

**NATIONAL GOVERNORS' FORUM
SECRETARIAT**

**POLICY AND HUMAN RESOURCES
MANUAL**

July 2012

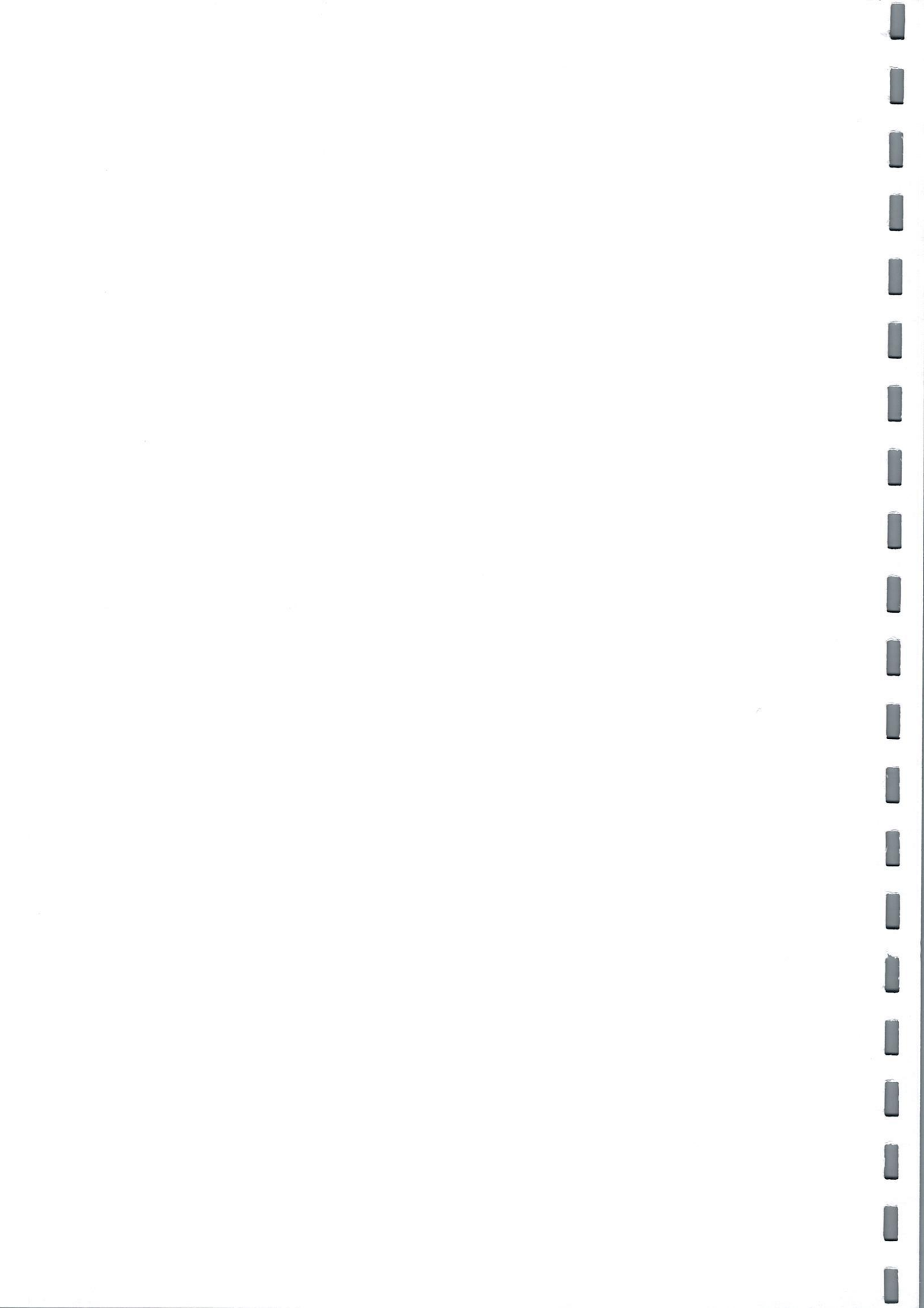
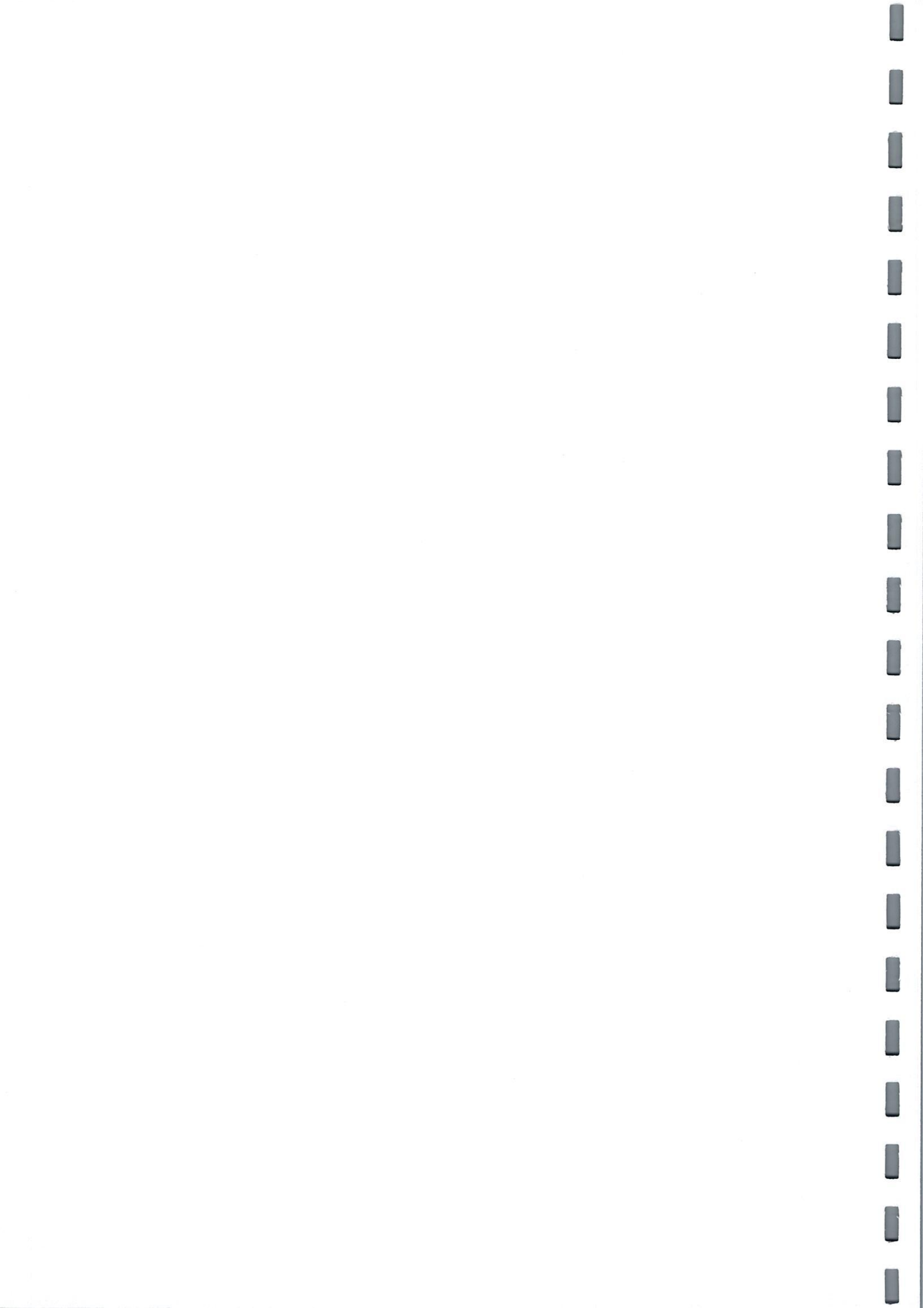


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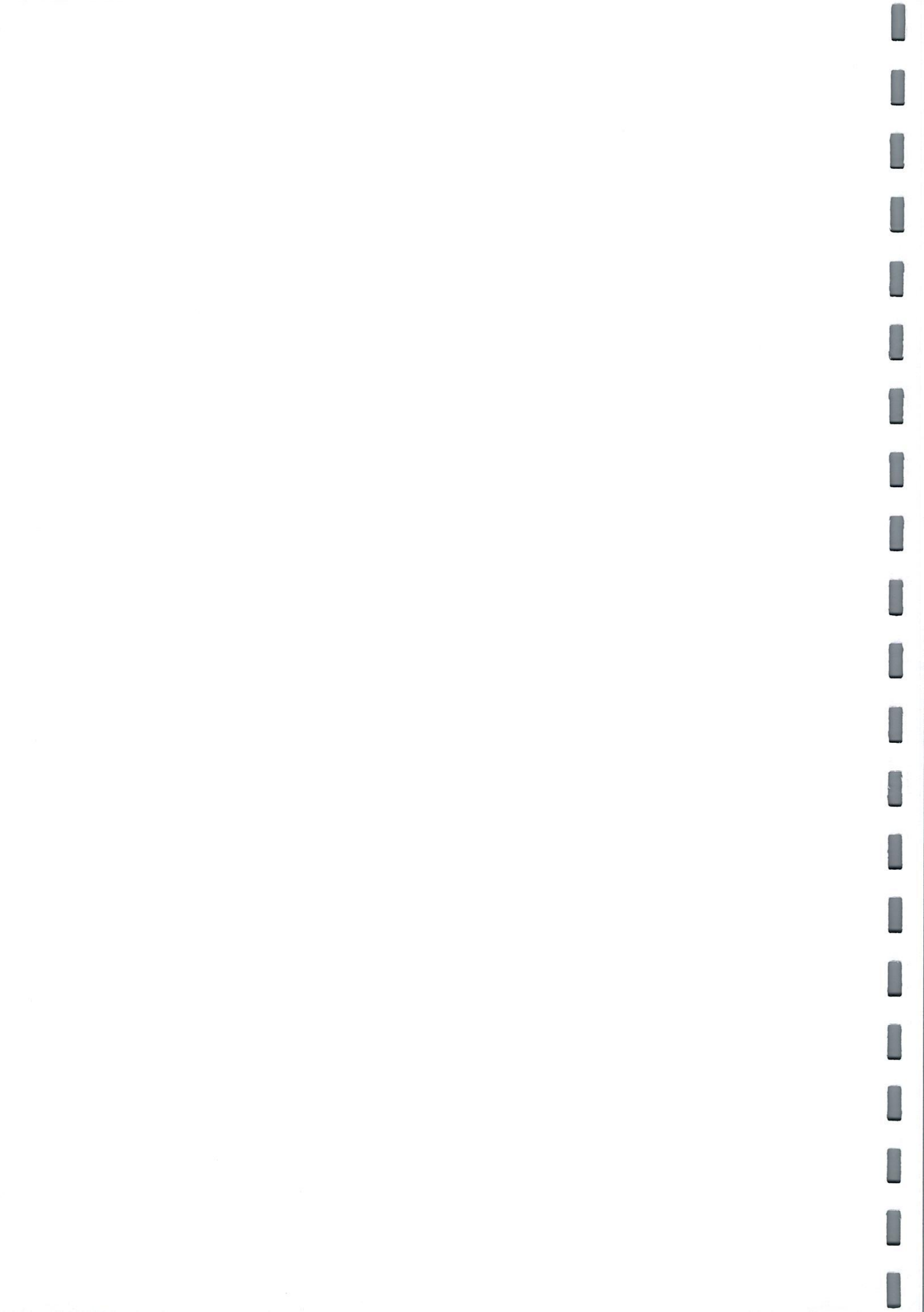
SECTION ONE: INTRODUCTION

1.1.1 This Manual sets out the procedures, regulations and conditions of service that govern the management of the Nigerian Governors' Forum Secretariat's (NGFS) human resources. The provisions contained in this Manual have been approved by the Governors' Forum. These provisions are to be applied to all staff members of the NGFS equitably and transparently. All employees will be informed of their conditions of service and the levels of salary, allowances and other benefits that will normally be made available to them assuming needed financial resources are available.

1.1.2 The NGFS reserves the right to amend any of the provisions of this Manual at any time. However, any proposed changes must be ratified by the Governors' Forum before they are put in practice. Employee will be informed of approved amendments.

1.1.3 The Manual details, among other matters, the allowances and benefits available to employees of the Secretariat. It should be noted that only those allowances associated with domestic and foreign travel on Secretariat business are a right. All other allowances will be available to employees as long as adequate funds are available to the Secretariat. NGFS reserves the right to reduce, delay or withhold the payment of allowances at the discretion of the Director General.

1.1.4 A separate Salaries and Allowances Supplement will be issued from time to time setting out the monetary value of the NGFS's salary scale and allowances. This Supplement will be made available to staff. Periodically, but at least every three years, the NGFS will undertake a review of salaries and allowances in order to maintain living standards against inflation and ensure the emoluments offered by the NGFS remain competitive.



SECTION TWO: EMPLOYMENT

2.1 EMPLOYMENT POLICY

2.1.1 It is the policy of NGFS to provide equal employment opportunity to every individual, regardless of gender, religion, age, regional or ethnic origin, disability, marital status, or any other occupationally irrelevant condition. This policy applies to recruitment, hiring, job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resource service

2.1.2 An employee is a person who has been appointed to an established post within NGFS on a three year renewable contract, subject to acceptable performance, and regularly works for NGFS on wage or salary basis.

2.1.3 A permanent employee, who has been confirmed having successfully completed six (6) months probationary period, are regularly required to work for 40 hours a week. Such employees are eligible for the Secretariat's benefits subject to the terms and conditions of such compensation or benefit.

2.1.4 When appointed an employee will be provided a standard NGFS contract (see Annex 2) setting out the responsibilities and duties of the post to be filled, the grade and salary associated with the post together with a summary of its allowances and benefits (see 3.1.5).

2.2 CONTRACT EMPLOYMENT

2.2.1 Contract employment relates to staff who are employed by third party organisations or individuals who are remunerated directly by that organisation to carry out specific jobs over a short period of time. The length of time is stated at the time of hire and can be renewed by mutual consent.

2.3 TRAINEE EMPLOYMENT

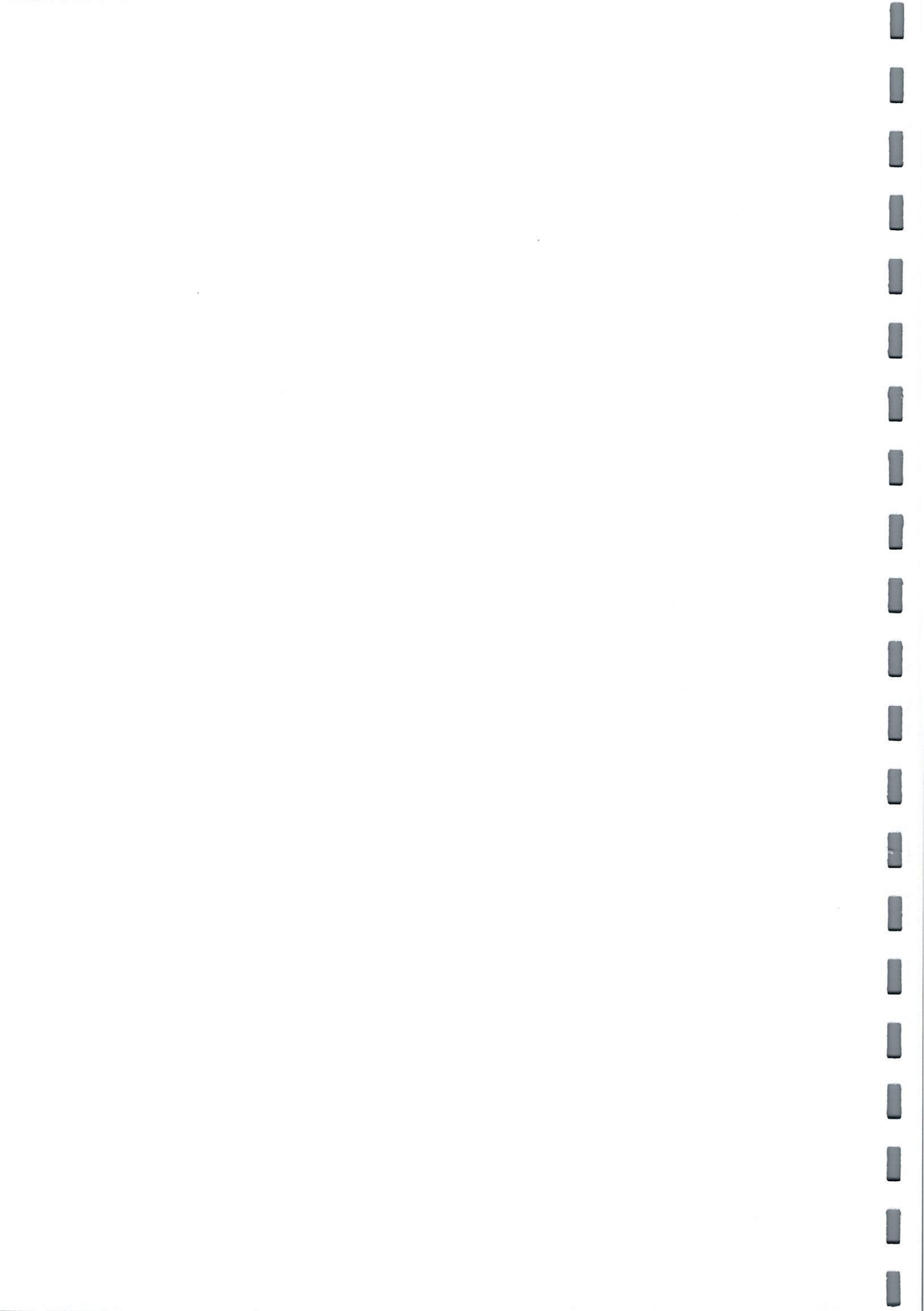
2.3.1 Trainee employment falls into two categories

1. Students' on Industrial Attachment who are engaged on the conditions stated by the Higher Institutions.
2. Fresh graduates serving for 1 year under the National Youth Service Scheme (NYSC). They are engaged on the conditions stated by the NYSC Directorate.
3. NGFS will consider establishing an Intern programme to provide work experience to qualified, promising young professionals.

2.3.2 Trainee employees are paid a stipend by the NGFS and are entitled to the medical benefits available to NGFS staff for the period of time they spend with NGFS. The NGFS is not under any obligation to employ trainees after they have completed their term of engagement.

2.4 PROBATIONARY PERIOD

2.4.1 The probationary period for regular full time employment is six (6) months and this is to be stated in the letter of offer of employment. During this probationary period, NGFS management has the opportunity to evaluate the performance of the employee and both parties have the right to terminate the employment without notice. Upon satisfactory completion of the probationary period, benefits will begin as appropriate after the required conditions have been met.

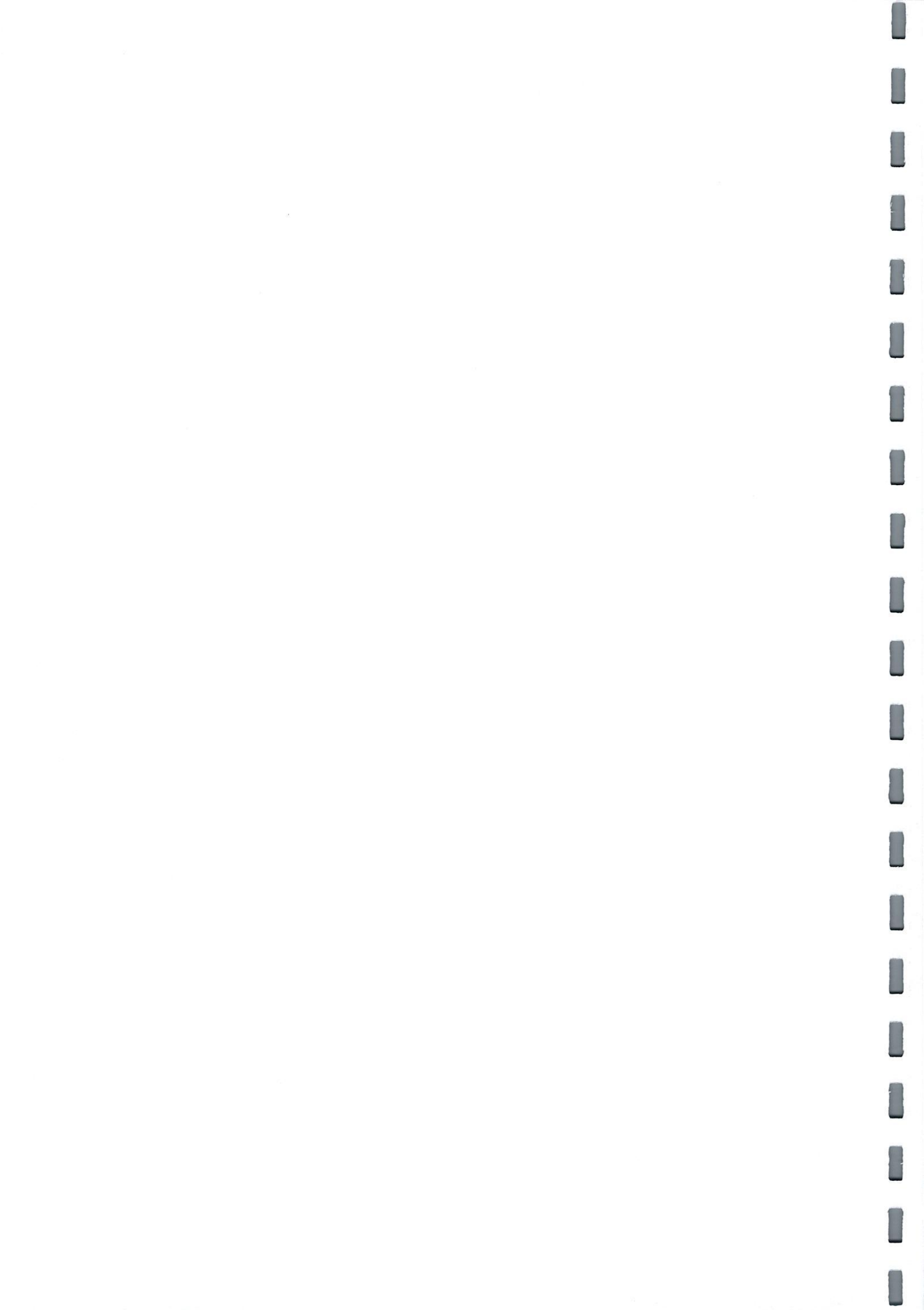


2.4.1 Supervising officers are responsible for the day-to-day supervision of officers on probation. The supervising officer towards the end of the probationary period will complete a performance evaluation. Probationary officers who receive a negative assessment will not be confirmed and will be terminated.

