officer, for replacement and repair of any materials or equipment damaged through negligence.

3. Financial Responsibility

Advanced money to employees is solely used for approved Program specific purposes and to follow the financial policies and procedures of CIHP. Any outstanding advances as of the employee's last day of employment will be deducted from any funds due to the employee.

All CIHP staff are expected to exercise all due diligence in the handling of funds. Payments for program activities, goods or services should be effected electronically in line with prevailing government regulations relating to same. The handling and payment of cash for official transactions is strongly discouraged unless under exceptional conditions with prior approval from the Chief Executive Officer or Director of Finance and Subcontracts. In the event of any theft or loss of program funds due to negligence or contravention of this or any other Operational Manual, any staff found to be culpable for the theft or loss shall be deemed to have contravened the provisions on gross misconduct.

Since loss or theft of program funds is not covered by insurance, such culpable staff will be responsible for refunding the missing amount of money and in addition be disciplined for such misconduct appropriately.

4. Office Security

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All employees that have been authorized to handle office keys must under no circumstance give them to non-employees. If the keys are lost/misplaced or stolen, the Chief Executive Officer and the Director, Management Support Services must be notified. The Administrative Officer must keep a log of all staff allocated keys to the office.

5. Loss of Personal Property on CIHP premises

CIHP will not be liable for any loss of personal property by employees or their visitors while on CIHP premises. If for any reasons an employee needs to make use of their personal property on CIHP premises, such employees are expected to take adequate measures to secure their property.

6. Use of Personal vehicles for CIHP activities

CIHP does not expect, require, or encourage any of its employees to use their private vehicles for program activities. However, under certain circumstances during times of heavy program activities or where it becomes imperative for personal vehicle to be used (to ensure safety, and urgently get the job done on time), an employee may use his/her own vehicle. When an employee needs to use his/her personal vehicle for official business, s/he will be reimbursed at the applicable rate per kilometer on the date of occurrence. An employee in unavoidable circumstances requiring use of his/her personal vehicle for CIHP activities is expected to immediately seek/obtain the prior approval for the use of the vehicle from the Chief Executive Officer, or designate; He/she should maintain accurate records of each trip made with their personal vehicle using the Travel Business Expense report Form. It is mandatory for staff using their personal vehicles for official business to have appropriate insurance. (See SOPs)

Employees using the Program vehicle are expected to abide by all traffic laws in Nigeria (seatbelts, speed limits, road signs, no smoking, etc.). If an employee commits a traffic violation, s/he is responsible for payment of any and all fines and may be subject to disciplinary action as deemed appropriate by the Chief Executive Officer.

7. Use of CIHP Vehicles for Personal Business

Business use of vehicles will always take precedence over personal use of CIHP vehicles. When not required for official business trips, vehicles may, with the specific written consent of the Chief Executive Officer, be used on authorized personal business. However, personal use of project vehicles should be for non-commercial purposes based on exigencies and are subject to approval by the CEO. Such approval by the Chief Executive Officer for personal use of CIHP vehicles by staff may be considered for group activities and will be reviewed by the Chief Executive Officer or designate on a case-by-case basis.

However, if an employee obtains approval to use a CIHP vehicle for personal business, the cost of fuel and oil consumed must be calculated and recovered using the applicable CIHP mileage rate as baseline. The Administrative Officer should ensure compliance. Additionally, the staff member using an official vehicle for personal purposes must assume responsibility for any damage to the vehicle and hence be required to meet the cost of repairs in cases where damage or accident is the result of negligent act or omission.

8. Phone Usage

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CIHP's telephones are intended for the use of serving our clients and in conducting the company's business. Personal usage during business hours is discouraged except for extreme emergencies. All personal telephone calls should be kept brief to avoid congestion on the telephone line.

To respect the rights of all employees and avoid miscommunication in the office, employees must inform family members and friends to limit personal telephone calls during working hours.

CIHP will be responsible to pay for official telephone calls only and its leadership will from time to time approve appropriate policy intended to ensure that communications costs are brought to a minimum.