2.5 CONFIRMATION OF EMPLOYMENT

2.5.1 On successful completion of the probationary period, a letter of confirmation of employment will be issued to the employee by the Human Resources Office after the following conditions have been met.

1. Satisfactory performance evaluation report.
2. A satisfactory background check of the employee, if not completed earlier, which will include verification of credentials and a good attestation of character and integrity of employee provided by the referees.



SECTION THREE: RECRUITMENT PROCEDURES

3.1. FULL-TIME POSITIONS

3.1.1 All appointments are to be made after open competition and be based on considerations of merit alone. See Employment Section 2.1.1 for the Secretariat's policy on equal and non-discriminatory employment opportunities. Appointments can only be made to a post that is vacant and is fully funded in the approved budget.

3.1.2 NGFS staff are to be encouraged to apply for vacancies, either through promotion or transfer within the job grade. However, NGFS staff must enter the open and competitive recruitment process and must possess the required qualifications and experience.

3.2 NEWLY CREATED POSTS

3.2.1 The Governors' Forum must approve any proposed new post before any action is taken to fill it. The Executive Director Finance and Administration must confirm that there are sufficient financial resources available in the approved budget to cover the additional costs of the salary and allowances associated with the new post.

3.2.2 A job description must be prepared for the new post prior to recruitment.

3.3 RECRUITMENT PROCESS

3.1.5 The process for appointments to fill vacancies is set out in Annex 3.

3.4 REFERRED CANDIDATES

3.4.1 It is Secretariat policy that candidates referred by Principals or other stakeholders shall be required to enter the competitive recruitment procedure when an appropriate vacancy arises.

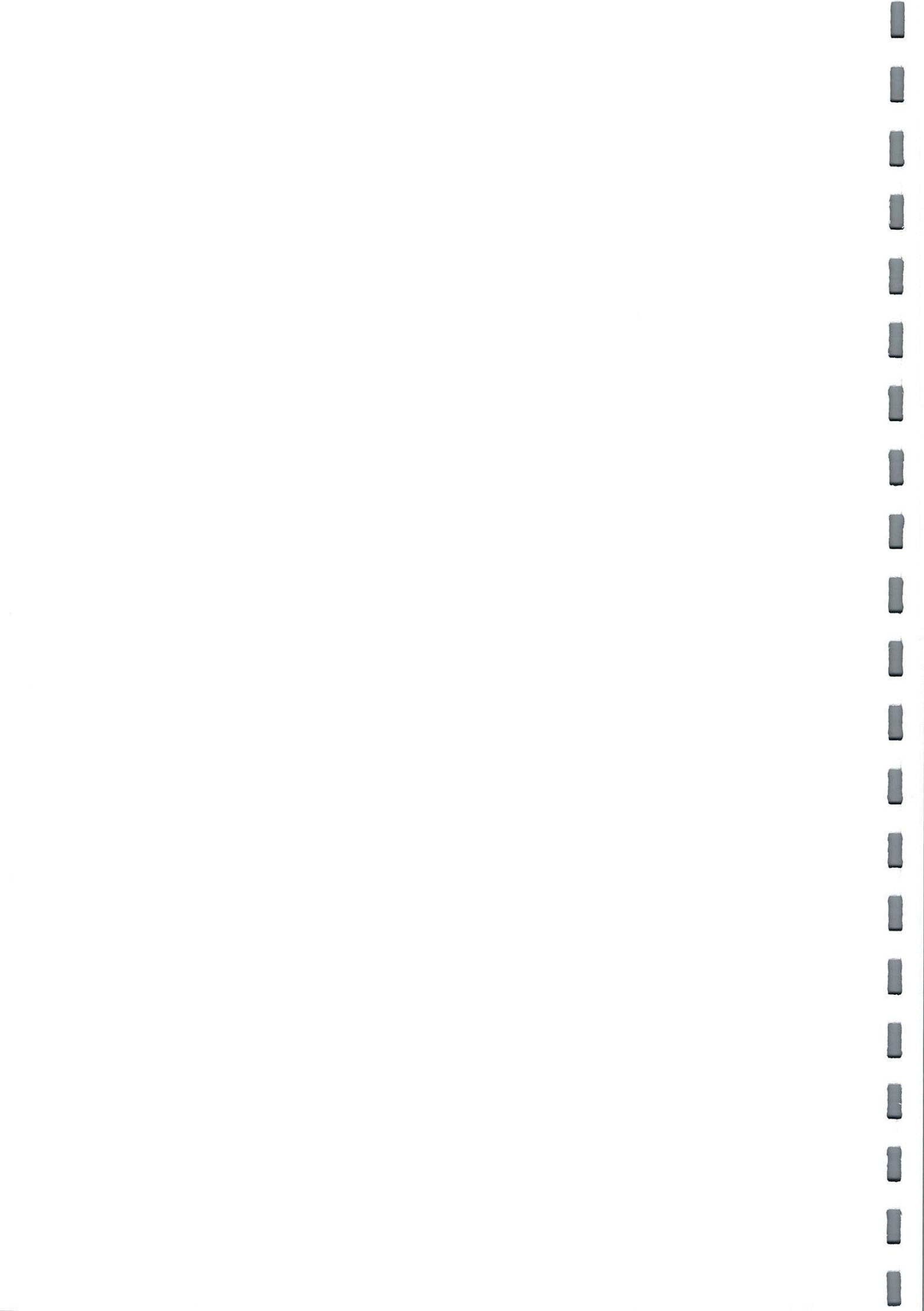
3.4.2 However, it is recognised that certain exceptional steps will have to be taken to avoid misunderstanding on the part of those who originally referred the candidate:

1. Those who referred the candidate are to be kept informed of progress at every step of the appointment process.
2. In the case of very senior persons it will be appropriate for the DG to convey news personally.
3. In the case of unsuccessful candidature, a separate letter of explanation for the decision is to be sent to the referrer. Again, in appropriate instances the DG should make personal contact.

3.5 SHORT-TERM CONSULTANTS

3.5.1 Engaging short-term consultants may be the most expedient way to complete specific pieces of work that are specialised and so outside the competence of Secretariat staff or are urgently required and could not be completed in-house because of other commitments on Secretariat staff time.

3.5.2 Engaging short-term consultants should follow a laid down procedure that is transparent and demands accountability on the part of the consultant. Consultants should

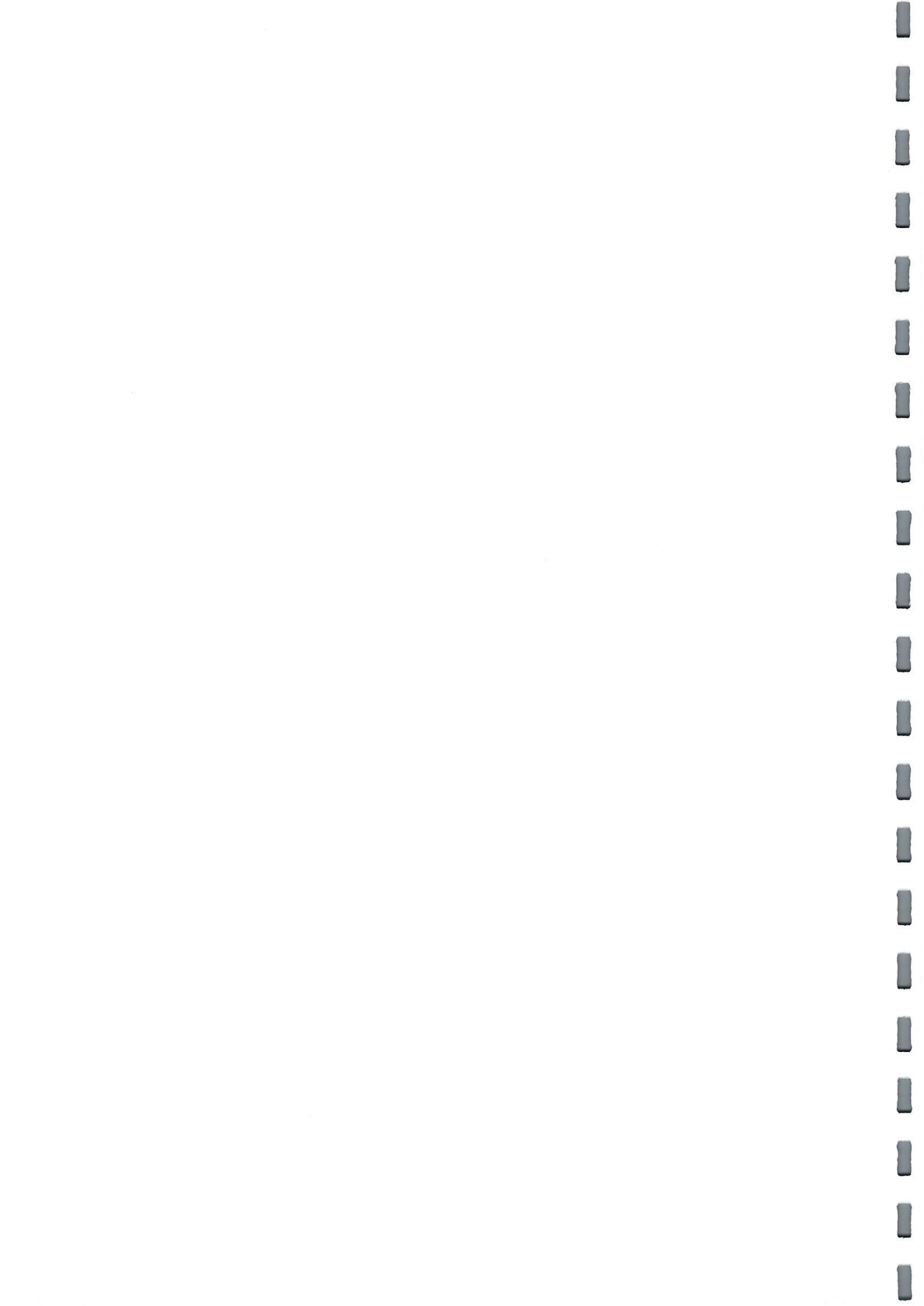


only be engaged to undertake discreet pieces of work over a predetermined time horizon and not for on-going day-to-day work.

3.5.3 The Secretariat will establish a pool of competent consultants upon which to draw. However, the award of work must still be through a competitive process that provides value for money and high quality outputs.

3.5.4 The establishment of such a consultant pool, whether consultant firms or individuals, may be completed through a formal competition. The open competition to solicit applications for the consultant pool will be run every 3 years. The call for applications must include a description of the skills being sought and the nature of likely future demand for short term consultants.

3.5.5 The procedure to be followed in recruiting short term consultants is set out as Annex 3B of the Manual.



SECTION FOUR: ORGANISATION

4.1 OFFICE HOURS

4.1.1 NGFS office is open for business from 8a.m to 5p.m Monday through Friday except for public holidays declared by the Federal or State Governments of Nigeria.

4.1.2 Full time officers are expected to work Monday to Friday 8 am to 5 pm.

4.1.2 Employees are allowed a one-hour **lunch break** that should be taken on a staggered schedule so that employees' absence does not affect the work flow within the department.

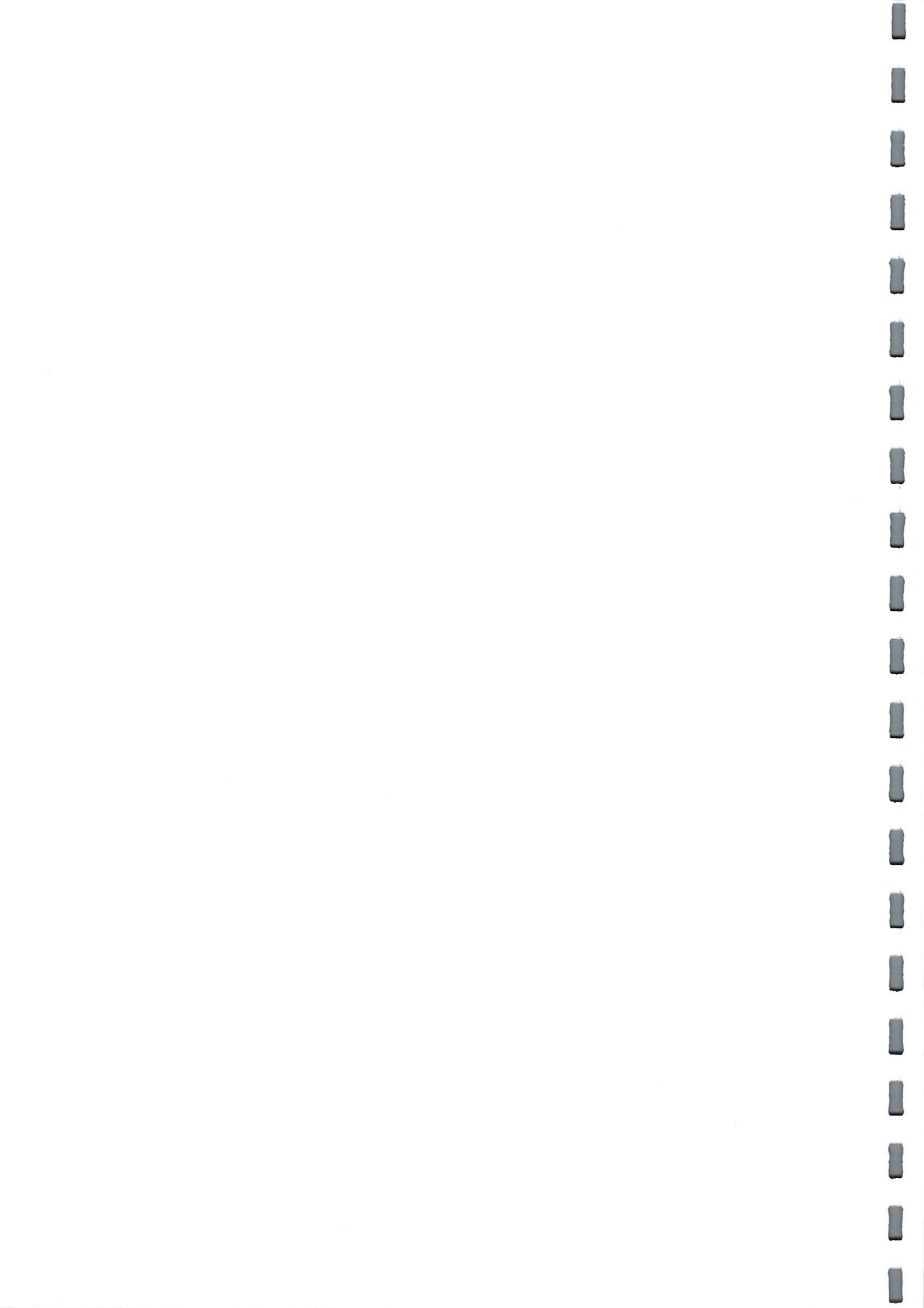
4.1.3 Employees who work on a **rotational shift** basis, six days a week due to the nature of their work are given 1 day's leave in the course of the week.

4.1.4 Personnel on Grades 5, 6, and 7 are entitled to **overtime payments** for hours worked in excess of 40 hours a week. All overtime work performed must have the supervisor or manager's prior authorization. The manager's signature on a time sheet authorizes payment for overtime hours worked. Overtime worked without prior authorization will result in non-payment. (See Section 6.8 for further consideration)

4.3 IDENTITY CARDS

4.3.1 Identification cards are issued to all regular employees and must be worn at all times. Trainee employees and contract staff will be issued identity cards indicating their status that will remain valid until employment with NGFS is terminated. When either party terminates an employee's employment, the identity card must be surrendered to either the immediate supervisor or manager of the Human Resources Office.

4.3.2 Lost identification cards must be reported to the Police to obtain a Police Report. Loss must also be reported to the employee's immediate supervisor and the Human Resources Office before a replacement card can be issued. Other changes, which make a card incorrect or outdated, should be reported to the Human Resources Office, which will determine if a new card should be re issued.



SECTION FIVE: STAFF LEAVE

5.1 ANNUAL LEAVE

5.1.1 Employees become eligible for annual leave with pay upon completion of 1 year in service. Annual leave can only be taken with prior notice of staff's supervisor and Head of Department (HOD).

5.1.2 Leave request forms should be duly completed and approved by the employee's immediate supervisor and the HOD and forwarded to the Human Resources Office at least 1 month before the intended leave date. Notification of all alterations and postponements to earlier scheduled employee leave dates should be notified immediately. Leave schedules should be drawn up for the year in order to ensure smooth work flow within The NGFS.

5.1.3 The annual leave period is calculated on working days as follows:

Grade	Titles	Leave Entitlement
1	Executive Management	30 working days
2	Senior Management	30 working days
3	Technical & Administration	25 working days
4	Assistant Technical, Research & Administration	25 working days
5	Administrative Support	20 working days
6	Ancillary staff	20 working days
7	Unskilled	15 working days

5.1.4 When a public holiday falls on a weekday within an employee's leave period, the employee shall be entitled to leave extension by the equivalent number of day(s).

5.1.5 **Leave Period:** The NGFS leave period is from the month of January to December. Leave period will not spill into the next calendar year. Leave days not utilized in the leave period cannot be carried forward to the next calendar year.

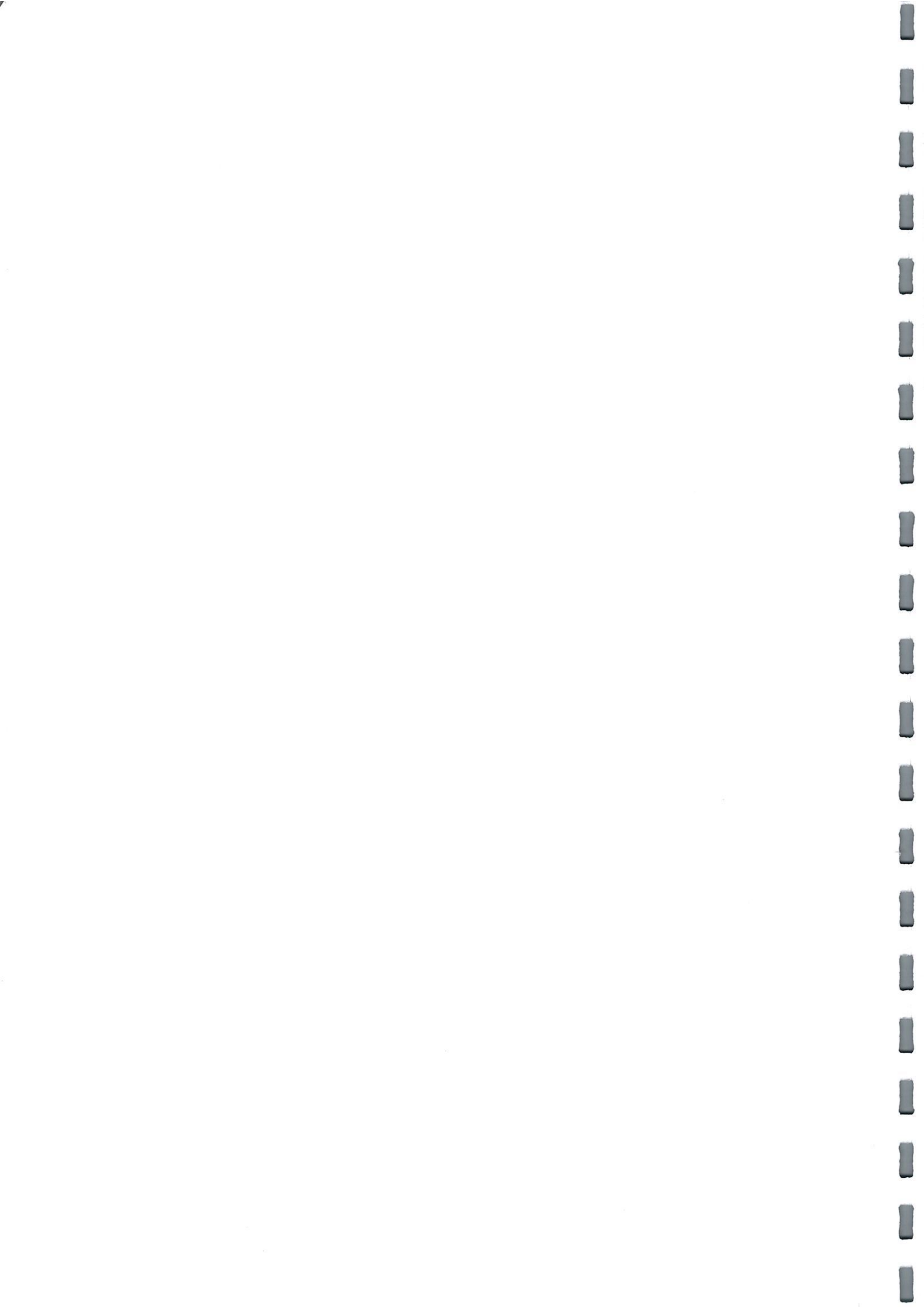
5.1.6 **Annual Leave Allowance:** Annual leave allowance is 8.5% of the employee's annual basic salary paid once a year at the time the vacation is taken. Should an employee decide to split the annual leave, the allowance will not be split and will be paid at the beginning of the first leave period.

5.1.7 **Leave Recall:** In exceptional cases, leave may be forfeited at the instance of management due to work demands. In this instance the Human Resources Officer must authorize such recall. The Director General must authorize Senior Management recall and the Forum Principals informed. In both cases, Human Resources Office should be informed. The employee is paid the vacation allowance and payment in lieu of unused vacation days.

5.2 CASUAL LEAVE

5.2.1 Regular full-time employees who have worked for 1 year with the Secretariat are entitled to reasonable time off with pay for non-medical, professional appointments or other personal business that cannot be arranged during non-working hours. Casual leave may be granted for total of 5 working days spread over a period of 1 year and it is deductible from the annual leave. Casual leave will be granted at the discretion of the employee's supervisor.

5.2.2 Application for casual leave should be made through the supervisor to the Human Resources Office for the necessary approval. Employees who have no accrued leave will have their salaries reduced for days they are absent if the absence is for more than one day.



5.2.3 Those working on short-term contracts, temporary and casual employees are expected to schedule all such appointments during non-working hours. Otherwise, they will have their salaries reduced accordingly for the number of days they are absent.

5.3 COMPASSIONATE LEAVE

5.3.1 Compassionate leave is to allow employees time to attend to bereavement matters. All employees are eligible.

5.3.2 The NGFS may grant compassionate leave with pay up to maximum of 5 working days in a year to all employees to attend to bereavement matters in the immediate family. Immediate family in this instance includes spouse of employee, parents of the employee and children.

5.3.3 Compassionate leave is not deductible from annual vacation entitlement.

5.3.4 Forms requesting Compassionate Leave should be completed and approved by the employee's supervisor and forwarded to the Human Resources Officer for approval and processing.

5.4 MATERNITY LEAVE

5.4.1 A pregnant employee (whose employment has been confirmed) is entitled to maternity leave with full pay for maximum period of 12 weeks defined as follows:

- 6 weeks before delivery date
- 6 weeks after delivery

5.4.2 A female employee may take her annual leave in the same year as her maternity leave only if it taken at least six months after the end of the maternity leave. (see 5.1 on Annual leave). The employee is required to submit a medical certificate given by a qualified medical practitioner stating that her expected delivery date is within 6 weeks of the commencement date of the leave.

5.4.3 A female employee who has taken maternity leave but is not entitled to annual leave will be entitled to receive her annual leave allowance.

5.4.4 Maternity leave should not be used as notice of resignation from employment. In no case shall the maternity leave exceed a period of 12 weeks.

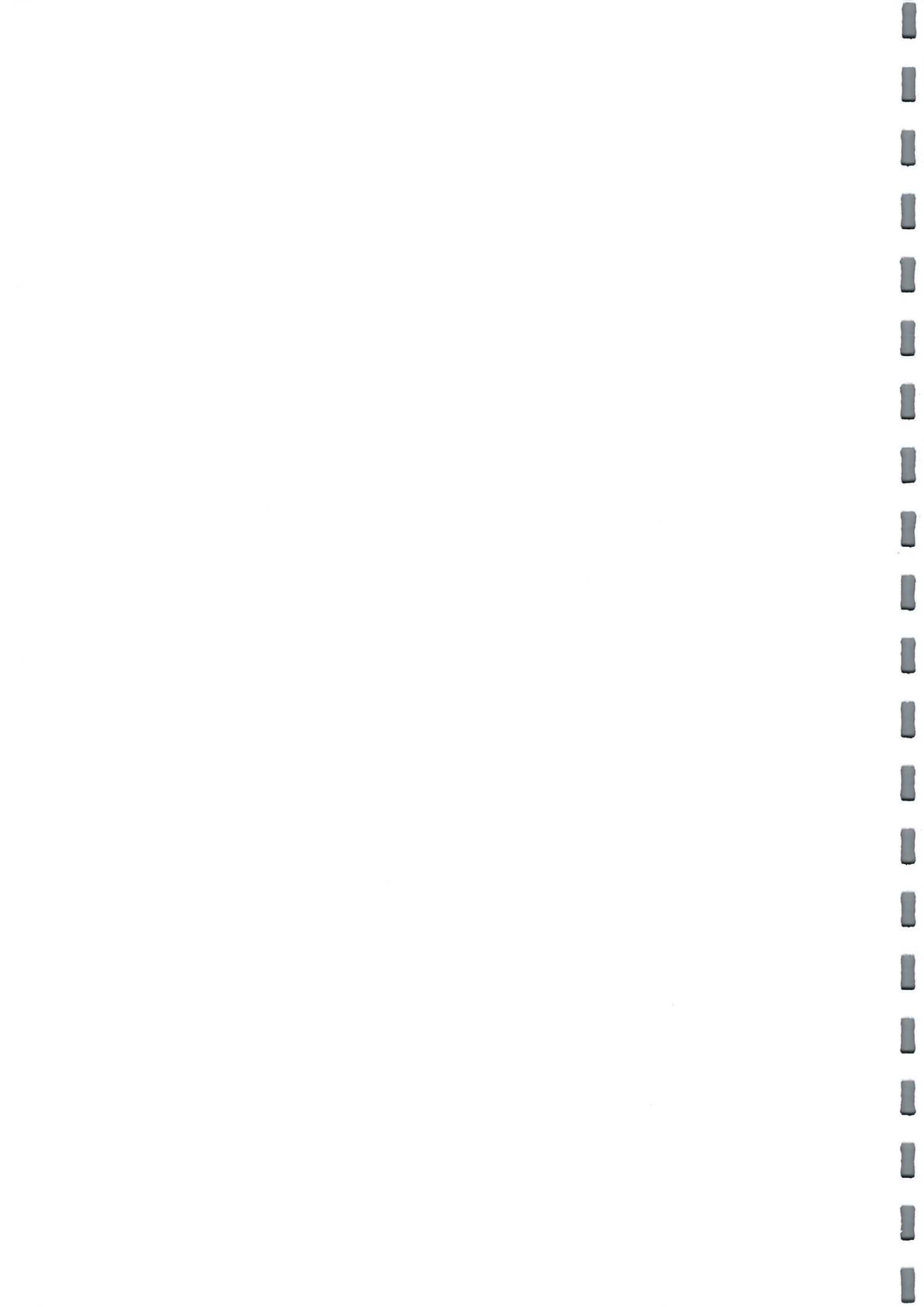
5.4.5 When the annual leave has been taken less than 6 months before delivery, the portion of the maternity leave equivalent to the annual leave shall be without pay.

5.4.6 Upon resumption of duty, a nursing mother will be given the following concessions for a period of three months in order to attend to her child.

- Resume one hour later than the normal resumption time of 8a.m.
- Close one hour before the normal closing time of 5p.m.

5.5 SICK LEAVE

5.5.1 When an employee falls sick and is unable to report for duty the employee's supervisor must be notified as soon as possible and no later than 6 hours after expected resumption time



5.5.2 If an employee is absent for more than one day, a formal report or Excuse Duty Certificate signed by a Secretariat designated doctor should be sent in to the Human Resources Office within 48 hours through the employee's Head of Department.

5.5.3 If the cause was emergency, an "Excused Duty" certificate signed by a qualified medical practitioner will be acceptable, after the condition of the employee has been verified by a designated doctor.

5.5.4 In the event that absence due to illness will be more than 10 working days, a medical report indicating estimated duration of hospitalization and period of recuperation would be required from the designated doctor.

5.5.5 **Prolonged Illness:** when it is evident that an employee would be absent from work for more than one month, the necessary medical reports are sent in to the Secretariat and the following pay status applies:

- First 3 months shall be with full pay
- The next 3 months shall be with half pay

5.5.6 After a period of 6 months, the employee's situation is evaluated by management upon medical advice, and either of the following options may apply.

5.5.7 The period of recuperation may be extended and half pay would continue for a further period not exceeding 3 months.

5.5.8 The employee may be declared medically unfit to remain in employment. In this instance, the appointment of such an employee would be terminated and terminal entitlements would be paid.

5.6 EXAMINATION AND STUDY LEAVE

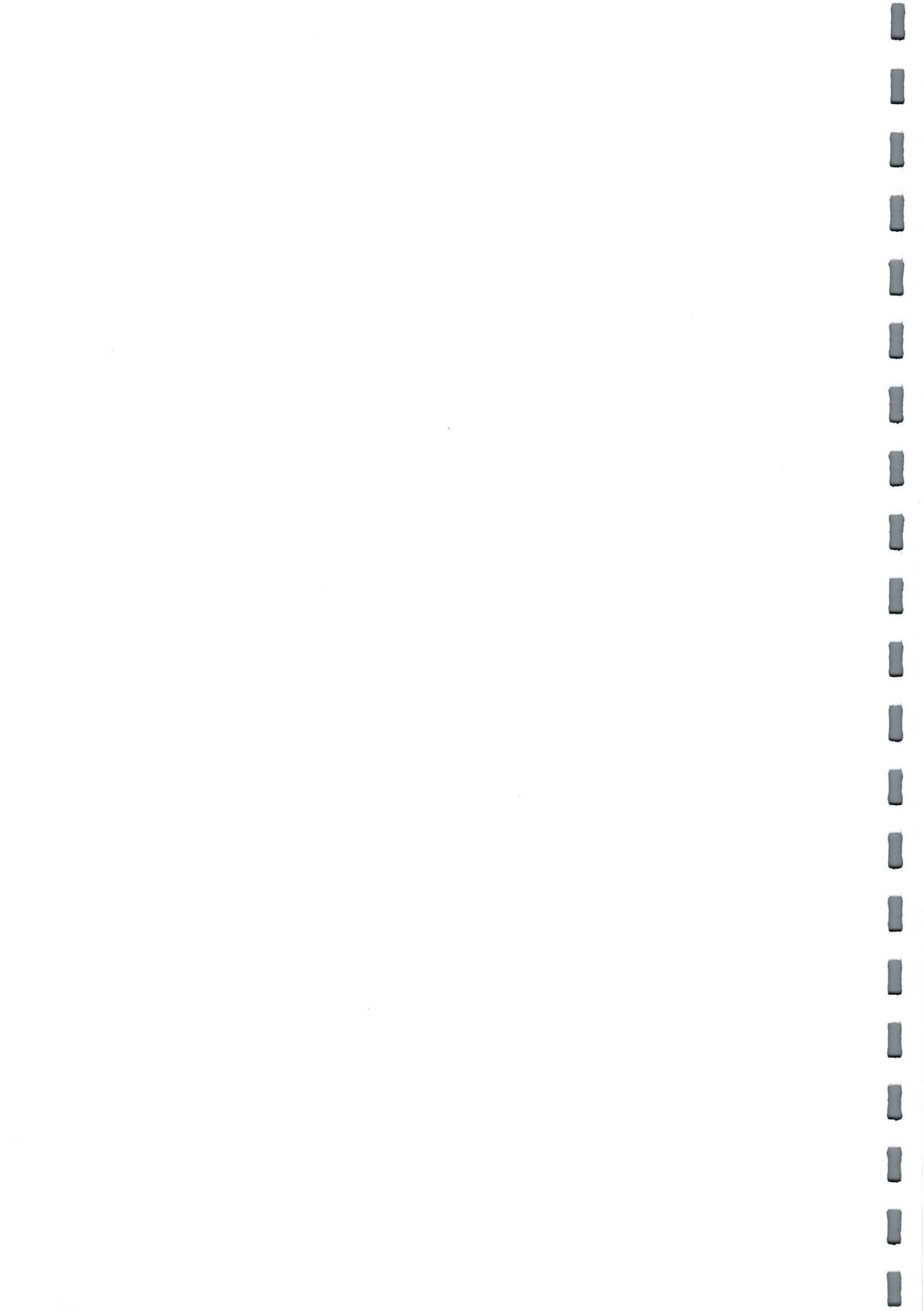
5.6.1 **Examination Leave:** Employees who are beneficiaries of the NGFS Educational Assistance Policy (see 6.5) are eligible for Examination leave. An eligible officer may take a maximum period of 1 week at any one time.

5.6.2 Employees wishing to proceed on Examination leave are required to submit a leave application to the Human Resources Office 3 week before the examination due date and also provide evidence of the examination, such as a stamped timetable from their institution.

5.6.3 **Study Leave:** Study leave may be granted at management's discretion to full time employees who have worked for the Secretariat for 4 years, to attend full time advanced education courses at universities or professional establishments. Such study leave is granted without pay.

5.6.4 On completion of the program, the employee will resume at the NGFS if his/her position is still available in the same department and level.

5.6.5 It is the policy of the NGFS that staff may not undertake part-time study during office hours. Employees who undertake part-time study outside office hours will be eligible for examination leave.



SECTION SIX: SALARY ADMINISTRATION

6.1 SALARY ADMINISTRATION POLICY

6.1.1 The objectives of NGFS Salary Administration policy are:

- To value jobs requiring similar knowledge and ability equitably
- To offer a salary structure that is competitive with salaries in the marketplace and is capable of attracting, retaining and rewarding a fully competent workforce at all levels of responsibility.
- To enable staff members to receive salary increments based on job performance appraisal.

6.1.2 Salaries are determined by the post and the Salary Grade apportioned to the post. The following is the grade structure of NGFS:

Grade	Title	Examples	Number Steps
1	Executive Management	D.G. and Executive Directors	8
2	Senior Management	Heads of Sections	8
3	Technical/Administrative	Heads of Units/Offices, Senior Research and Professional	10
4	Assistant Technical/Administration	Research Assistant, Administration Office	10
5	Administrative Support	PAs, Secretaries, Senior Clerks	12
6	Ancillary	Drivers, Junior Clerks, Security	12
7	Unskilled	Cleaners, Gardeners	12

6.1.3 Each Job Grade is subdivided into a number of steps providing incremental increases in salary within the Job Grade. The current base salary amount associated with each Job Grade and Step is given in the current Salaries and Allowances Supplement.

6.1.4 When determining starting salaries, the Human Resources Office may consider the applicant's prior experience and/or education directly related to the position, as well as current staff in comparable positions to ensure internal equity. If considered exceptional an appointee may be entered on a higher Step than the entry point to a maximum of three Steps.

6.2 PAY PERIOD

10.2.1 The working month begins on the first of the month. Salaries are paid one month in arrears and are due on the last day of the month. However, for the convenience of staff salaries are paid on the 25th of each month. Where this date falls on weekend or public holiday, salaries shall be paid on the Friday preceding it or the working day immediately before the 25th.

6.3 MODE OF PAYMENT

10.3.1 Salary payments are made through banks and new employees are required to open bank accounts at an NGFS designated bank for this purpose. Charges for such salary accounts will be paid by the NGFS.



6.4 PAYROLL DEDUCTIONS

10.4.1 State taxes and the Pay As You Earn Scheme (PAYE) are automatically deducted from payroll each month. Other deductions that are withheld from payroll earnings are those to recover indebtedness and contributions to Staff Pension Fund.

6.5 SALARY REVIEW

10.5.1 The NGFS will undertake a salary and benefits review every three years. Any proposed increase will be determined by a formal comparative compensation survey.

6.6 INFLATION AWARD

6.6.1 Each staff member will be awarded an annual inflation award of 3% of base salary. This salary increase will be awarded in the January of every year.

6.7 PROMOTIONS

6.7.1 A promotion is the movement from one position to a higher position, that is previously established and it will involve a salary increase. A promotion may be within a department, between departments or divisions of the NGFS with a salary increase and may result in a title change.

6.7.2 It is a prerequisite that an employee must have spent a minimum of two years post-probation in his/her current post before any application for promotion will be considered.

6.7.3 A promotional salary increase is given at the time of promotion to a higher job grade.

6.7.4 The effective date of the promotional increase is the date the promotional position is assumed.

6.7.5 The new salary rate, allowances and benefits applicable to the new job assumed will be communicated to the employee by the Human Resources Office.

6.8 OVERTIME PAYMENT

6.8.1 Overtime compensation is paid employees in Grades 5, 6, and 7 for work done outside office hours i.e. all hours worked over 40 hours per week, at a rate of "time and a half" (one and a half of hourly base salary rate). Weekends and public holidays attract double hourly base salary rate. The total overtime payment in any one month is not to exceed 35% of the employees gross base monthly salary.

6.8.2 All overtime work performed by employees in Grades 5, 6, and 7 must receive the supervisor's prior authorization. The supervisor's signature on a time sheet authorizes payment for overtime hours worked. Overtime worked without prior authorization from supervisor result in non-payment. A request for supplementary pay must be submitted within the next pay period.

6.8.2 NGFS officers not entitled to overtime but required to work outside set office hours may be allowed to work flexibility or have time-off in lieu equivalent to the amount of additional hours worked. However, it is to be emphasised that this is not an entitlement but is granted at the discretion of the employees Head of Department.



SECTION SEVEN: ALLOWANCES

7.1.1 Allowances are fringe benefits payable to employees to meet special needs or circumstances. These are in addition to their basic salaries and may be paid along with salaries or separately depending on the purpose for which they being paid.

7.2 TRANSPORT ALLOWANCE

7.2.1 Employees are eligible for a transport allowance to provide financial assistance towards the cost of travel to and from work and their place of residence. See the current Salary and Allowances Supplement for the monetary levels of the allowance.

7.2.2 Employees who are eligible for vehicles (Senior Management and above) do not receive transport allowance.

7.3 UNSOCIAL WORKING HOURS ALLOWANCE- OFFICE BASED EMPLOYEES

7.3.1 Permanent office employees who work on a continuous 24 hour rotating schedule shall be paid shift allowance for each day they are on duty as detailed in the current Salary and Allowances Supplement.

7.4 UTILITY ALLOWANCE

7.4.1 All staff are entitled to a monthly utility allowance as a contribution towards their domestic utility costs. The monetary amount of the allowance for each Salary Group is set out in the current Salary and Allowances Supplement.

7.5 HOUSING ALLOWANCE

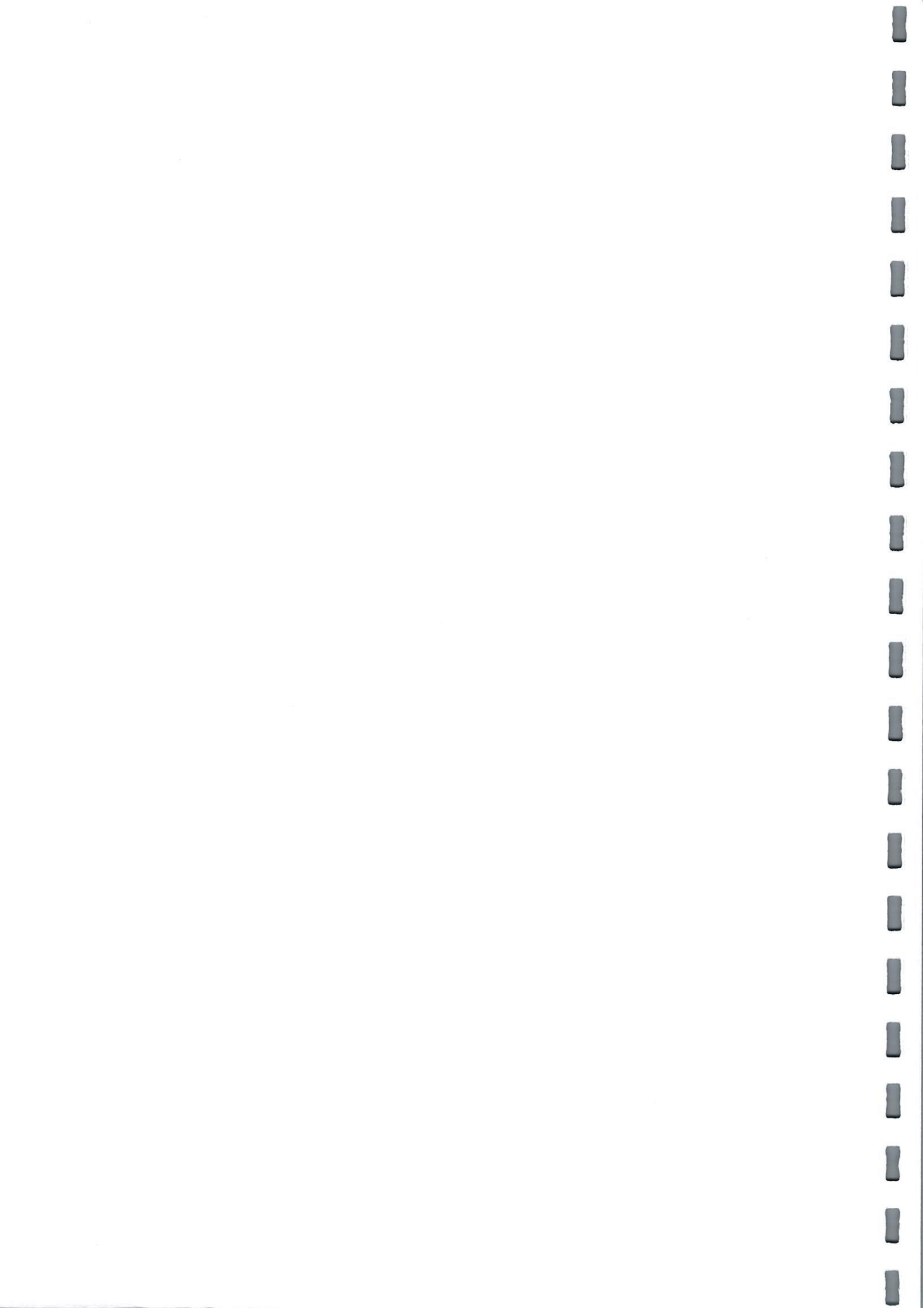
7.5.1 A housing allowance will be paid to employees per job grade at the beginning of each year to assist them in their housing needs. New employees are paid on a prorated basis until confirmation.