9. Provision of Closed User Group (CUG) Facility:

Every staff of CIHP will upon assumption of duties be issued CUG activated sim/line by the telecommunication firm with which CIHP has an arrangement/relationship.

On monthly basis, Staff will have credit top-up based on approved amount by CEO. In addition, every Director, Deputy Director, Associate Director, Senior Manager, Manager and other designated essential staff will be given a smart phone to facilitate communication. Disengaged staff will hand over the sim and smart phone issued to them for official use before final departure.

XIV. TRAINING AND STAFF DEVELOPMENT

1. It is within CIHP's policy to give employees opportunities to develop or improve their skills and knowledge consistent with CIHP program objectives and subject to fund availability.

CIHP employees will from time to time benefit from trainings initiated either by CIHP or the donors. Nomination for such trainings will be on a case by case basis and tied to the needs and priorities of CIHP.

2. Employees may also identify trainings and development opportunities for which they require CIHP support to complete. The minimum condition that must be met by the employee before applying for CIHP training support include:
 - a. The employee must have been in CIHP employment for a minimum of one (1) year
 - b. The training must be listed in the employee development plan
 - c. The employee's supervisor confirmation that the proposed training is relevant to the employee's performance

The maximum support which CIHP will offer will be either 40% of the total cost of the training or \$2000 (whichever is higher) in any two years of employment.

3. Employees who benefit from CIHP support to attend a training program will be required to complete a bond which commits them to a period of return service to CIHP upon completion of the training activity. The bond will be signed or completed as part of the requirements for approving the request.
 - a. Staff seeking training and/or development support of \$1,000 and below will be bonded for six months service
 - b. Staff requesting more than \$1, 000 shall be bonded for a period of one year.

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4. All employees who attend a training towards which CIHP has committed resources (whether the training is initiated by CIHP or by the employee) shall on return from such training submit a training report, indicating how the new skills and knowledge acquired will be applied to improve his/her performance on the job. The Supervisor shall monitor the performance of staff on returning to work from training, to ensure that they implement the work plan and that such courses/trainings have resulted in improved performance. The supervisor shall render a progress report on such staff a copy of which should be sent to the Director, Management Support Services. This progress report will be followed up during the routine annual staff performance appraisal exercise.

XV. TRAVEL ON CIHP BUSINESS

1. All travel on CIHP business must be approved by the Chief Executive Officer or designated person before the commencement of the journey. Travel request must be made at least 72 hours before the travel date.
2. Travel Advances will be made on the basis of approved M&IE and maximum accommodation rates approved by the leadership from time to time. Granting of travel advances must be in line with the SOP.
3. Travel advances shall be retired not later than **5 (five) days** after the conclusion of the trip. No additional advances shall be issued to employees who have more than one non-retired travel advances from previous trips.
4. Staff travelling on CIHP business will receive Meals and Incidental Expenses (M&I E) allowance which is intended to cover travel expenses such as meals, and other incidental expenses.

No receipts are required for expenses covered under M&IE.

5. Where any of these is provided directly by CIHP or at a cost borne directly by CIHP or as a part of a hotel room charge paid by CIHP, reduced rates of M&IE will be paid.
6. Rates for M& IE vary from location to location in Nigeria and will be subject to 6 monthly reviews by CIHP Leadership. Where meals are provided, the following reduced rates are applicable:

Breakfast only – 15% off the M&IE rate
Lunch only – 25% off M&IE rates
Dinner only – 40% off M&IE rates
All meals – 80% off M&IE rates

7. Cost of accommodation will be paid on actual cost incurred but must be within maximum limits allowed for each location and must be supported by valid receipts and guest folio/hotel bills.

8. Work-related Expenses Incurred by Employees

Occasionally an employee, in the course of performing his/her project duties on a field trip, may incur other expenses not covered by M& IE such as cost of work-related long distance telephone calls, use of taxis or

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other forms of transportation etc. Such expenses must be itemized on a TBER and approved by the employee's supervisor prior to reimbursement. All items on a Travel Business Expense Report (TBER) must be supported by appropriate receipts.

XVI. DISCIPLINARY ACTIONS & SEPARATION FOR CAUSE

CIHP expects high standards of behavior from its employees and staff. Employees that behave in unacceptable fashion or violate Program rules, regulations and policies will face disciplinary sanctions proportional to the gravity of the offense they have committed. Disciplinary actions are as follows:

1. Oral Warning

An oral warning is normally made by the immediate supervisor and/ Chief Executive Officer.

2. Written Reprimand

This is generally issued after an oral warning has been made with no subsequent improvement in behavior, or when the severity of the misconduct warrants documentation. A copy of the reprimand will be placed in the employee's Employee file, for consideration during the annual performance evaluation.

3. Suspension Without Pay

An employee can be suspended without pay for up to ten (10) days per violation, or thirty (30) days per calendar year. Suspension can be administered when the two actions above have not been successful, or when the gravity of the offence is so critical for continuation of employment that a more severe corrective measure needs to be taken. A disciplinary infringement is considered to be serious when it is particularly intentional, cyclical, and exposes the Program to undue risk.

4. Separation For Cause

Employee's unsatisfactory performance or gross misconduct will result in separation for cause. Employees who are recommended for involuntarily termination by their supervisor shall be terminated in writing and receive 30 days notice with approval from the Chief Executive Officer. At the discretion of the Chief Executive Officer the employee may receive 30 days salary in lieu of notice for immediate termination. Reasons for termination shall be fully documented by the supervisor and placed in the employee's Employee file.

XVII. TERMINATION POLICIES

Provided that CIHP shall observe all applicable sections of Nigeria Labor Law, termination and or dismissal for cause may occur as a result of:

1. Repeated absenteeism, tardiness or unauthorized absence from work;
2. Insubordination or refusal to accept legal orders and work assignments arising out of the employment contract;
3. Misconduct, including drug and/or alcohol use or possession in the workplace;

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4. Unsatisfactory performance of duties;
5. Failure to comply with rules, regulations and policies, oral or written;
6. Sexual or other harassment;
7. Gross negligence;
8. Conviction for a criminal offense.
9. Fraudulent misrepresentation of employment information
10. Plagiarism and copyright infringement

1. Gross Misconduct

Gross misconduct will result in immediate termination. Gross misconduct includes misappropriation, negligent and/ unauthorized use of CIHP funds, equipment and property; violent behavior or assault; harassing or threatening use of email and other IT systems including display of offensive, sexual material in the workplace etc; attempts to defeat CIHP's IT system security; and illegal use of email and other IT systems such as violation of civil law including promoting pyramid schemes; promoting prostitution; receiving, transmitting or possessing child pornography; infringing copyrights; and making bomb threats or involvement in any other terrorism-related activity, and plagiarism and copyright infringement.

Failure to switch off and unplug electrical appliances after close of work will constitute gross misconduct, and will be dealt with as provided for in the employee policy and procedure manual, and shall attract appropriate punitive measures.

Procedure for handling cases of gross misconduct

For any act of gross misconduct, the following procedure will be applied

- a) Investigation. An investigator or panel of investigators will be assigned by the Chief Executive Officer to investigate and report findings. It is expected that the investigator/panel will gather information as soon as possible by speaking to witness (es) and concerned parties while memories are still fresh. They should also take statement from witnesses and concerned parties. As much as possible they should also collect relevant documents and materials as evidence.

At the end of the investigation, the investigator/panel should write a comprehensive report detailing the findings of the investigation.