7.5.2 The monetary value of the housing allowance for each Salary Grade is set out in the current Salary and Allowances Supplement.

7.5.3 Housing Grant for Nigeria Governors' Forum Secretariat Employees

The Nigeria Governors' Forum (NGF) Housing Grant provides employees with an incentive subsidy to attract and retain the right calibre of staff. The Grant provides housing subsidies in addition to the existing Housing Allowance Scheme (HAS) administered to employees to finance vital improvements necessary to make their homes decent, safe and in good sanitary condition. Among other key needs, the Grant will ameliorate employee conditions associated with the high cost of living and the shortage of suitable housing in Abuja or elsewhere.

The Housing Grant is a subsidy to facilitate the purchase price of a new or resale property in Abuja or elsewhere in the country. It is a grant of money which does not have to be paid back, as the access and use of the Grant is administered to provide a property for employees within reasonable proximity to the NGF Secretariat. This Grant is to provide a quick and targeted investment into employee housing to sustain the NGF's institutional service delivery, support employee social well-being in a sustainable manner and enhance work-life stability.



7.5.4 Scheme Guidelines

These guidelines will enable the NGF Secretariat establish and administer the Housing Grant for its employees.

Eligibility

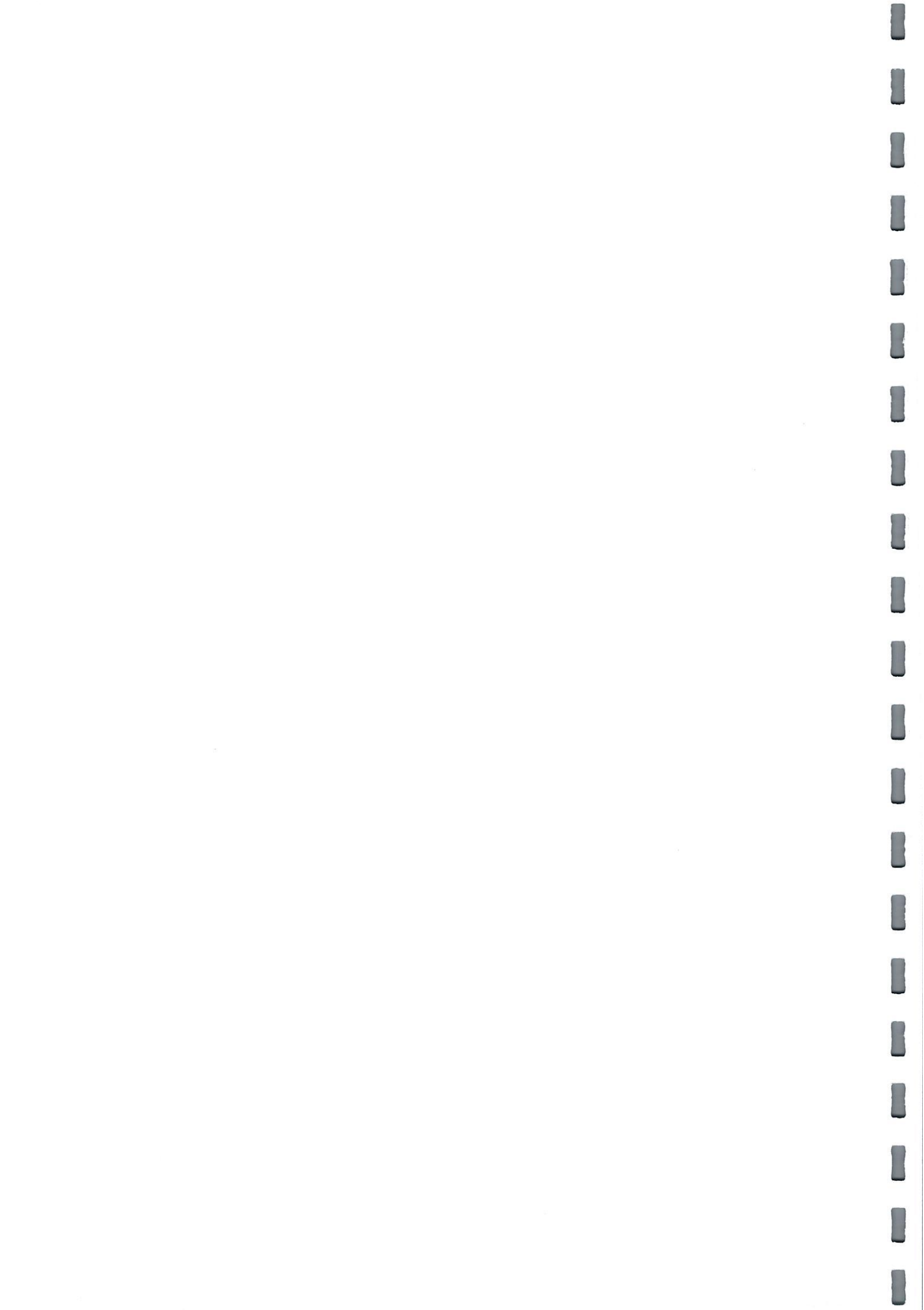
- i. Access to the Grant by employees is an employment entitlement and may be offered as a recruitment or staff employment and retention incentive.
- ii. Persons may be deemed to be eligible for the Grant by the Secretariat if they are permanent employees.
- iii. Contract employees may be eligible for the Grant at the discretion of the Secretariat's management. This will be in recognition of the length and conditions of the employment contract of the individual. If the employee is qualified for the Housing Allowance Scheme (HAS), then they may be eligible for the Grant.
- iv. In the event that an employee has a spouse or partner that is also employed by the Nigeria Governors' Forum or its Secretariat, only one Housing Grant will be available.
- v. An Employee would not be eligible for the grant unless he has spent at least two (2) years in the Organisation.

Maximum Grant Level

- vi. The Housing Grant will be funded by the Nigeria Governors' Forum. The amount of the grant is to be determined by the management but cannot be less than the equivalent of the current housing allowance multiplied by fifteen years.
- vii. Over time, the Secretariat may review the terms of the Grant for employees subject to the parameters in section vi. The Forum will however review the maximum grant level payable from time to time.
- viii. The NGF or its Secretariat shall take no legal and equitable interest in the property that is subject to the Housing Grant payments.

Administration of the Grant

- ix. Every employee shall open an account with a Mortgage institution that would be determined by the NGF Secretariat.
- x. Payment of the Housing Grant is to be made directly into a housing grant account of the employee in the mortgage institution.
- xi. The Grant shall be accessible to the employee once Clause vi is satisfied and both parties (employee/Mortgage Institution) have identified and agreed on a suitable housing stock.



7.6 OUT OF STATION ALLOWANCE

7.6.1 This allowance is provided to all employees while on official duty outside their normal place of work within Nigeria. The Out of Station Allowance is a "per diem" to cover the cost of meals not included in the hotel charge, local transport for taxis and the like, and incidental expenses, for example laundry. The allowance is paid for each night the employee is away from his/her usual station. Travel of more than 6 hours but not involving a night away will receive 50% of the daily allowance.

7.6.2 To obtain an out-of-station allowance the travel requisition form should be completed with information on number of days and destinations. This form is to be submitted to the Human Resources Office for verification and approval.

7.6.2 The monetary value of the daily Out of Station allowance for each Salary Grade is set out in the current Salary and Allowances Supplement. The value of the daily rate will vary with geographic location within Nigeria.

7.6.3 The NGFS will pay for the employee's transportation from the office to the assigned destination.

7.6.4 Employees will be lodged in a hotel or guest-house paid for by the NGFS.

7.6.5 Accommodation is usually provided but where employee chooses to accept an allowance in lieu of accommodation, he/she shall be paid the daily rates as set out in the Salary and Allowances Supplement. This arrangement will only be permitted where the employee can demonstrate that the cost to the NGFS is less than it would be for directly paying for the accommodation.

7.7 TRAVEL ADVANCE

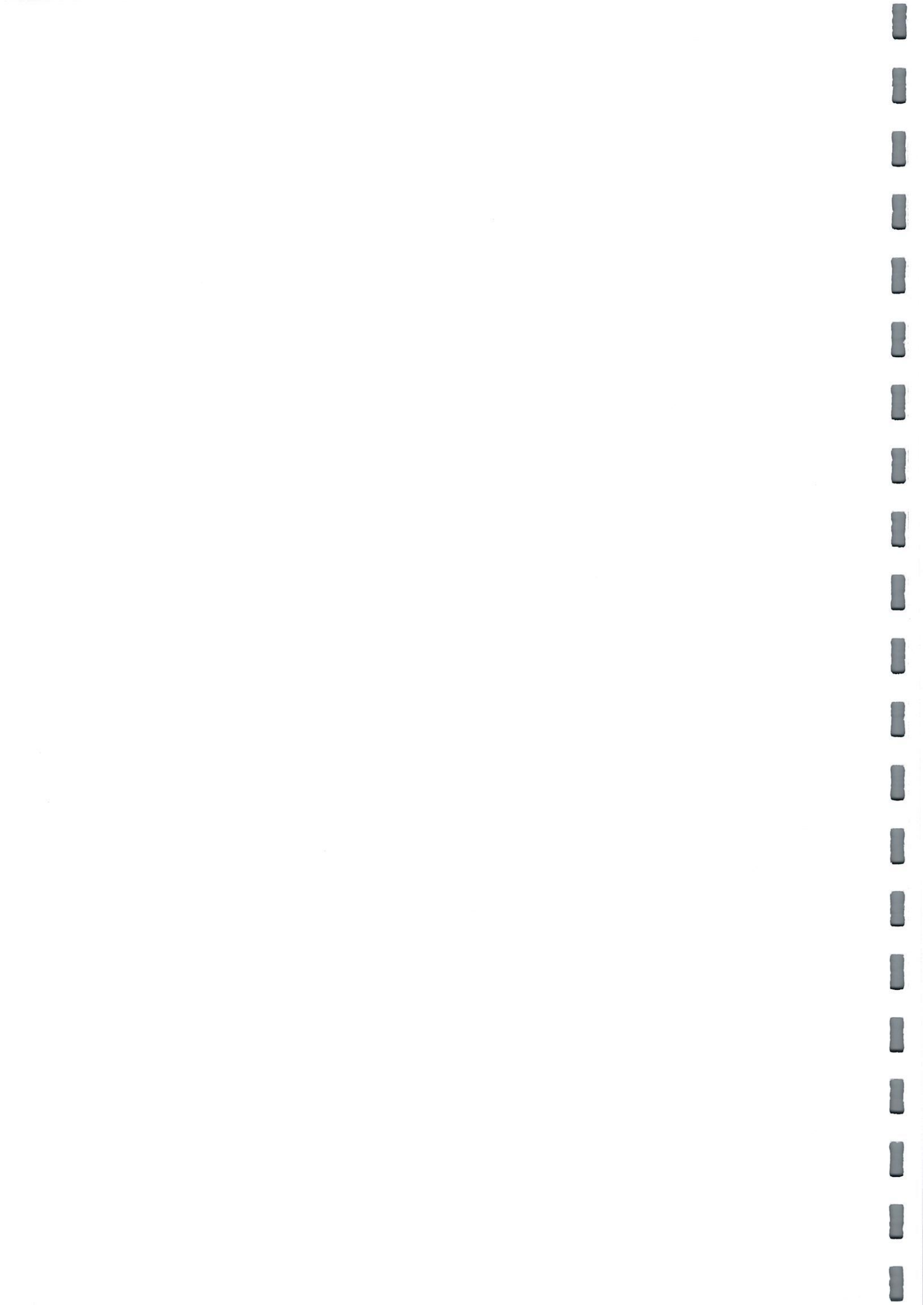
7.7.1 In exceptional circumstances employees are given a travel advance to cover unexpected costs relating to local transportation and other reasonable incidental expenses relevant to the assignment that exceed the daily Out of Station Allowance.

7.7.2 Such amounts have to be accounted for through an expense report with relevant receipts attached and submitted to the Head of Department for date and incidental approvals. The Head of Department will pass this to the Human Resources Office for verification then on to the Accounts Department. Expense report should be submitted within two weeks of returning to normal work location. The entire travel advance amount shall be deducted from the employee's salary if the report is not submitted within the stipulated period. Any advance not utilised must be returned to the Accounts Department within 7 days of return to the office.

7.8 KILOMETRE ALLOWANCE

7.8.1 Employees are reimbursed for expenses incurred in using their personal cars to carry out official assignments when authorised by their Head of Department or Executive Director A=Finance. However, employees should only use their personal cars with the prior consent of their Head of Department.

7.8.2 Reimbursement shall be paid at the rate of N50/kilometer and the amount will be claimed through an expense report approved by the Head of Department.



7.9 COMPASSIONATE ADVANCE

7.9.1 In the event of an emergency requiring immediate financial outlay an employee may apply for a compassionate advance to be taken from the next seasonal bonus payment. The amount to be advanced will be subject to the expected amount of bonus payment and will be fixed at the discretion of the Executive Director Finance and Administration. The amount advanced will not exceed 75% of the expected bonus and will be deducted in full from the next seasonal bonus. Request for a compassionate advance by employees must be passed through the HOD and referred to the HR department for further processing.

7.10 ACTING ALLOWANCE

7.10.1 The NGFS shall pay an employee who has been authorized by management in writing to act in a higher capacity for not less than 1 month, a differential of 40% on monthly salary between current and acting position.

7.11 CONTINGENCY BENEFIT

Cognisant that the NGF is a democratic institution and in recognition of the risks inherent in an occasionally volatile political environment in the country, the NGF shall pay a Contingency Benefit subject to the following terms and conditions:

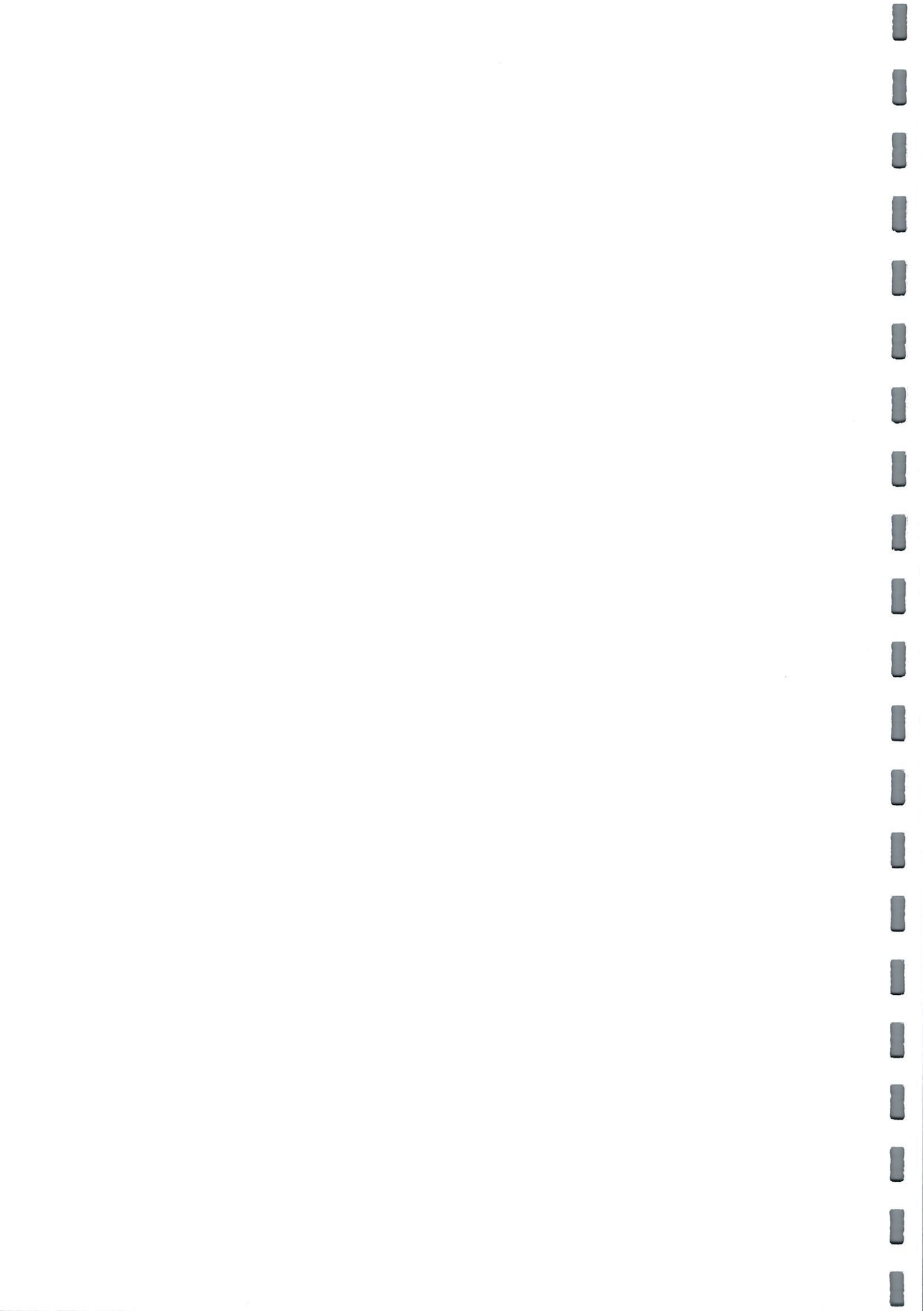
7.11. 1 The Benefit is payable once the Management of the Secretariat becomes reasonably convinced of a threat of political upheaval in the country, which may threaten democratic institutions.

7.11. 2 The amount payable shall be derived by the computation of a combination of basic salary, length of service and productivity criteria.

7.11.3 In determining what is payable, the following standards would be used:

- 10 years and above – 5% of emoluments
- 6 – 9 years – 2 1/2% of emoluments
- 0-5 years – 1% of emoluments

7.11.4 The test of reasonableness shall be a question of facts to be determined on its merit.



SECTION EIGHT: FOREIGN TRAVEL ALLOWANCE

8.1.1 Foreign Travel Allowance is paid to employees who travel outside the country on NGFS business and is calculated from the day the employee leaves the country until the day he/she returns to the country. This amount is to cover expenses relating to local transportation, meals, laundry, excess luggage and other incidental expenses.

8.1.2 Excess luggage expenses incurred on NGFS related business must be pre-approved and will not be approved for personal items.

8.1.3 Foreign Travel Daily Allowance (Per Diem) applicable to employees will vary by the grade and post held and country or region being visited. The current rates are set out in the Salary and Allowances Supplement.

8.1.4 In the event that the duration of the overseas trip is more than 14 days, the travel allowance shall be reduced to 66% of the daily rate from day 15.

8.1.5 **Accommodation:** NGFS will book appropriate accommodation ahead of overseas travel and whenever possible pay for the accommodation in advance. Where this is not possible the officer travelling will be provided cash to cover this cost. The officer concerned must surrender receipts with 14 days of his return. Failure to do so will result in the amount advanced being deducted from the officer's salary. Similarly, any difference between the amount advanced and that accounted for by receipts will be deducted from salary unless the officer surrenders the overpayment.