- b) Disciplinary hearing/interview. Report of the investigator(s) should be forwarded to the Chief Executive Officer who will determine the constitution of a disciplinary committee to interview the staff. If constituted, the committee should follow the following procedure
 - i) Before the interview. In advance of the hearing, the employee accused of the misconduct should be informed by the committee in writing of the purpose of the interview, the alleged offence and should be given copies of any supporting documents or statement and be informed in writing the penalty if the allegation is upheld.
 - ii) At the interview. No decision concerning disciplinary action should be taken until the interview has concluded. The staff should be given full opportunity to respond. At the end of the interview, decision should be collectively agreed by the panel or at least by the majority. The committee should advise the employee of his/her right of appeal.
 - iii) The Staff may nominate one individual to serve as his/ her witness during the interview. The witness must be a staff of CIHP.

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- c) In the event that the allegation of gross misconduct has been established, (i.e. following due process of investigation and disciplinary hearing as stated above), the Disciplinary Committee will make recommendations on the appropriate penalty suitable for the offence, to the Chief Executive Officer. The recommended penalty may range from suspension without pay for ten to fifteen working days, to summary dismissal in the most serious cases.
- d) The right of appeal: The right of appeal only exists where an employee has been recommended for summary dismissal. Where an employee has been recommended for dismissal, he/she should be informed in writing that he/she has the right to appeal if he/she thinks they have been treated unfairly. The appeal must state the reason why the employee disagrees with the decision that has been made and be sent to the Chief Executive Officer within five working days of the decision being communicated to him or her. The Chief Executive Officer will constitute a panel to hear the appeal. The panel will be made up of senior staff, including at least one member of the Senior Management Team. The appeal must be resolved within 10 working days and the decision of the Committee shall be final.

Where an employee chooses to exercise his/ her right of appeal, no salary will be paid in the period up to the appeal decision being communicated. However, if the appeal is successful and the employee is reinstated, he/she will be paid all salaries in arrears due for the period. No other compensation will be paid to the employee.

2. Reduction in Workforce

At any time, funding may terminate or decrease dictating a reduction in the staff strength of the organization. As a result, the organization may have to reduce or terminate some of its workforce. CIHP will make every effort to inform staff as far in advance as possible of such reduction or termination. All such terminated employees will be eligible for all benefits as outlined in the Voluntary Termination section below. Notice period will be in line with the notice period required for such a post.

3. Voluntary Termination

Voluntary termination may be by either the employee or the organization. This shall be done in writing and will be in line with the notice period for that position. Earned unused vacation time within the year of termination shall be paid to the employee upon the employee's termination; unused sick leave will not be paid to the employee. Vacation shall not be taken from the time that an employee gives notice, or is given notice until his/her last day of employment without the prior approval of the Chief Executive Officer.

a. Failure to provide notice of termination by the employer or employee

Should either party fail to give the required 30 or 60 calendar days' advance notice of termination, the non-breaching party is entitled to payment at a rate equal to the employee's last monthly base salary under this agreement for the number of days short of the required notice period worked after providing the notice of termination.

Where an employee is terminated for cause, they are not eligible for any payments in lieu of notice-it is with immediate effect. CIHP will not be liable for salary or related costs beyond the date of employment termination. All obligations/debits owed -CIHP must be paid before/by last working day.

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In a case where an employee makes the choice to terminate the employment contract by submitting a resignation, notice of an acceptance or non-acceptance shall be given within three working days of such submission. This is to verify that there are no pending issues against the Employee.

Where the Employee does not wait for a notice accepting his/her resignation by CIHP, such an employee will be deemed to have abandoned his/her employment and the salary will be paid till last day worked. The liability for the days in lieu of notice will be claimed from terminal benefits.

b. Notice Period

For purposes of termination of appointment either by the employer or employee, the following notice must be observed or money paid in lieu of the notice period except in cases of gross misconduct on the part of the employee. Payment in lieu of notice will be the basic salary only.

	Grade	Notice period
1	CIHP Band 7 – 10	60 days
2	CIHP Band 1 – 6	30 days

4. Advance Reconciliation

Any outstanding advances as of the employee's last day of employment will be deducted from any funds due to the employee

5. Handing Over Processes

Once a resignation letter is received, HR Unit will inform the IT, Finance and Procurement Units within one week of receipt of resignation letter. IT will carry out necessary back up of the work of the staff while Finance Unit will reconcile accounts of the staff. Resigned staff will prepare and share his/her handing over notes (including current/pending activities status) with his/her line Manager. If state office staff, handing over notes will also be shared with the thematic lead/unit head at Central Office. Line Manager and central office thematic lead/unit head must provide feedback on handing over notes at least 7 days before the final exit date of staff. All handing over notes must be finalized and certified by the supervisor 2 days before final exit date. Payment of final entitlements is contingent upon satisfactory handing over all CIHP documents (hard and electronic copies) and properties under the custody of staff, clearance by Finance unit, and certification by the line manager/Unit Head.

XVIII. GRIEVANCE PROCEDURES

Grievance procedures are procedures whereby employees can raise their dissatisfaction in respect to any decisions taken on them. They are aimed at settling a grievance fairly and quickly and to help prevent minor disagreements developing into more serious disputes.

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CIHP encourages a climate of mutual respect, openness, and understanding among all staff. It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere. Situations will and do arise in the office that need to be handled procedurally, which is why this section is in place.

It is expected that if an employee has a work-related problem, he/she will discuss it first with his/her supervisor. If such a discussion is not possible or is inappropriate, he/she should discuss it with the Chief Executive Officer or Director, Management Support Services.

The objective of the grievance procedure is to resolve disputes as quickly and fairly as possible. If an employee feels at any time that disciplinary action taken against him/her is unfair, or he/she has any grievance against the Program, he/she may invoke the grievance procedure as follows:

Any grievance must first be raised with the employee's supervisor. Every effort must be made by both parties to resolve the grievance. If no satisfactory settlement can be reached, the grievance will be referred to the Chief Executive Officer for resolution.

If a grievance is raised during disciplinary procedures, notice of dismissal may not be given until the grievance is resolved.

The decision of the Chief Executive Officer on the issue is considered final unless the grievance is against the Chief Executive Officer, in which case the issue will be decided by the Board of Trustees/ Board of Directors.

XIX. EMPLOYEE FILE

1. Each employee shall be expected to provide the following items upon hire:
 - An Employee Biographical Data Form duly completed. (see Appendix)
 - Certified copies of academic certificates and testimonials
 - Copy of Marriage Certificates if applicable
 - Copies of Children's Birth Certificates or legal adoption documentation
 - Copy of Driving License (Drivers and any other staff who might have occasion to operate a Program vehicle)
 - Bank Information/ Pension Fund Administrator details
2. A confidential Employee file on each staff member will be maintained. This file will include, but will not be limited to, copies of the following:
 - Employment contract or letter of appointment (see Appendix)
 - Curriculum vitae with photo
 - Certificates and testimonials
 - Emergency contact information
 - Dependent information (list of names, relationship, date of birth), supported by corresponding marriage and birth certificates

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- Key correspondence
 - Acceptance of Employee Policy & Procedure Manual Form (see Appendix)
 - Performance appraisals.
 - Next of kin information and passport photograph
 - Documents relating to disciplinary matters
3. The Employee files will be kept in the custody of the Director, Management Support Services. Any employee may view his or her Employee file, with notice to the Director, Management Support Services and in the presence of the Manager, Human Resources and Administration
 4. All information of a personal nature maintained by CIHP in each employee's Employee file will be kept confidential and may be released for inspection only when requested by duly authorized agencies, with the written consent of the employee, or by due process of law.
 5. Employees must notify their immediate supervisor and the Director, Management Support Services of any changes in status in the following areas:
 - Postal and physical address and phone numbers
 - Person to be notified in case of emergency
 - Legal change in name with the effective date
 - Change of marital status with effective date
 - Birth of child, or any change of dependents
 - Death of any immediate family member covered under the medical insurance scheme
 - Change in academic or professional qualifications
 - Changes in next of kin along with the passport for the next in kin

SECTION XX: DISPUTE RESOLUTION

All disputes and differences connected with this Policy/Manual or arising out of the employee's employment shall be settled amicably through exhaustion of the provisions of this Employment Manual failing which the dispute shall be referred to an arbitrator in accordance with the provision of the Arbitration and Conciliation Act or any similar Federal enactment replacing it.