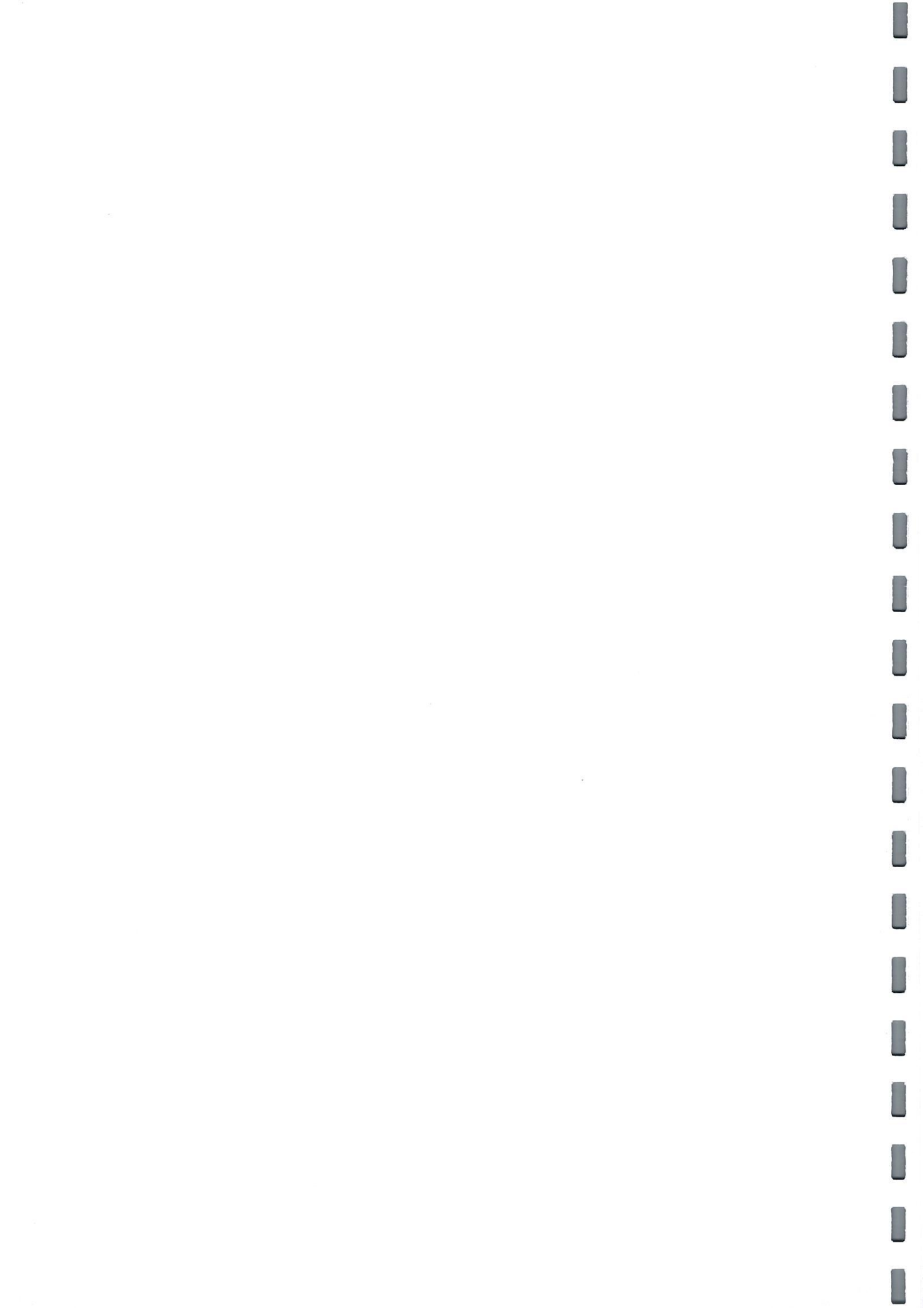
8.1.6 **Air Tickets** will be provided stated below:

Grade	Titles	Class of Travel
1	Executive Management	
2	Senior Management	
3	Technical & Administration	
4	Assistant Technical, Research & Administration	
5	Administrative Support	

8.1.7 All employees who travel in economy class will be issued 'economy plus' or comparable class tickets for long haul flights of 8 hours and above where such service is available.

8.1.8 In-country travel, beyond local needs covered by Foreign Travel Daily Allowance, should be arranged utilising the most cost effective transport means. Where a foreign trip involves visiting different locations then, where possible, transport between the various locations will be arranged ahead of travel. Where this cannot be done a cash advance will be provided. The officer concerned must surrender receipts with 14 days of his return. Failure to do so will result in the amount advanced being deducted from the officer's salary. Similarly, any difference between the amount advanced and that accounted for by receipts will be deducted from salary unless the officer surrenders the overpayment.

8.1.9 All overseas trips are to be approved by the Director General prior to any arrangements or bookings being finalised. All travel dates and proposed itineraries for approved travel must be submitted at least 14 days in advance to the Executive Director Finance and Administration.

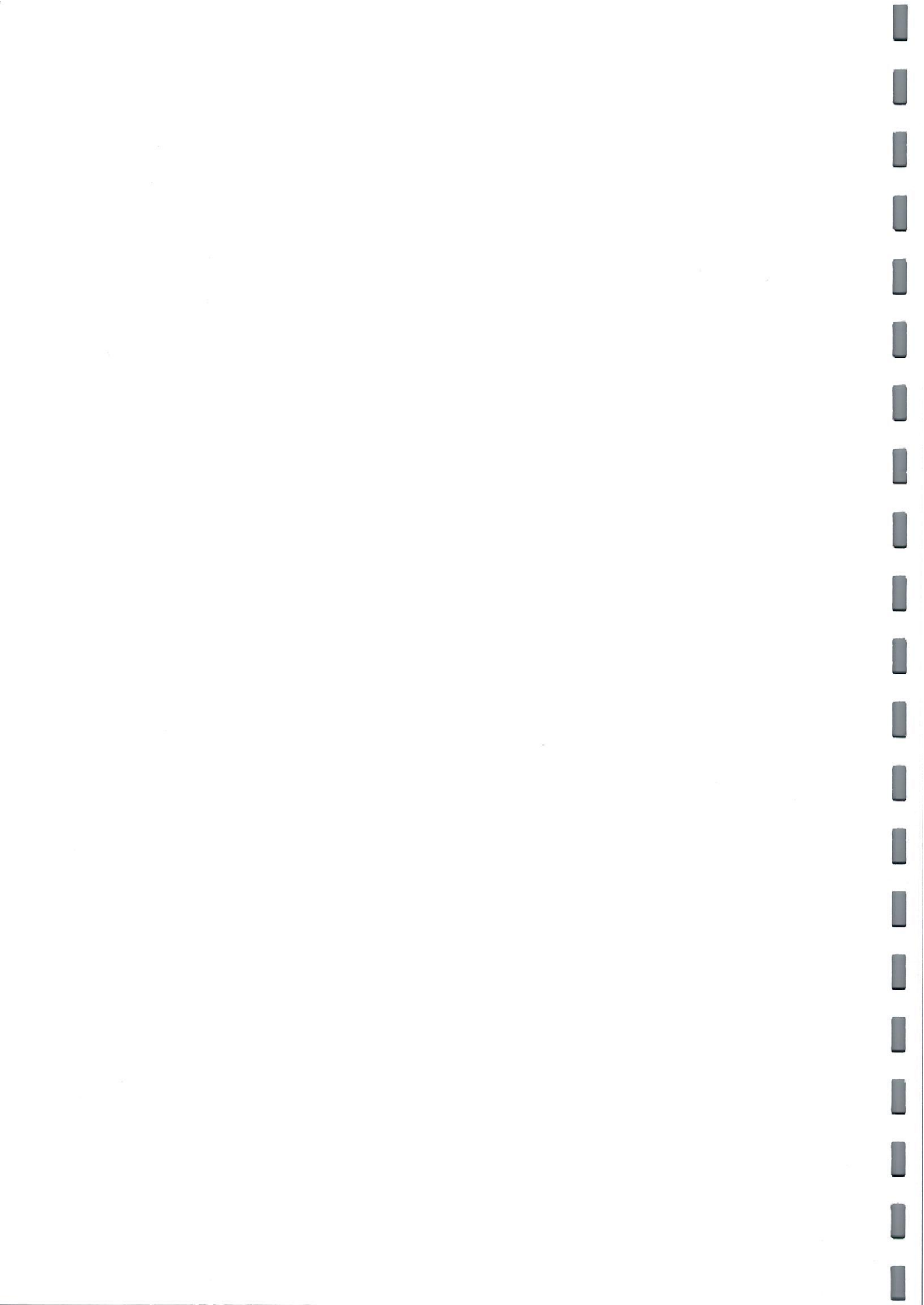


8.2 WARM CLOTHING ALLOWANCE

8.2.1 All NGFS employees are given allowance to purchase warm clothing when travelling on official NGFS assignment outside Nigeria and to countries in temperate regions in the winter months.

8.2.2 An officer of NGF will be eligible for Warm Clothing Allowance once every 3 years. The level of allowance provided is:

Grade	Titles	Warm Clothing Allowance
1	Executive Management	
2	Senior Management	
3	Technical & Administration	
4	Assistant Technical, Research & Administration	
5	Administrative Support	



SECTION NINE: RELOCATION

(Not currently applicable to NGFS)

9.1.1 A transfer is defined as the movement from one work location to another work location that has previously been established in another part of Nigeria. A transfer does not necessarily imply any change of salary or benefits. A transferred employee enters into a ninety calendar day introductory period for the new position and the new location. NGFS shall give at least 1 months notice in writing to staff concerned prior to the effective date of transfer.

9.1.2 While the NGFS management will consider personal circumstances the final decision to transfer an employee will remain at management's discretion.

9.1.3 An employee transferred to a new location shall be entitled to a Relocation allowance of 1 month basic salary.

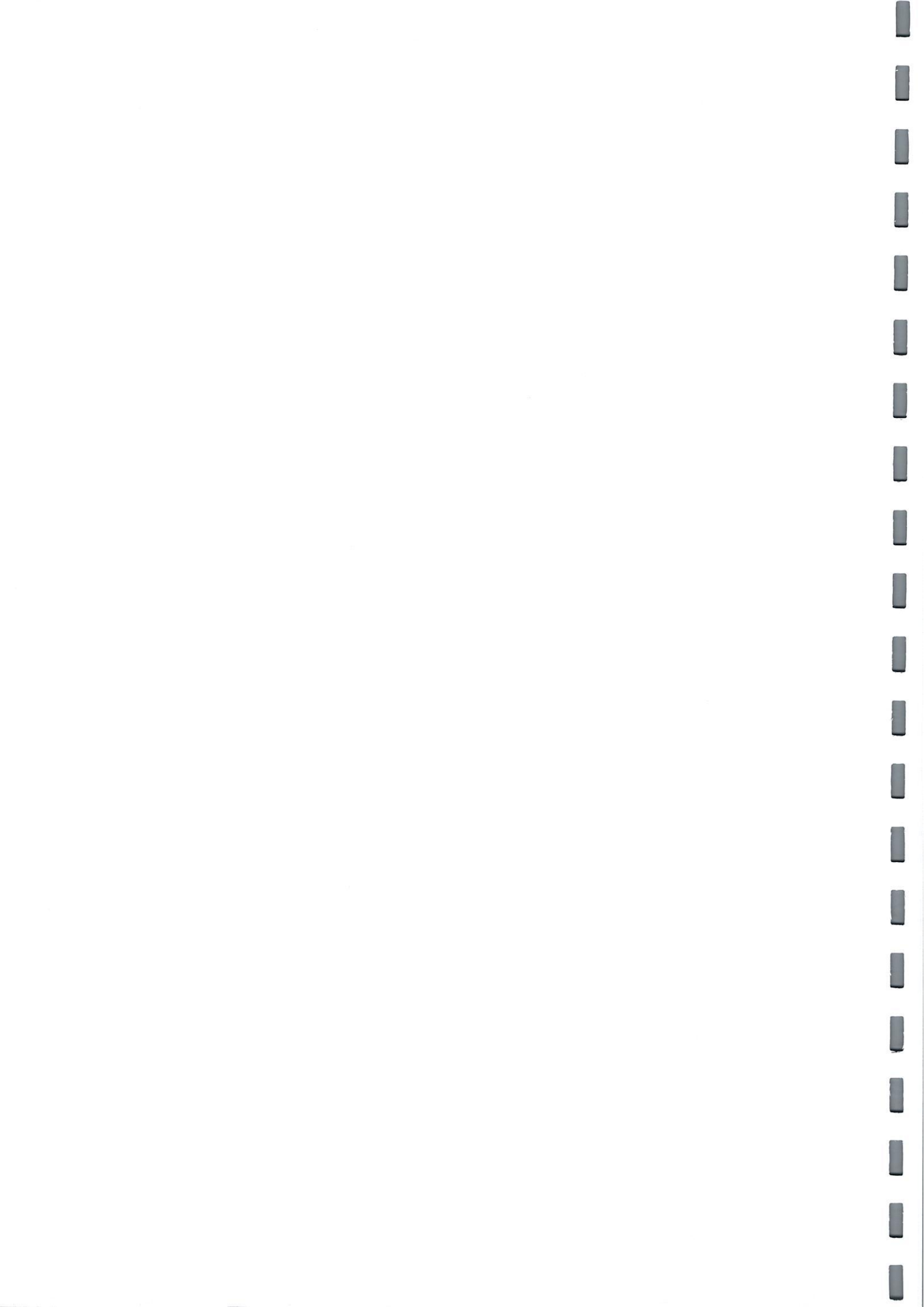
9.1.4 Accommodation in a NGFS guest house (where available) or hotel at NGFS expense for a maximum of 3 months is to be provided. Alternatively NGFS will pay an amount in lieu of hotel accommodation for the first Human Resources Office months only.

9.1.5 Transportation of household goods and personal effects supported by approved inventory from the former location to the new one. Allowable expenses include cost of truck or trailer rental and other related equipment, cost of assistance in loading and unloading.

9.1.6 For Senior Management staff and above NGFS will pay for transportation of the employee and family to the new location

9.1.7 Where an employee specifically requests for transfer, NGFS shall be absolved from the provision of relocation allowance, accommodation or cash-in lieu.

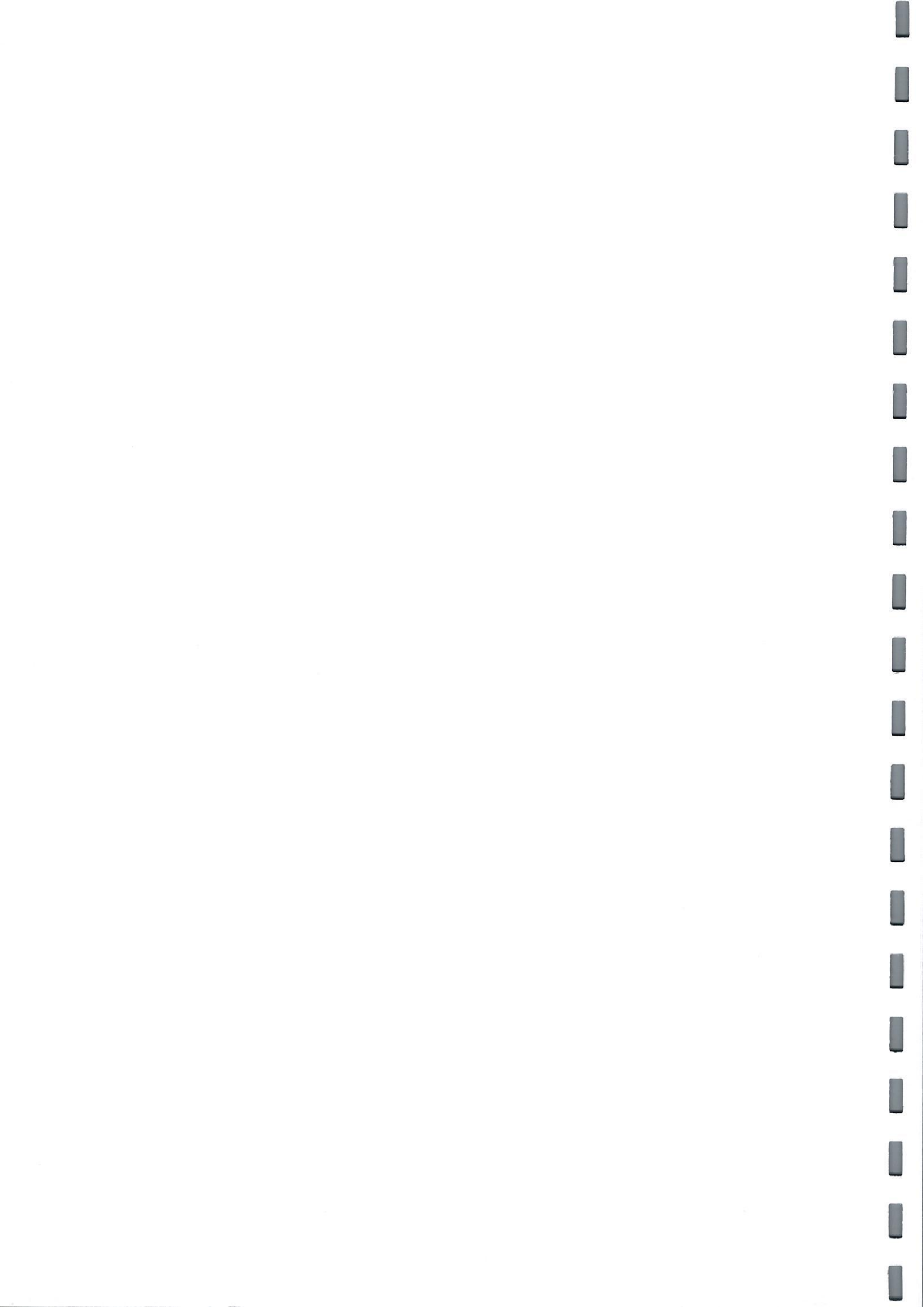
9.1.8 NGFS offers no financial support or allowances to appointees who have to move to Abuja from other parts of Nigeria. Only in very exceptional circumstances might some incentive be offered to a very senior appointment as a part of a 'joining package'



SECTION TEN: STAFF PERSONAL LOANS

10.1 PERSONAL LOANS

10.1.1 It is NGFS policy to not provide loan facilities to its employees.



SECTION ELEVEN: BONUSES, REWARDS AND SANCTION

11.1 BONUSES

11.1.1 **13th Month Salary:** At the end of each year NGFS shall pay an end of year bonus to all regular employees who have achieved an acceptable level of performance.

11.1.2 The amount of this bonus is equal to one month's salary and it is paid together with the November salary.

11.1.3 Employees who have worked for less than 1 year will not be eligible to receive this bonus.

11.1.4 **Seasonal Bonuses:** NGFS staff will be provided four seasonal bonuses over the calendar year. These bonuses will be made at Easter, Christmas, Idd Kabil and Idd el Fitr. The amount paid on these occasions will be set at the discretion of the Director General and be subject to the availability of financial resources. The maximum bonus payment will be 66% of base monthly salary.

11.2 PERFORMANCE BONUS

11.2.1 Employees who obtain an annual individual performance assessment of "exceptional" in any one year will receive a salary increase of two steps within their pay grade. Those scoring an 'outstanding' assessment will receive one step increment to their salary.

11.3 LONG SERVICE AWARD

11.3.1 NGFS will award a **Long Term Service Award** to recognise the valuable contribution made by a staff member to the success and growth of the Secretariat.

11.3.2 A staff member who has served for five uninterrupted years is eligible for selection for the Long Term Service Award. Only staff who have above average scores in the annual persona appraisal will be considered.

11.3.3 Awards will consist of a certificate or plaque of recognition, cash and/or a gift. Awards will be made at a suitable public event.

11.4 ACCIDENT FREE BONUS

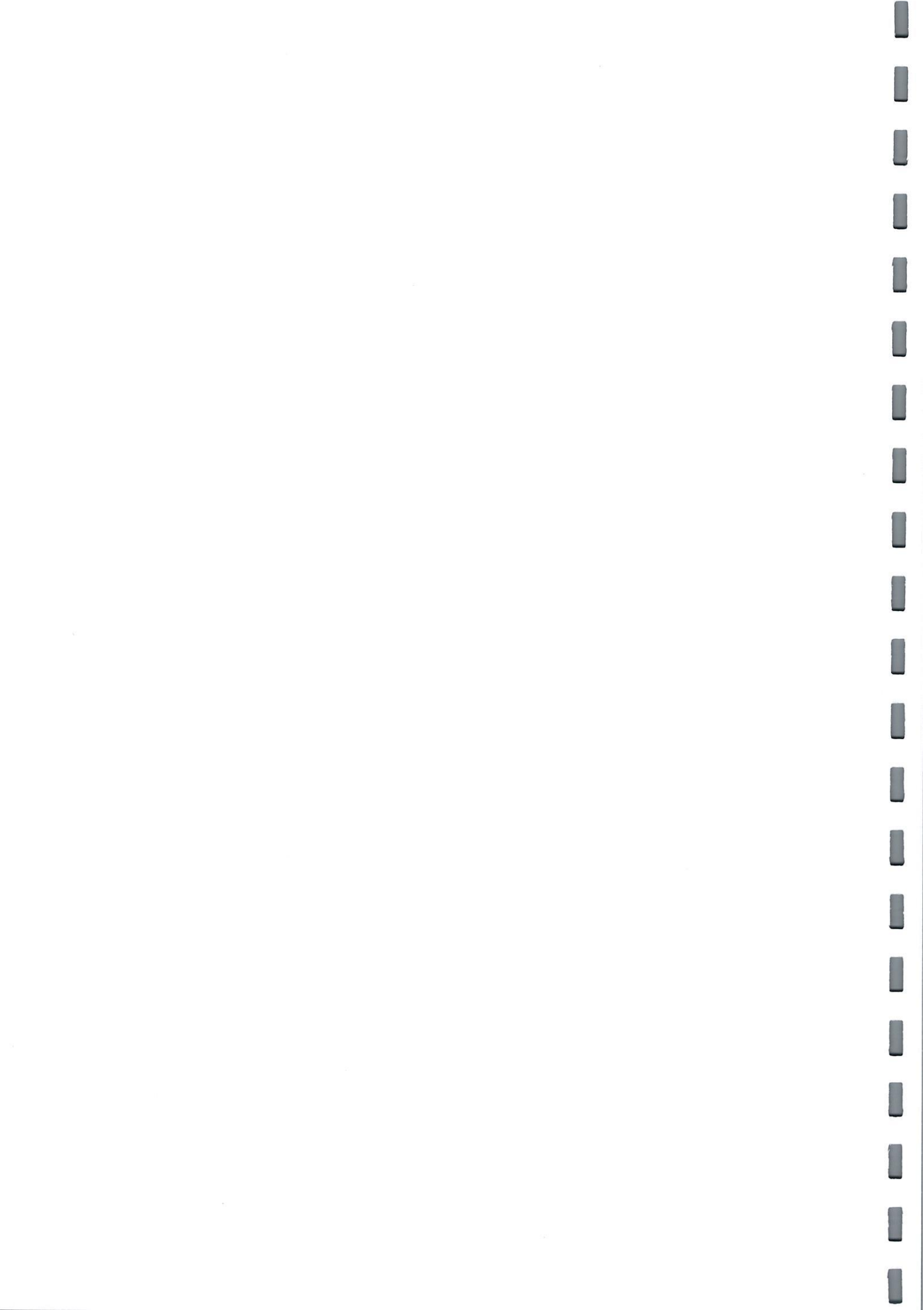
11.4.1 An accident free bonus is paid as an incentive to drivers employed by NGFS to encourage careful driving.