- A. A party wishing to request arbitration shall give one month's prior written notice to the other of such intentions.
- B. An employee shall not initiate the arbitration process while in continued employment of the employer.
- C. The decision of the arbitrator shall be final and binding and under no circumstances shall any dispute be a subject of court or other tribunals' processes or jurisdiction.
- D. The place of arbitration shall be Abuja.
- E. Where the parties cannot agree on the choice of an arbitrator, the Abuja Multi-Door Court House shall have the exclusive jurisdiction to arbitrate the dispute.

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SIGNED:
Chief Executive Officer

1ST March, 2016

DATE:

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ACCEPTANCE OF CIHP EMPLOYEE POLICY & PROCEDURES MANUAL

Name: _____

I have received a copy of the CIHP Employee Policy & Procedure manual, this day

_____.

I have read and understood the manual and its attachments and agree to the rules and regulations which it contains. I understand that the CIHP Employee Policy & Procedure manual is subject to change and I will be notified in writing of any such changes.

Signature

Date

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APPENDICES

PERSONAL INFORMATION FORM

PART I: EMPLOYEE INFORMATION

Name: _____

Last Name

First Name

Middle Name

Permanent Home Address: _____

Current Residential Address: _____

Telephone Number: _____

PART II: PRIMARY DEPENDENTS

Included in this section shall be the name and birth dates of the employee's dependents. Dependents shall include the employee's **spouse and children**. All dependent status is subject to verification.

Particulars of Spouse: _____

SURNAME

Other Names

Date of Birth: _____ Place of Birth: _____

Particulars of Biological or legally adopted children:

1. Name: _____ Relationship: _____

Date of Birth: _____ Place of Birth: _____

2. Name: _____ Relationship: _____

Date of Birth: _____ Place of Birth: _____

3. Name: _____ Relationship: _____

Date of Birth: _____ Place of Birth: _____

4. Name: _____ Relationship: _____

Date of Birth: _____ Place of Birth: _____

(Continue numbering if needed)

PART III: NEXT OF KIN

Next of Kin: _____

Relationship: _____

Contact Address: _____

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Contact Phone Numbers: _____
Note: Passport photograph of the next of kin must be attached to the form.

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Date:.....
.....
.....
.....
.....

Dear,

On behalf of CIHP, it is my pleasure that we offer you the position of with effect from The position will be based in, but includes extensive travel to all our sites. You will be supervised by the

Probation: You will be on 3-months probation beginning from your resumption date. Confirmation will be contingent upon satisfactory performance, verification of your academic/ professional certificates and submission of a medical certificate of fitness. The job description for the position is here enclosed.

Remuneration: Your position is on CIHP Salary Band and the total annual compensation for the position will be XXXXXX Naira. Comprising of:

Basic Salary	N.....
Transport Allowance	N.....
Meals Allowance	N.....
Miscellaneous	N.....

Salary shall be paid monthly upon submission of a duly completed and signed time sheet.

Appropriate income taxes will be deducted and remitted by CIHP to the Nigeria tax authorities.

Pension: In accordance with the provisions of the Pensions Reform Act, CIHP will pay 16% of your basic pay and transport allowances into a PFA account of your choice.

Hours of Work: This is a full time employment and the hours of work shall be from 8:00am to 5:00 pm, Monday to Friday.

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Paid vacation, holidays and time off: You shall be entitled to XXX days of vacation per year which shall accrue on a monthly basis. You will also take all Federal Government approved public holidays.

In the event of illness of you or a close relative, you shall be allowed up to 12 sick leave days in a year.

Termination: Either the Employer or Employee may terminate this employment relationship in writing by giving calendar days notice in the case of confirmed staff; or two weeks notice in the case of unconfirmed employees. The terminating party may opt to pay in lieu of the notice in certain circumstances.

Other provisions: Other details of the conditions of service are contained in the CIHP Employee Policy and Procedures manual, which will be made available to you on resumption.

You will also be required to sign a confidentiality agreement upon acceptance of this offer.

As with all staff, you serve at the pleasure of CIHP and its funders. Employment is contingent on continued funding and a continued cooperative agreement with our funders.

If you accept the terms of this employment offer letter, please sign below.

We welcome you and look forward to a mutually beneficial working partnership.

Sincerely,

.....
Chief Executive Officer
CIHP

Acceptance

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I acknowledge that this employment offer letter, along with the job description and schedule of benefits as contained in the CIHP Employee handbook, represents the full and final agreement between me and CIHP. No other verbal agreements or representations that are not expressly stated will be binding on CIHP.

My signature below confirms that I have read and accepted the terms and conditions of this offer as stated above.

Signature: _____

Date: _____

CC: CIHP Human Resources & Original in Employee File

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CIHP EMPLOYEE BIOGRAPHICAL DATA SHEET						
1. Name (<i>Last, First, Middle</i>)			2. Funder/Grant's Name: CDC/BRIDGES			
3. Employee's Address (<i>include ZIP code</i>)			4. Grant Number 5U2GGH000145-02		5. Position Under Grant	
			6. Proposed Salary		7. Grant Duration- 5YEARS	
8. Telephone Number (<i>include area code</i>)		9. Place of Birth		10. Citizenship (<i>If non-Nigerian citizen, give visa status</i>)		
11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (<i>include all college or university degrees</i>)				13. LANGUAGE PROFICIENCY (See instructions on reverse)		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
14. EMPLOYMENT HISTORY						
1. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
2. Salary definition - basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y)		Annual Salary		
		From	To	Naira		

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CIHP

LEAVE

15. SPECIFIC CONSULTANT SERVICES <i>(give last three (3) years)</i>					
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y)		Days at Rate	Daily Rate in Naira
		From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.					
Signature of Employee –				Date :	
17/ CIHP'S CERTIFICATION (To be signed by Dir, Mgt. Support and New Business/Designee)					
CIHP certifies that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. CIHP understands that funders may rely on the accuracy of such information in negotiating and reimbursing personnel under this Grant. The making of certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by funders, taking into consideration all of the pertinent facts and circumstances, ranging from refund claim to criminal prosecution.					
Signature of Dir, Mgt. Support and New Business/Designee				Date	

TRACKING SHEET

Employee Name: _____

Calendar Year: _____

Month	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
-------	-----------------	-----	-----	-----	-----	-----	-----	------	-----	------	-----	-----	-----	-------

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Vacation														
Sick														

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CIHP EMPLOYEE TIMESHEET

CIHP

Name: _____

Dates of Work: _____

Total Available Hours: _____

Activity	Total																						
Time Worked																							
Holiday																							
Sick																							
Vacation																							
Total:																							

Employee Signature: _____

Supervisor Signature: _____

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CIHP
Salary and Allowance Calculation Sheet

Name: _____

Month: _____

Monthly Base Salary: _____

Salary Deductions

Pension Contribution (3%): _____ **Naira**

Tax Deduction _____

Salary Total: _____ **Naira**
(Equals: Monthly Base Salary – Contributions)

Allowances

Transportation Allowance: _____ **Naira**

Miscellaneous Allowance: _____ **Naira**

Meals Allowance: _____ **Naira**

Allowance Total: _____ **Naira**

Total Monthly Salary and Allowance Payment: _____ **Naira**

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CIHP
Salary and Allowance Acknowledgement Form

Name: _____

Salary Month and Dates: _____

Monthly Payment: _____

By signing the line below the employee certifies they have received monthly salary and allowance payments in accordance to CIHP Policies and in observance of Nigerian labor law.

Employee Signature

Chief Executive Officer

Date

Date

Chief Executive Officer

Date

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