11.3.2 The amount one month's base salary per driver is paid in January of each year to any NGFS driver with an accident free record over the preceding year.

11.5 POOR PERFORMANCE

11.5.1 Employees who perform 'below average' or 'unacceptable' in their annual personal appraisal will receive a letter from the Human Resources Office stating the need for improvement and outlining the process to monitor future performance.

11.5.2 Employees who are scored 'unacceptable' for two consecutive years will be terminated unless the employee can demonstrate extenuating circumstances. Final decision on the matter will be exercised by the Executive Director Finance and Administration.



SECTION TWELVE: BENEFITS

12.1 NGFS MEDICAL INSURANCE SCHEME

DETAILS TO BE DECIDED

12.2 STAFF PENSION FUND

DETAILS TO BE DECIDED

12.2.1 This fund provides lump sum benefits from contributory fund on the retirement, withdrawal or early death of any staff member. Employees in permanent service of the Secretariat are eligible for membership to the staff pension fund subject to completion of the probationary period of employment.

12.2.2 The fund shall be managed by a licensed Pension Fund Administrator and will constitute:

- Employer and employee contributions
- Assets transferred to the fund to secure benefits for members
- Cash transferred by the administrators of any other pension fund on the engagement of a new member.
- The interest dividend and income of the fund and any donations, legacies or exceptional receipts of the fund.

12.2.3 Each employee shall contribute 7.5% of monthly basic salary, housing, and transportation before deduction of tax. The employer shall pay into the fund on behalf of each employee 7.5% of the employee's basic monthly salary, housing and transportation. Contributions shall continue throughout employee's period of service.

12.2.4 Monthly contributions shall be remitted to the Fund Administrators by the 25th day of each month.

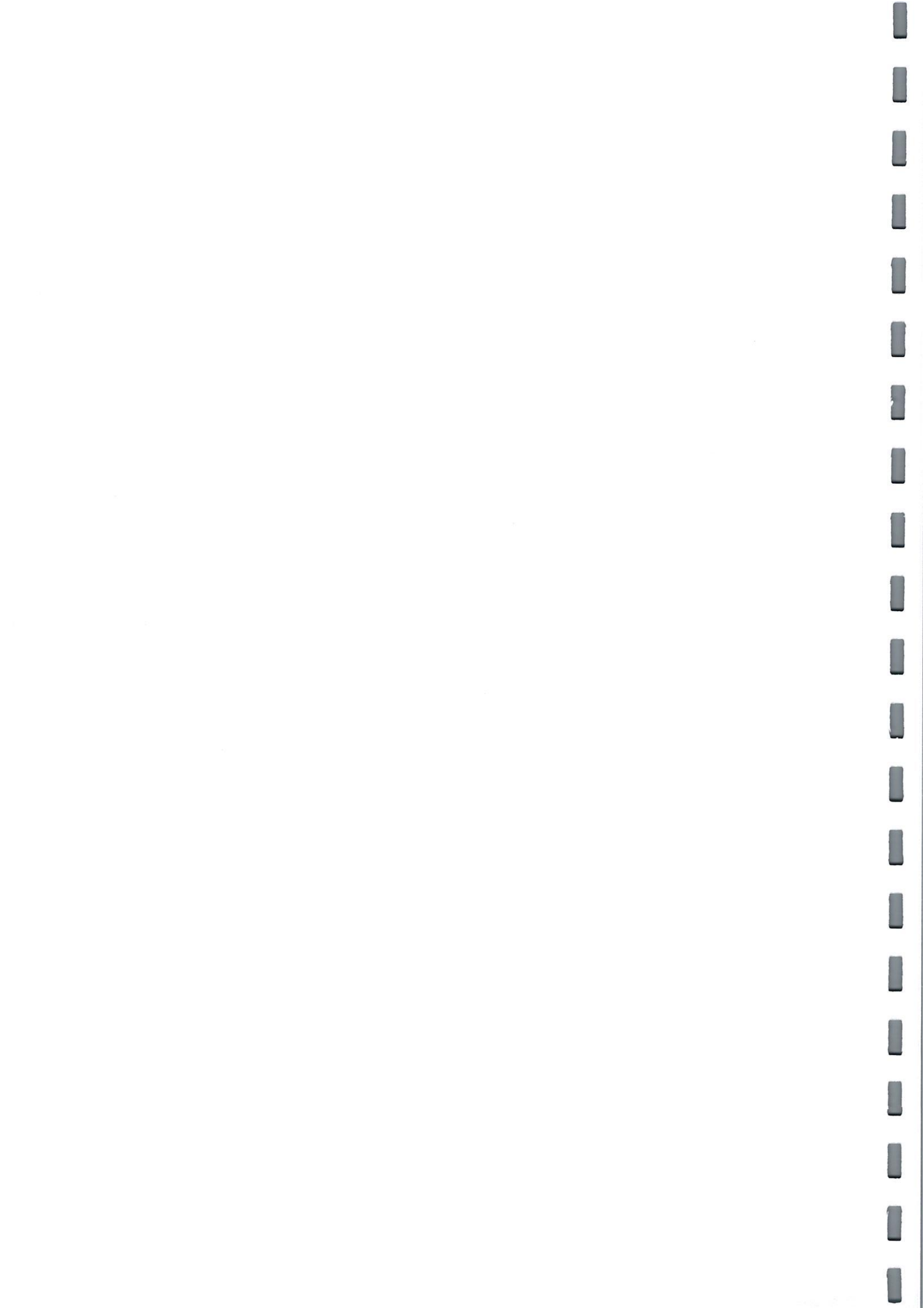
12.2.5 If an employee leaves the service of the employer prior to his normal retirement date for reasons other than summary dismissal or termination, the employee shall be entitled to the entire amount standing to his credit.

12.3 BEREAVEMENT ASSISTANCE

12.3.1 All employees of the NGFS are entitled to a single grant to assist with burial expenses in the event of death of an employee, or in an employee's immediately family. The amount of this grant is set out in the current Salaries and Allowances Supplement.

12.3.2 The NGFS shall contribute towards the cost of the burial though to provision of the casket and the cost of transportation to the place of burial. In addition a cash grant of 3 month's gross salary (of the deceased employee) is paid to the next of kin. NGFS shall be represented at the burial.

12.3.3 All employees are eligible for a grant upon the death of an immediate family of spouse and up to 4 children. The amount of the grant is set out in the current Salaries and Allowances Supplement



SECTION THIRTEEN: END OF SERVICE

13.1 VOLUNTARY DISENGAGEMENT /RESIGNATION

13.1.1 An employee who resigns from NGFS in good standing must give the appropriate notice period. For management staff (Grade 4 and above), three (3) months' notice is required and one (1) month for all other staff. Where this is not possible payment in lieu of notice should be given this is one months' salary multiplied by the number of required notice months.

13.1.2 A notice of resignation must be confirmed in writing by the employee and a copy immediately forwarded to the Human Resources Office. This should include the last day of work, the effective date of resignation and the reason for resignation.

13.1.3 An officer who has worked for more than one year and resigns in good standing is eligible to end of service benefits on a prorated basis

13.1.4 A representative of Human Resources Office may invite a resigning employee to participate in an exit interview.

13.2 COMPULSORY RETIREMENT

13.2.1 An employee who has attained the age of 60 years and has worked for NGFS for 10 years or has worked continuously for 35 years qualifies for compulsory retirement and will receive end of service benefits.

13.2.2 The Human Resources Office shall inform concerned employees of the effective date of their retirement 6 months before the date in writing. Full details of final service benefits, counseling and expert advice shall also be given.

13.2.3 An employee subject to compulsory retirement will receive end of service benefits.

13.3 VOLUNTARY RETIREMENT

13.3.1 An employee who has attained the age of 50 years and has worked for NGFS for 10 years may decide to retire before the compulsory retirement age and is entitled to receive end of service benefits.

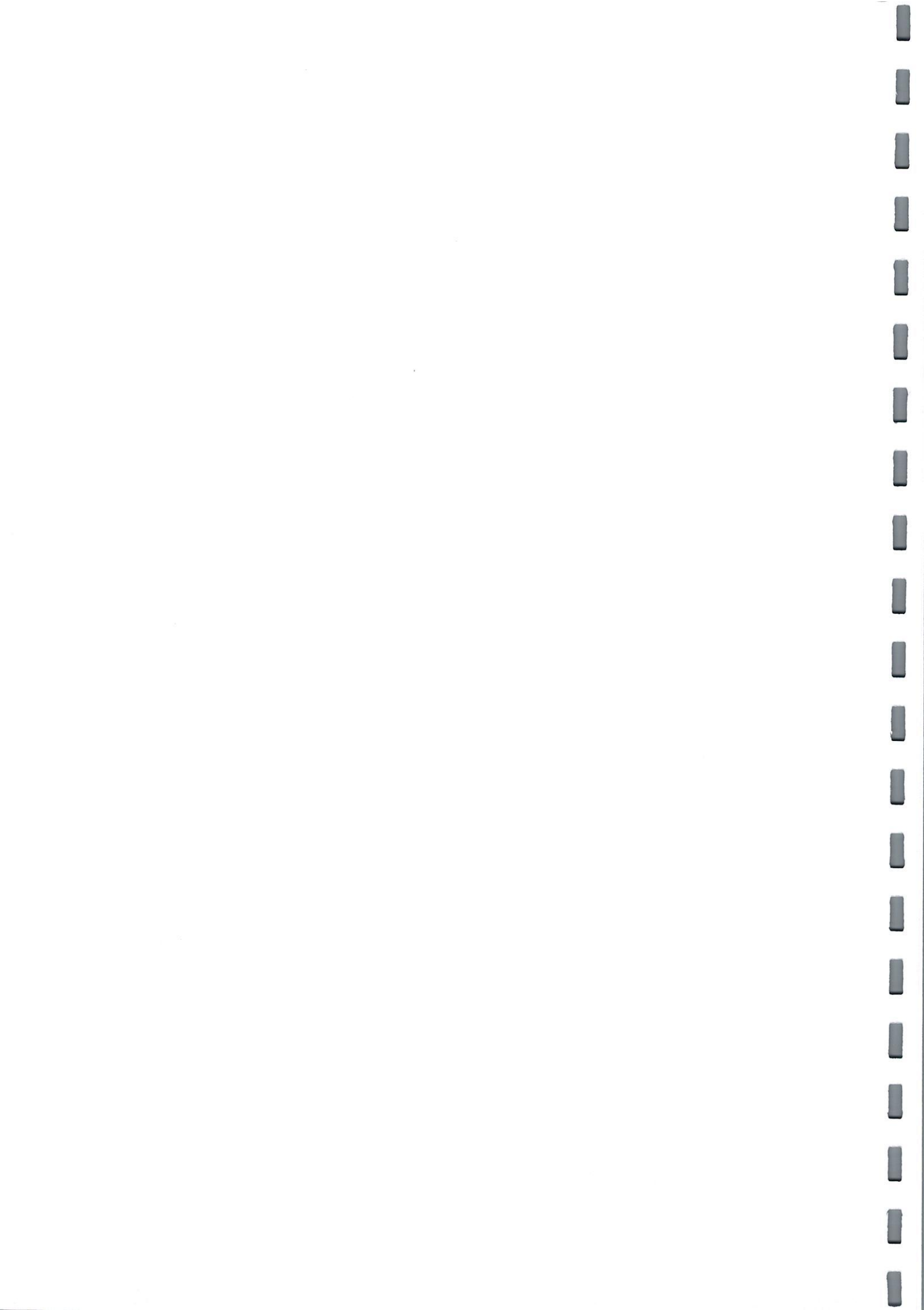
13.4 END OF SERVICE BENEFITS.

13.4.1 The End of Service entitlement is 15% of annual emoluments (less statutory deductions) at the time of disengagement multiplied by the number of service years. The entitlement is paid to the employee together with his/her final salary payment provided the employee has returned all NGFS property.

13.4.2 Employees who are terminated or dismissed shall not be given this entitlement and receive no benefit.

13.5 TERMINATION

13.5.1 An employment agreement can be terminated either by NGFS or by the employee.



13.5.2 During probation, either party can terminate the employment without notice. After confirmation, either party can terminate the employment agreement with the stipulated notice period (see 13.1.1) or by paying cash in lieu of notice.

13.5.3 An employee can be terminated on the grounds of misconduct. This includes but is not limited to

- Giving false information, written or oral, to NGFS including but not limited to: application for employment; overtime reports; requests for reimbursement; and application for advances.
- Divulging confidential information regarding NGFS operations or matters associated with the Nigerian Governors Forum itself for personal monetary or other gains.
- Frequent drunkenness or abuse of illegal substances that is detrimental to his/her duties or interaction with work colleagues.
- Dereliction of duty.
- Gross insubordination to an employee's superior not necessarily confined to an employee's direct supervisor.
- Failure to achieve or maintain a satisfactory standard of performance
- Malingering

13.6 SUMMARY DISMISSAL

13.6.1 NGFS reserves the right to summarily dismiss an employee who has committed a grave offence or gross misconduct. Such dismissal shall be without prior notice and all benefits to the employees cease on the effective date of dismissal.

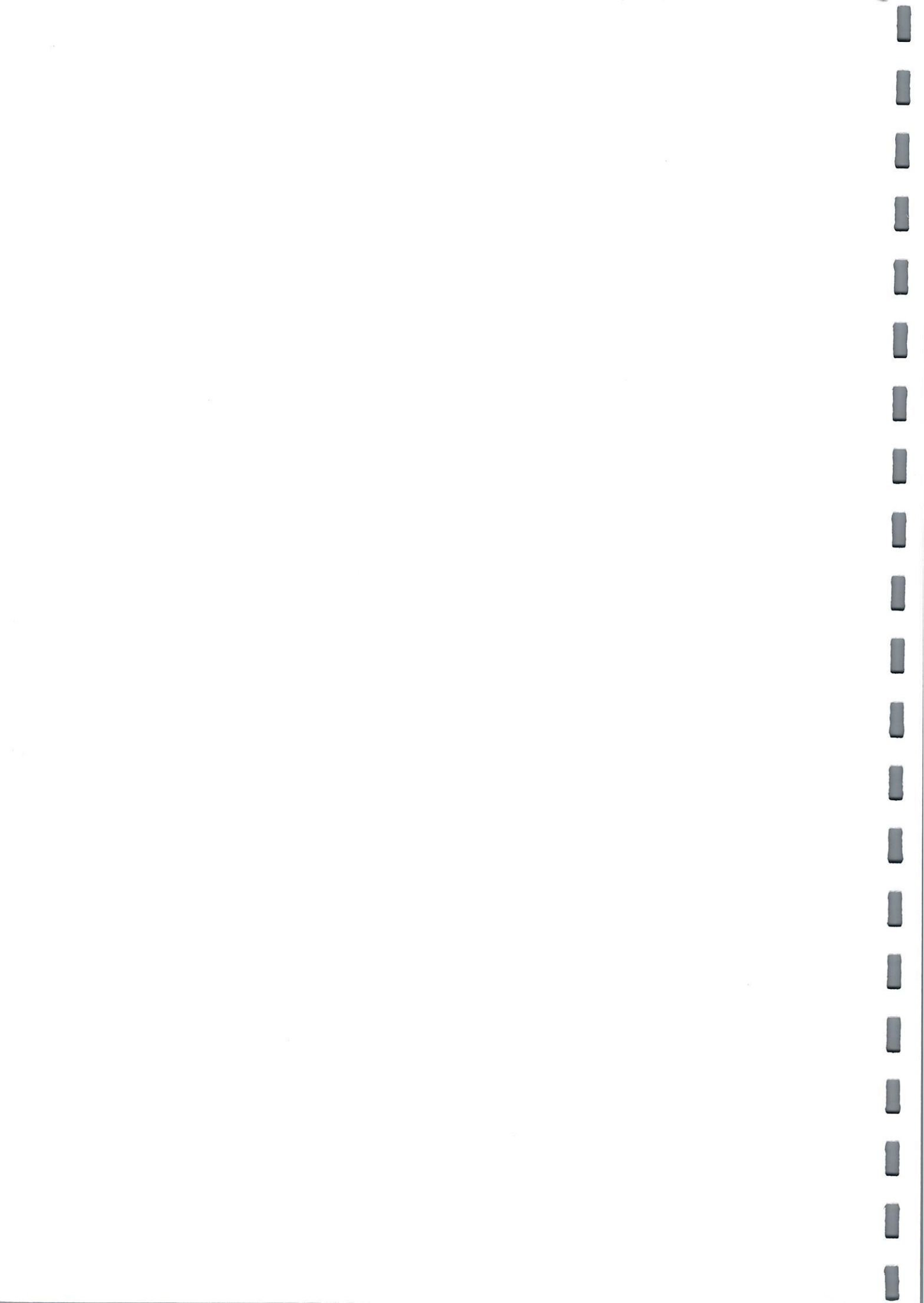
13.6.2 However, each case of proposed summary dismissal shall be preceded by a disciplinary investigation by NGFS (see Section 14). This investigation will either confirm summary dismissal, recommend an alternative action or clear the employee of any offence or misconduct.

13.6.3 Where an employee is cleared of the perceived offence or misconduct the summary dismissal must be immediately withdrawn and the employee return to normal duties.

13.6.7 Gross misconduct includes (but not limited to):

- Misbehavior while in NGFS premises and facilities as a result of being under the influence of alcohol or narcotics.
- Conviction following civil or criminal proceedings by a court of justice in/or outside Nigeria
- Accepting bribes and corrupting or attempting to corrupt other employees.
- A contravention of safety regulations which is hazardous to the safety of the employees or property.
- Fighting and using violence within the Secretariat's premises.
- Theft or fraudulent practices
- Being in possession of weapons or explosives on NGFS premises and any other criminally liable offence.

13.6.8 An employee who is summarily dismissed for cause will not be entitled to payment of salary in lieu of notice, end of service gratuity, and all benefits granted to regular retirement /pension plan except to the extent of his own contributions to Staff Pension Fund.



13.7 REDUNDANCY

13.7.1 Redundancy is enacted as a result of reorganisation, restructuring or staff downsizing due to major reduction in NGFS's overall economic activities, abolishment of positions or change in technology resulting in excess manpower.

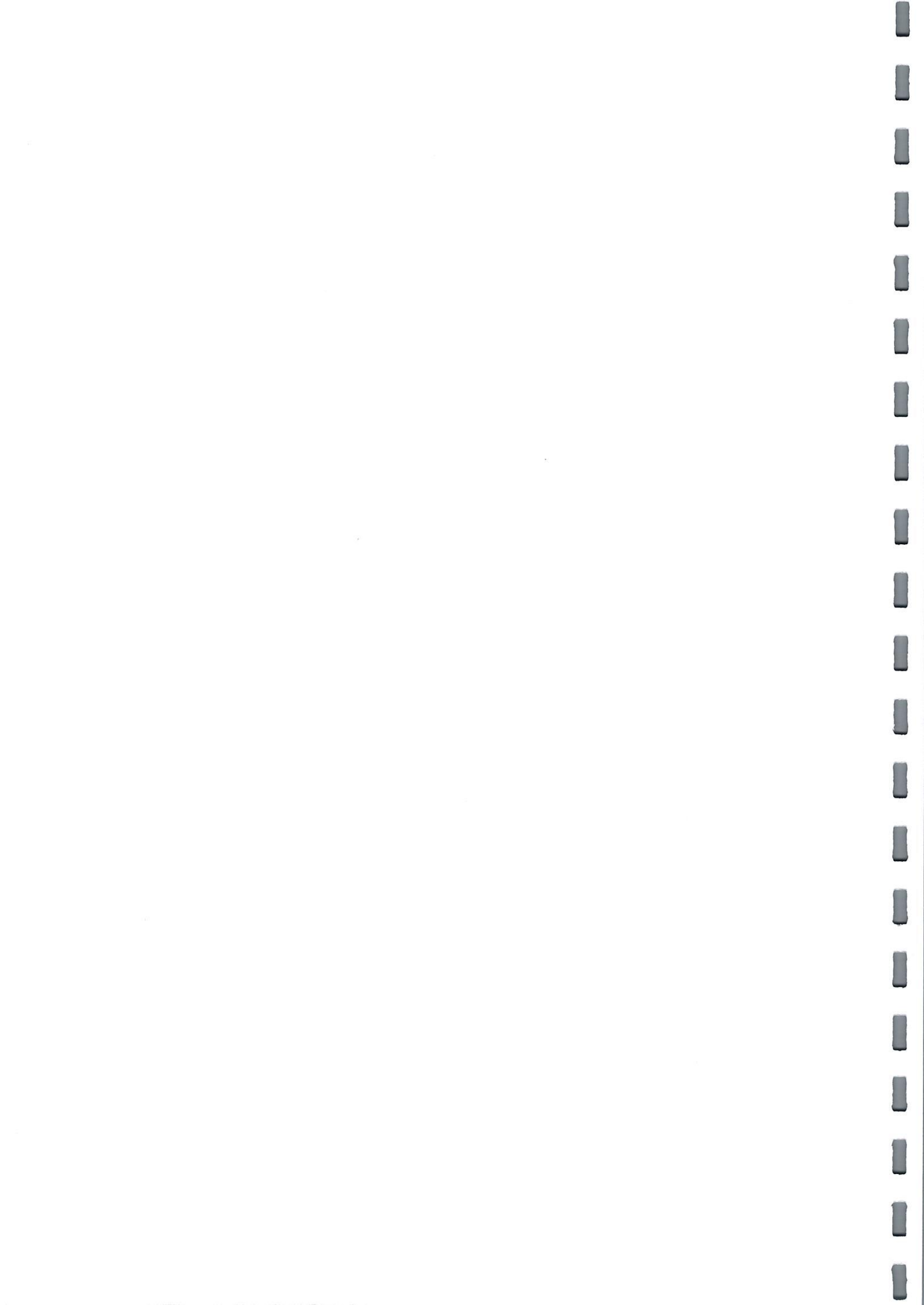
13.7.2 Regular employees who are declared redundant and laid off will be given written notice in advance of not less than 1 month. Criteria for selection will be based on performance and ability to assume other jobs. However, if the abilities skills, training, and other relevant qualifications to fill existing positions are considered equivalent among affected employees, the employee with the longest seniority will be retained and the employee with the shortest seniority will be the first to be laid off. The principle of Last in First Out (LIFO).

13.7.3 Regular employees who have satisfactorily completed their probationary period and have completed one year's service are eligible for redundancy payment. An employee who is made redundant is entitled to the following payments:

- Two months payment of base salary as a cash gratuity.
- Redundancy benefit of 1.5 annual base salary.
- Payment for unused vacation
- Retirement benefits if they are eligible
- Outstanding loans and advances would be withheld from final entitlements.
- Entitlements under the Staff Pension Fund

13.8 NGFS PROPERTY

13.8.1 The Human Resources Office is responsible for initiating the necessary action to ensure that all NGFS property and equipment such as keys, identity cards, tools, and permits are returned on or before the last day of work. Departmental personnel files for terminated employees must be transferred in their entirety to the Human Resources Office.



SECTION FOURTEEN: DISCIPLINE AND GRIEVANCES

14.1 DISCIPLINE

14.1.1 Employees are expected to conform to reasonable rules of conduct and standards of performance as contained in Section 18 and any other rules and regulations invoked by the NGFS.

14.1.2 Supervisors are responsible for training, assisting, motivating, directing and correcting behaviour. In any organization it is essential that certain standards of personal conduct and work performance are maintained. Where problems with employee behaviour or performance arise, a supervisor should seek to correct the problem with the least amount of disruption to the work environment.

14.2 PROGRESSIVE DISCIPLINE

14.2.1 The goals of progressive discipline are to:

- Clarify what constitutes satisfactory performance
- Instruct the employee on what action must be taken to correct the performance or behaviour problem.
- Inform the employee of what action will be taken in the future if the expectations are not met

14.2.2 There are several levels to disciplinary action, each progressively more serious which may be used to correct employee performance and behavior. Progressive discipline includes oral warning, written warning, suspension, and summary dismissal.

14.3 ORAL WARNING

14.3.1 An employee may be issued an oral warning for performance or a behavioural problem. Oral warnings are typically issued during a private conference between the supervisor and the employee where the supervisor explains the problem and what the employee must do to return to satisfactory status.

14.3.2 Supervisory notes to the file are permissible and in most cases appropriate. The employee should be informed that the conference is being conducted for the purpose of issuing an oral warning. This ensures that the employee is aware that the disciplinary action is taking place.

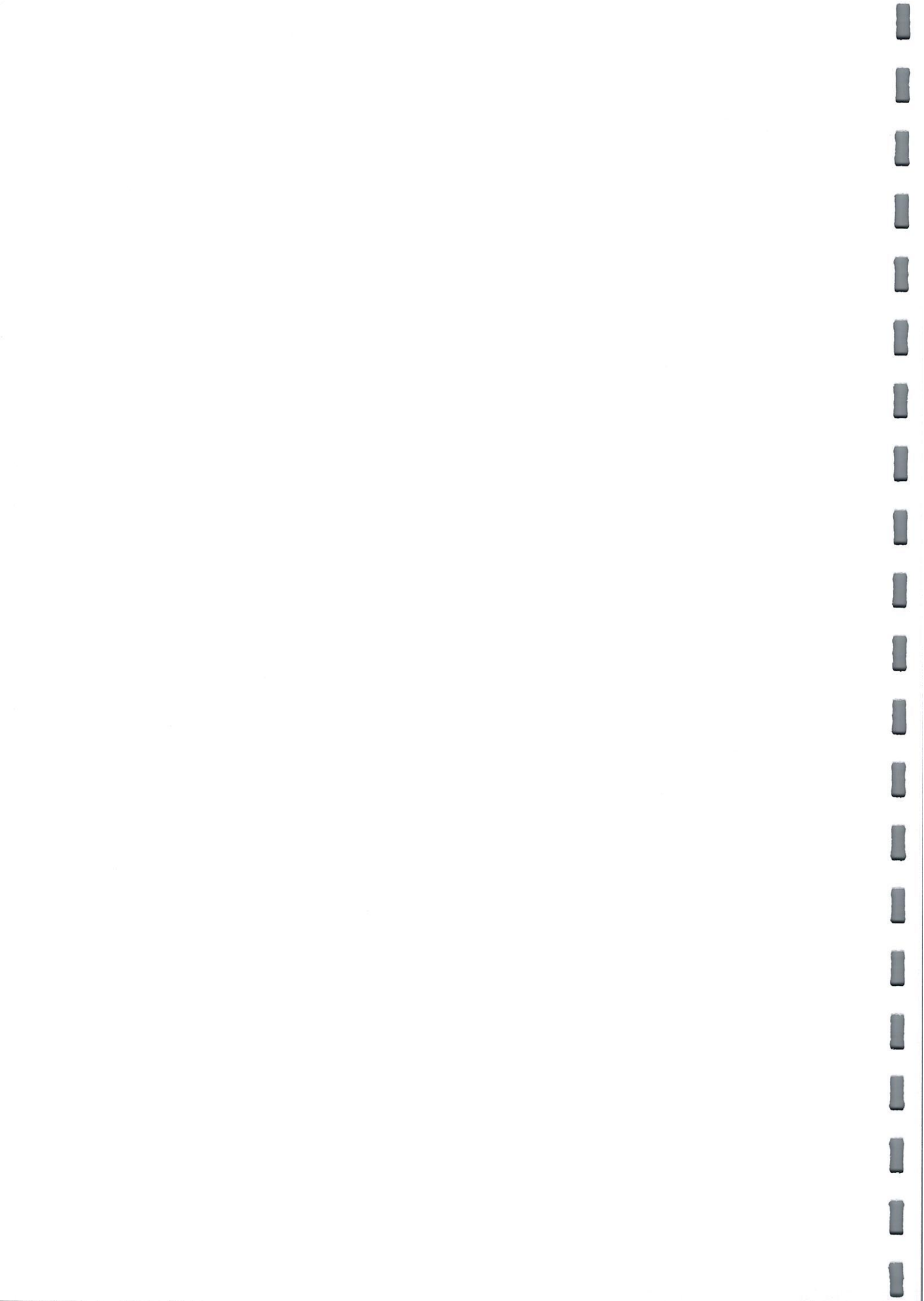
14.4 QUERY

14.4.1 If another incident occurs or a similar or related nature, a written memo in the form of a query may be issued to the employee, which would require the employee to give an explanation for his or her behavior in writing.

14.4.2 The query and response will be filed in the employee's confidential file in the Human Resources Office. If the response to the query is unsatisfactory, a written warning would be issued.

14.5 FIRST WRITTEN WARNING

14.5.1 Employees may be issued a written warning as a letter or memo which contains the following information: a description of the specific problem or offence; the most recent incident and when it occurred; previous actions taken to correct the problem (if applicable); expectation and acceptable standards of performance; and warning that further unsatisfactory behavior or performance may result in further disciplinary action.



14.5.2 The written warning is issued and discussed with the employee in private conference with the supervisor. A copy of the written warning is to be given to the employee and a copy placed in the employee's confidential personal record. The written warning may also specify a review period, if appropriate, in which the employee's behaviour or performance will be monitored and reviewed.

14.6 SECOND WRITTEN WARNING

14.6.1 If there is a second offence within 6 months of receiving the first warning a second written warning is issued to the employee by the Human Resources Officer and a copy is retained in the file.

14.7 SUSPENSION

14.7.1 Depending on the gravity of the offence, an employee may be put on suspension with half pay at the time the second written warning is issued.

14.7.2 Employees may be suspended without pay for incidents which are serious enough to warrant summary suspension, or after less severe disciplinary actions have taken. The duration of the suspension should be commensurate with the offence. An unconfirmed employee if suspended will have his or her appraisals deferred for the duration of suspension period.

14.7.3 Decisions regarding suspension shall be the responsibility of the Executive Director Finance and Administration acting on the recommendations of the employees supervisor and Haed of Department.

14.7.3 The employee is informed of the suspension in private conference with his or her supervisor. The employee is given a letter detailing the basis for the action which specifies: the length of the suspension (beginning and ending dates); a description of the specific problem or offence; the most recent incident and when it occurred; previous actions taken to correct the problem; expectations and acceptable standards of performance; and a warning that further unsatisfactory behaviour or performance may result further disciplinary action, up to and including summary dismissal.

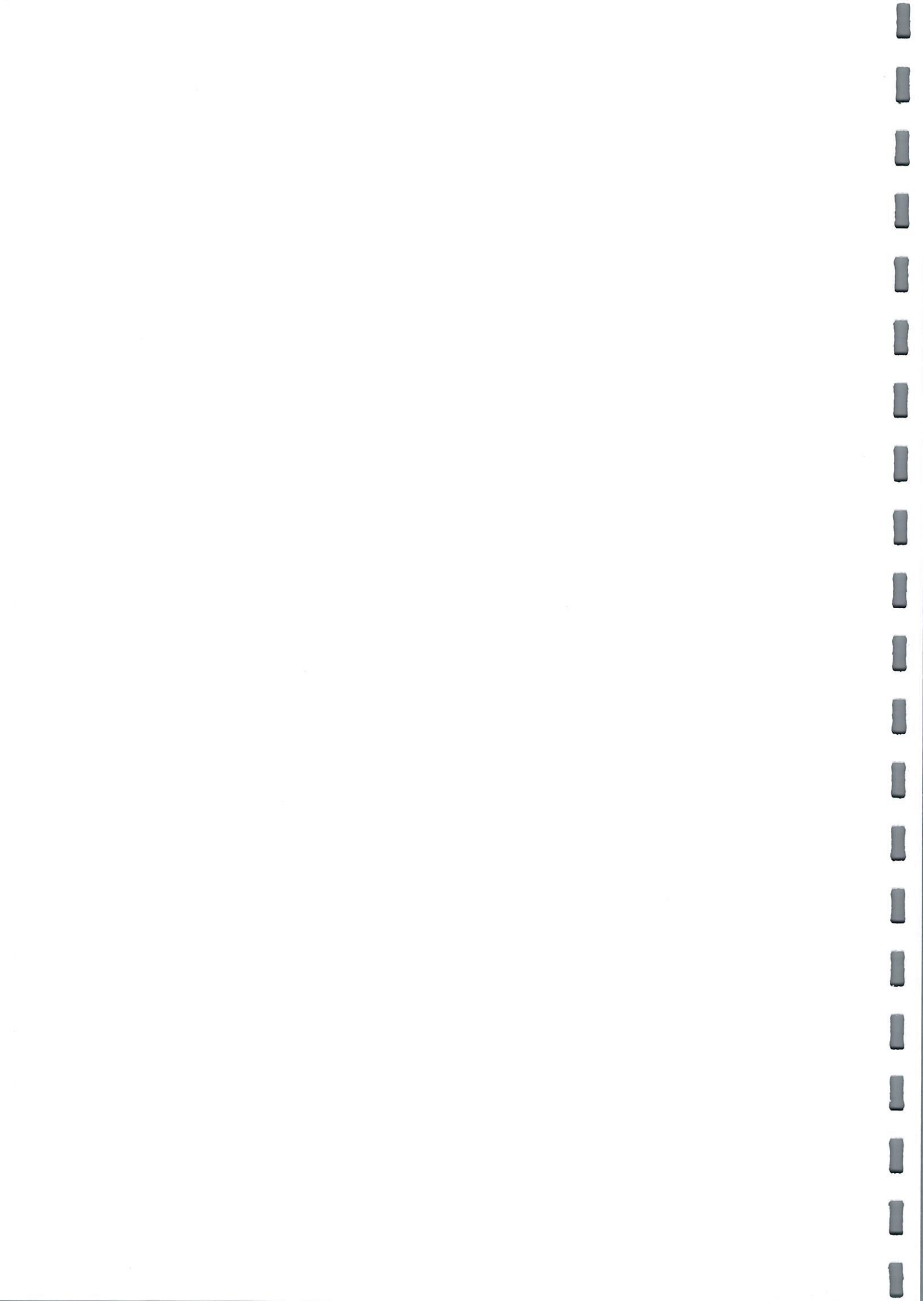
14.7.4 The employee has the right of appeal against the suspension following the grievances procedures set out below.

14.8 GRIEVANCES

14.8.1 Most work-related complaints and disputes can be settled in a conference between the staff member and the staff member's supervisor. Staff members are encouraged to resolve any problem by seeing their immediate supervisors. An earnest effort is to be made to resolve these issues as promptly as possible. The grievance procedure shall follow 3 major stages.

14.8.2 Stage 1: An employee with a grievance shall discuss it with his first level supervisor who shall endeavour to resolve it within two working days. If the grievance remains unresolved or should the employee be dissatisfied with the result of his discussion with his supervisor, he shall have the right to raise the matter with a second level supervisor.

14.8.3 Stage 2: The employee shall raise the matter with his second level supervisor who shall endeavour to resolve it within three working days. If the grievance remains



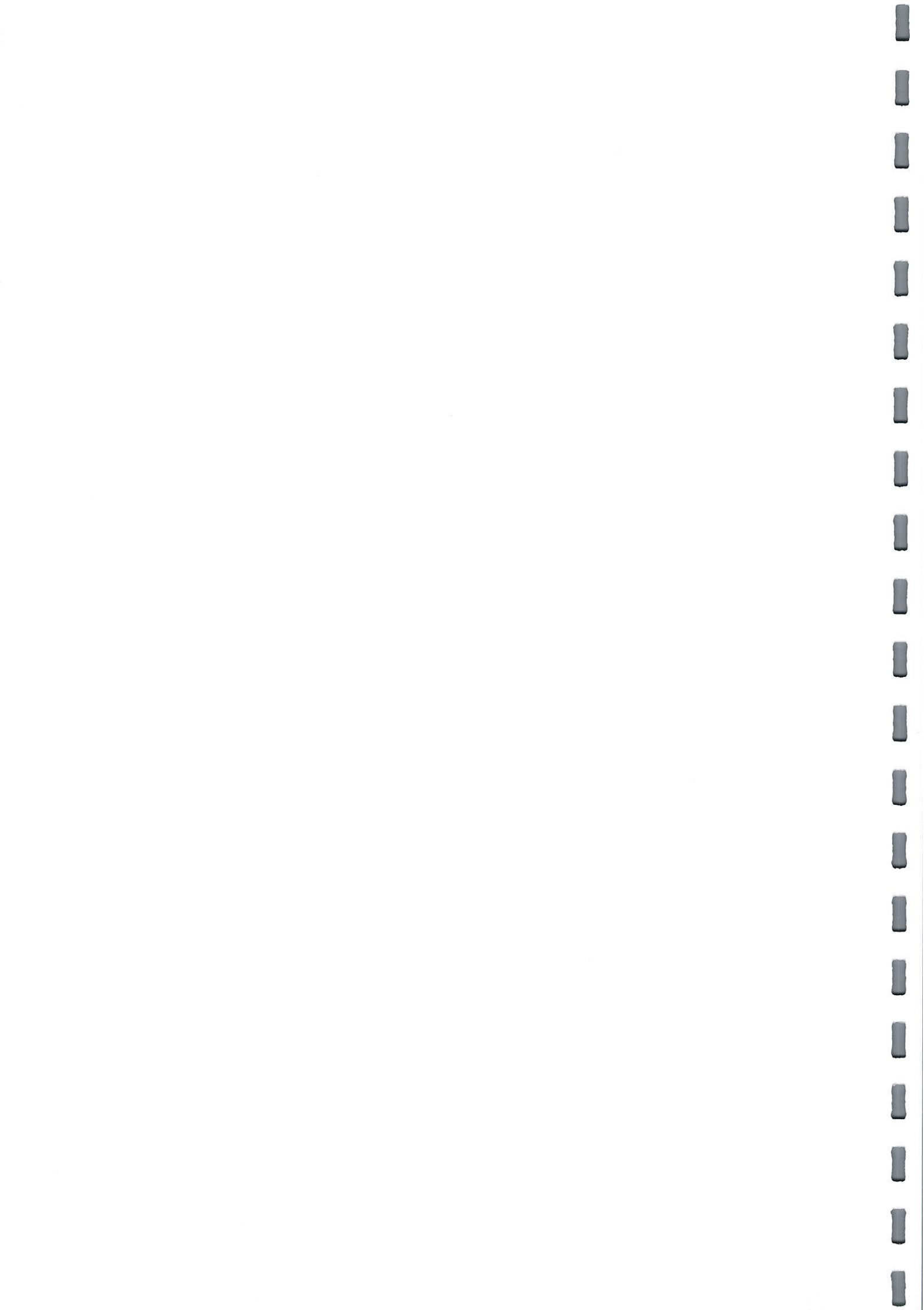
unresolved at the end of this period or if the employee is still dissatisfied with the discussions with the second level supervisor, the matter shall proceed to Stage 3.

14.8.4 Stage 3: The employee shall raise the issue with his Supervisor, Manager and ED or DG as applicable, who shall investigate the matter with the relevant personnel, request and obtain a report from the second level supervisor, with the aim of resolving the matter within the next five working days. If the issue is not satisfactorily resolved at this stage, the employee may inform the Board who will take decisions on all available evidence.

14.8.5 No decision may be made at any step of the procedure that conflicts with or modifies an approved NGFS policy or that is contrary to any law or any contract to which the NGFS is a party. Consultation with the Human Resources Officer is available to the employee or supervisor at any point in the procedure. All parties are encouraged to involve the Human Resources Office.

14.9 EXCEPTIONS

14.9.1 If the complaint pertains to the general level of wages, wages patterns, fringe benefits or other board areas of financial management and staffing, it is not an issue to be processed under this grievance policy.



SECTION FIFTEEN: STAFF CONDUCT AND ETHICS

The NGFS wishes to ensure that certain core values are disseminated and internalized by all employees. The effective embodiment of these core values into the Secretariat will lead to administrative efficiency and effectiveness. Therefore, the purpose of instituting a Code of Conduct is to provide means that ensure that the main core values of the Nigerian Governors' Forum are realised in practice. The core values are:

- Impartiality
- Professionalism
- Accountability
- Responsiveness to the client
- Inclusiveness and non-discrimination
- Equity and affirmative access, including gender and minority ethnic groups, and
- Integrity

15.1 LOYALTY

15.1.1 When employees are engaged on a full time basis, they are expected to perform their tasks diligently having the best interests of the NGFS at heart and serving with undivided loyalty.

15.1.2 Employees are not permitted to undertake work for any other organization during office hours. Any other work undertaken in the evenings or the weekends must be declared and approved by the Executive Directors and the Director General. Such approval will not be forthcoming for any work considered detrimental or in competition to the NGFS.

15.2 ATTENDANCE AND PUNCTUALITY

15.2.1 The NGFS expects that every employee will be regular and punctual in attendance at work. Absenteeism and tardiness places burden on other employees and the NGFS and will be subject to discipline.

15.2.2 Each employee is to notify their supervisor of an unscheduled absence no later than 2 hours after the schedule time of reporting to work. If an employee becomes ill while at work or must leave the office for some other reason before the end of day, this information should be communicated to the supervisor.

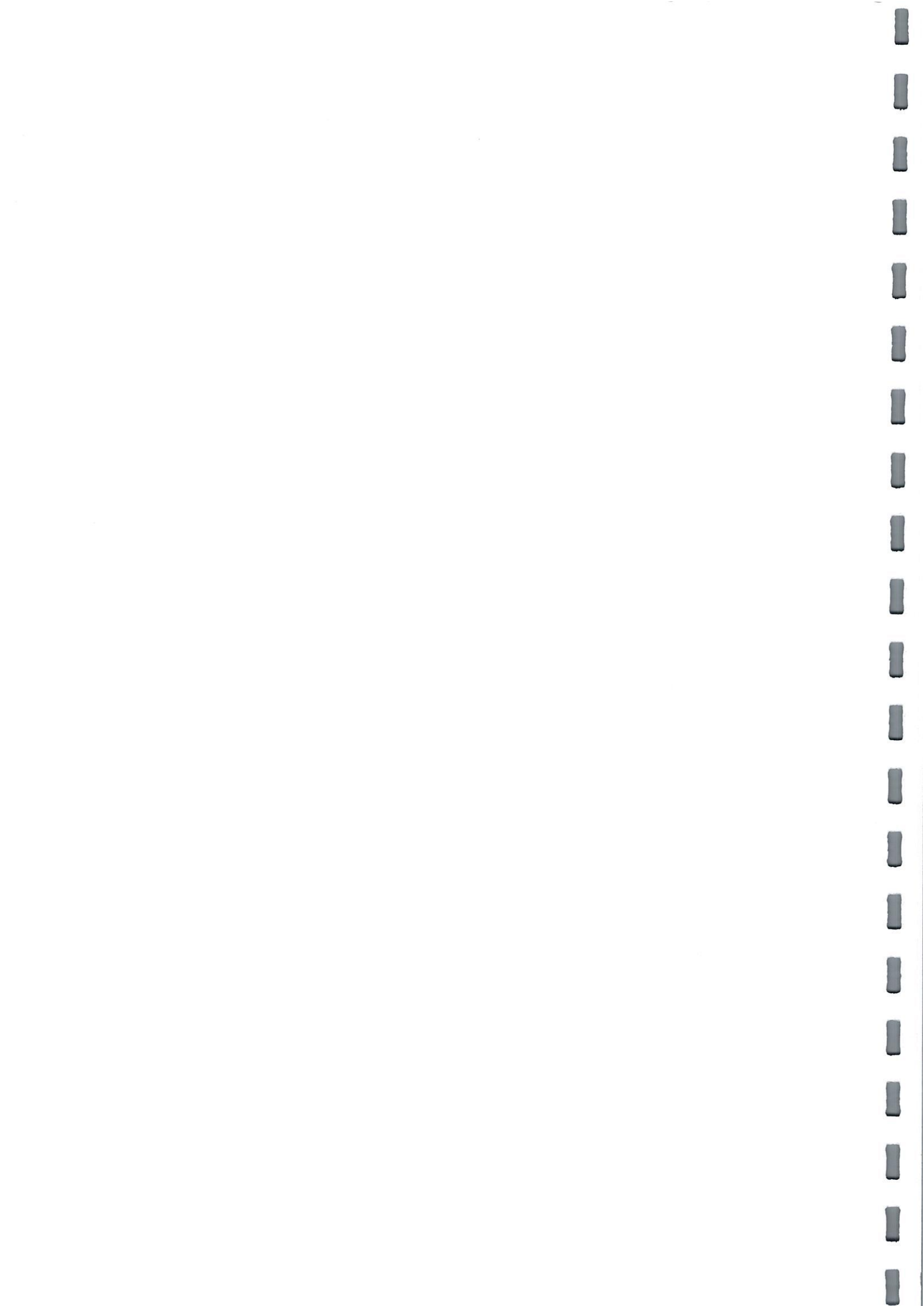
15.3 TELEPHONE USE

15.3.1 Telephones are intended for use to serve the NGFS clients and in conducting the NGFS's business. The NGFS does not allow trunk calls and international calls for personal reasons. Employees found to deviate from the policy will be subject to discipline.

15.3.1 The NGFS shall allocate mobile phones to certain senior employees by virtue of the nature of their job to facilitate communication flow. The NGFS will pay the bills of these phones or provide recharge cards as appropriate, up to an approved limit.

15.4 INTERNET USE

15.4.1 Employees are permitted to use the internet and e-mail when necessary to serve clients and conduct the NGFS's business. Employees are not allowed to visit adult websites with pornographic content or download related material using the NGFS facilities. Employees are also not allowed to access social network sites on office computers. Employees found



contravening this policy shall be heavily sanctioned. The use of the internet must not interfere with employee productivity.

15.5 USE OF OFFICE EQUIPMENT

15.5.1 All office machinery and equipment should be used with care and may not be used for personal use without a written or verbal permission of the Head of Department. In particular, photocopying machines are for official use only. Any staff found using them for personal purposes without the express permission of the Head of Department shall be liable to disciplinary action

15.6 DRUG AND SUBSTANCE ABUSE

15.6.1 The NGFS is committed to providing a safe and productive workplace for its employees. In keeping with this commitment, the following rules regarding alcohol and drug abuse have been established for all employees, regardless of rank or position, including both regular and temporary employees.

15.6.2 The rules apply during working hours to all employees of the NGFS while they are on the NGFS premises or elsewhere, conducting NGFS business.

15.6.3 The use, manufacture, distribution, storing, possession, sale, or purchase of illegal substances on the NGFS property is prohibited. Being under the influence of illegal drugs, alcohol, or substances controlled on the NGFS property is prohibited and will be treated as a case for dismissal.

15.7 CONFIDENTIAL INFORMATION

15.7.1 The protection of confidential information is vital to the success of the secretariat. Such confidential information includes, but is not limited to the following: compensation data, financial information, NGFS strategies, pending projects and proposals, proprietary production processes and personnel/payroll records. Employees are to respect the confidentiality of sensitive information. Such information should not be displayed, repeated, discussed, or removed from work area except for legitimate work reasons.

15.7.2 Similarly work or the business of the Nigerian Governors' Forum itself is to be treated as highly confidential and must be treated accordingly.

15.7.3 Employees will be required to sign a confidentiality statement upon assuming employment.

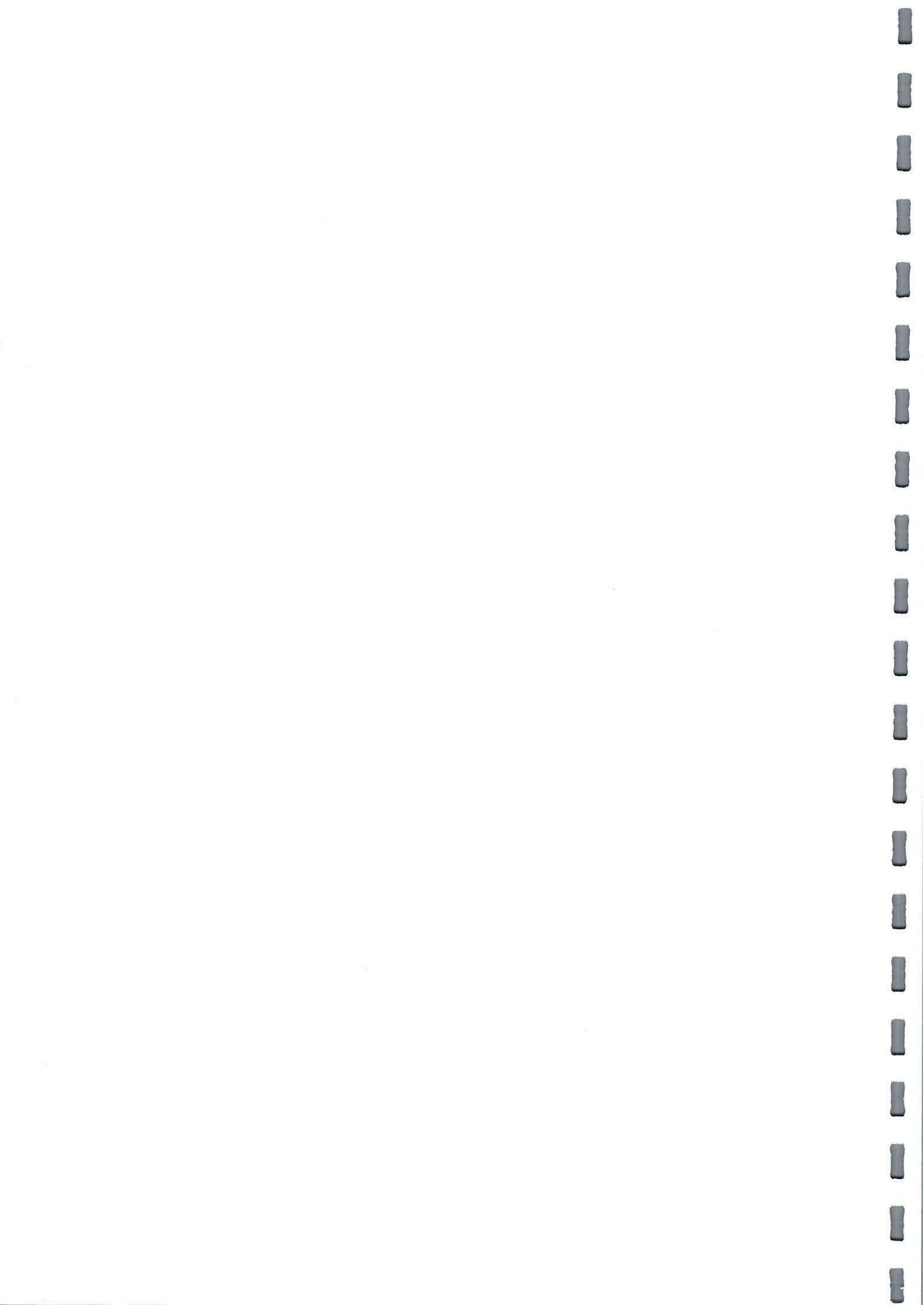
15.7.4 Employees who improperly use or disclose confidential information will be subject to disciplinary action, including termination of employment and legal action, if necessary.

15.8 SAFETY AT WORK

15.8.1 The NGFS provides information to employees about workplace safety and health issues through regular internal communication such as the bulletin board postings, meetings, memorandums and other written communication. Each employee is expected to obey safety rules and exercise caution in all work activities.

15.8.2 Employees must immediately report any unsafe condition to their supervisor. Employees who violate safety standards cause hazardous or dangerous situations or fail to report, or where appropriate remedy such situations, will be subject to disciplinary action.

15.9 STANDARDS OF CONDUCT



15.9.1 Each employee is to spend the work day effectively by performing their assigned tasks safely, competently and in a timely manner, demonstrating an awareness of priorities.

15.9.2 Employees must not carry out their personal business within the office premises or during office hours

15.9.3 Each employee is to comply with the NGFS and departmental policies and procedures and to perform reasonable job duties (even if it is not part of the job description) as assigned by the supervisor.

15.9.4 Employees are to maintain appropriate work place behavior that fosters congeniality and team work.

15.9.5 Employees are to respect the rights of others and be courteous towards fellow staff members. Disruptive, discourteous and/or insubordinate conduct will not be tolerated. Conduct that causes or threatens harm to others or that constitutes persistent, unwanted behavior will not be tolerated.

15.9.6 Employees must not solicit or accept any gift or any benefit monetary or otherwise from an individual, organization or firm, where such gift or benefit may or is intended to manipulate business conducts or decisions.

15.9.7 Distribution of hand-bills or other advertising materials in work place is forbidden.

15.10 MODE OF DRESSING

15.10.1 A professional appearance is important at all times. Employees should be well groomed and dressed appropriately for the NGFS and for their position in particular. If management occasionally designates "casual day" appropriate guidelines will be provided.

15.10.2 Where NGFS requires any category of employees to wear uniforms, these will be provided by NGFS.

15.11 SECRETARIAT STATIONARY

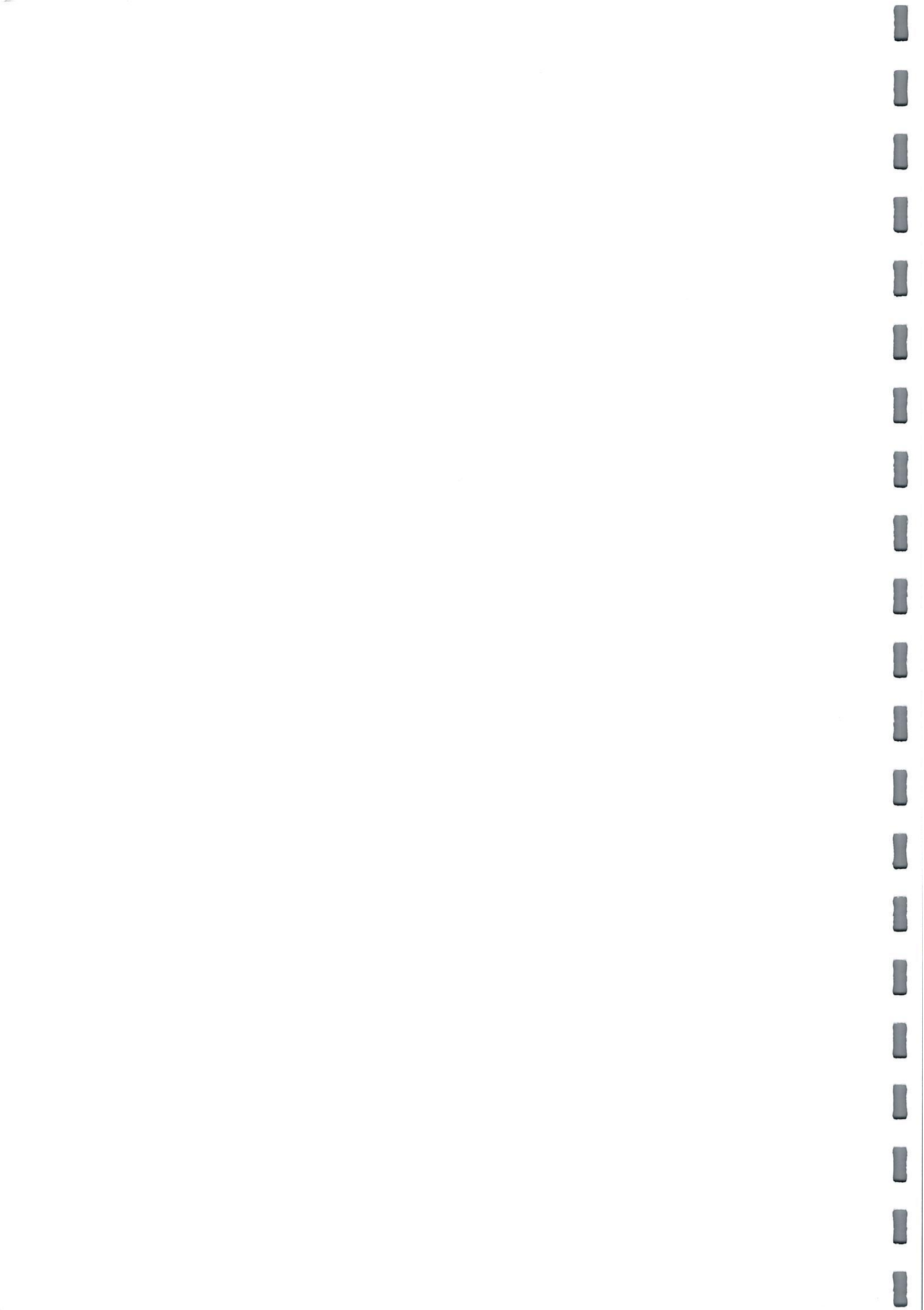
15.11.1 The NGFS's letterhead shall not be used for personal correspondence or for business not involving the secretariat. Only authorized employees can use the NGFS's name or sign for and on behalf of NGFS on any printed matter or communication tool issued to a third party.

15.12 PERSONAL DATA CHANGE

15.12.1 It is the responsibility of each employee to promptly notify their supervisor or the Human Resources Office of any changes in personal data such as their name (s), next of kin, contact address, marital status, births, educational qualifications, name (s) of person to be contacted in an emergency and telephone number. It is imperative that an employee's personal data should be accurate at all times.

15.13 PROPRIETARY INFORMATION AND PUBLICATIONS

15.13.1 The NGFS encourages officers to carry out research and writings for publications. However, all material, statistics, documents and information available to employees during the course of their employment with the NGFS will remain property of the NGFS and may not be reproduced or used for personal advancement or gain without prior approval of the DG.



SECTION SIXTEEN: TRAINING

16.1 TRAINING PROGRAM

16.1.1 NGFS places a great deal of value on its Human Resources and develops training programs to ensure that employees are properly trained on the job to enhance their productivity. The official NGFS training program is developed in line with NGFS goals and the cost borne by NGFS.

16.1.2 All employees of NGFS who work in NGFS for are eligible for training but must be recommended by their supervisor and approved by Senior Management. The choice of training is the responsibility of NGFS but employee preferences will be taken into account.

16.1.3 All costs associated with the approved training will be born by NGFS including any personal allowances.

16.1.4 Employees must submit written reports on their return from conferences/ trainings/ courses (local and international) to the HR department. A portion of 15% the trainee's travel and other allowances associated with the training will be retained until such time as the trainee submits an acceptable report.

16.2 ON THE JOB TRAINING

16.2.1 NGFS has established a program whereby coaching and mentoring is encouraged as there is already a wealth of information and experience to share among existing employees. Managers would coach employees on specific skill areas where they require improvement, and employees would be paired up with more experienced ones who can mentor them.

16.3 FORMAL COURSES

16.3.1 Formal training opportunities are organized for employees for various reasons such as:

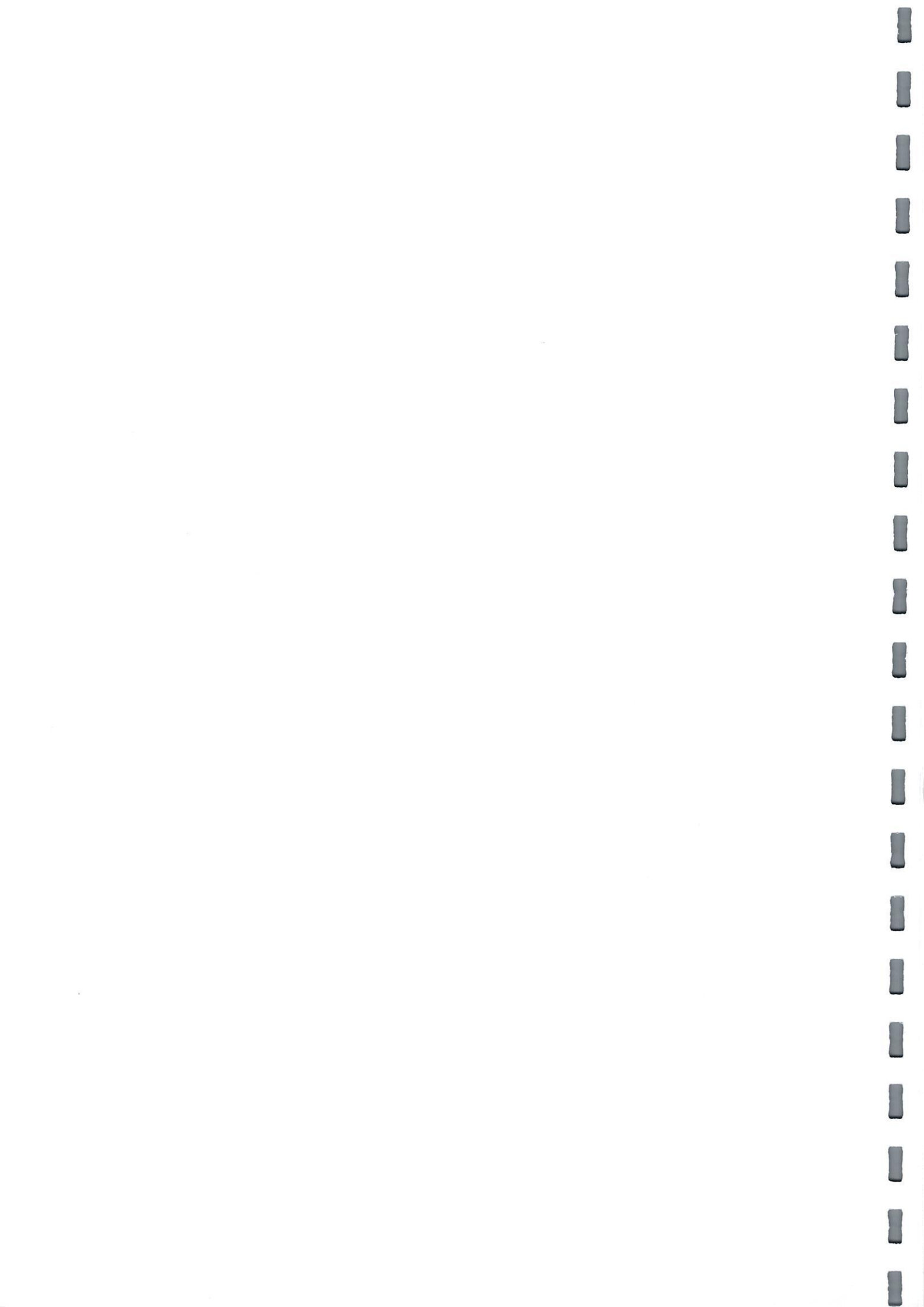
- To be updated with technological advancement in their fields.
- To be equipped with additional skills required to perform job duties
- Recommendation based on results of the performance assessment process.
- Emphasis is geared towards assuming higher job responsibilities.

16.4 PROCEDURE

16.4.1 The Human Resources Office will notify the Heads of Department of training opportunities and request them to forward names of employees required to be trained. Heads of Departments determine the training needs of employees through the personal appraisal process or by the dictates of job requirements. The requests are collated by the Human Resources Office and sent to the Director General and Executive Directors for review. The Director General and Executive Directors are responsible for selection of officers. This should be done at least six months before the calendar year for which the training program is drawn up.

16.4.2 For the local courses, NGFS covers the cost of accommodation, meals and transportation.

16.4.3 For Overseas courses, the employee is entitled to the overseas travel allowance (per diem) as stated in policy 8.01.



16.5 EDUCATIONAL ASSISTANCE

16.5.1 The NGFS provides financial assistance to all full time confirmed employees who have worked with the Secretariat for 4 years and are interested in professional development and personal growth. However, the granting of financial assistance for other than NGFS sponsored training is not a right but is made at the discretion of NGFS.

16.5.2 The maximum amount of assistance is 50% of the cost of tuition. In order to qualify for educational assistance for continuing education programs, employees must get approval from management through their Heads of Department before registering for such courses. See also section on Study Leave in (Section 5:06)

16.5.3 An employee who fails to successfully complete a training course for which he/she has accepted a training grant will be required to repay the full amount of the grant. Where the employee failed to pass examinations or tests of competence NGFS reserves the right to demand repayment. This will be the case when it is deemed that the trainee failed for reasons of turpitude and failure to attend the training course.

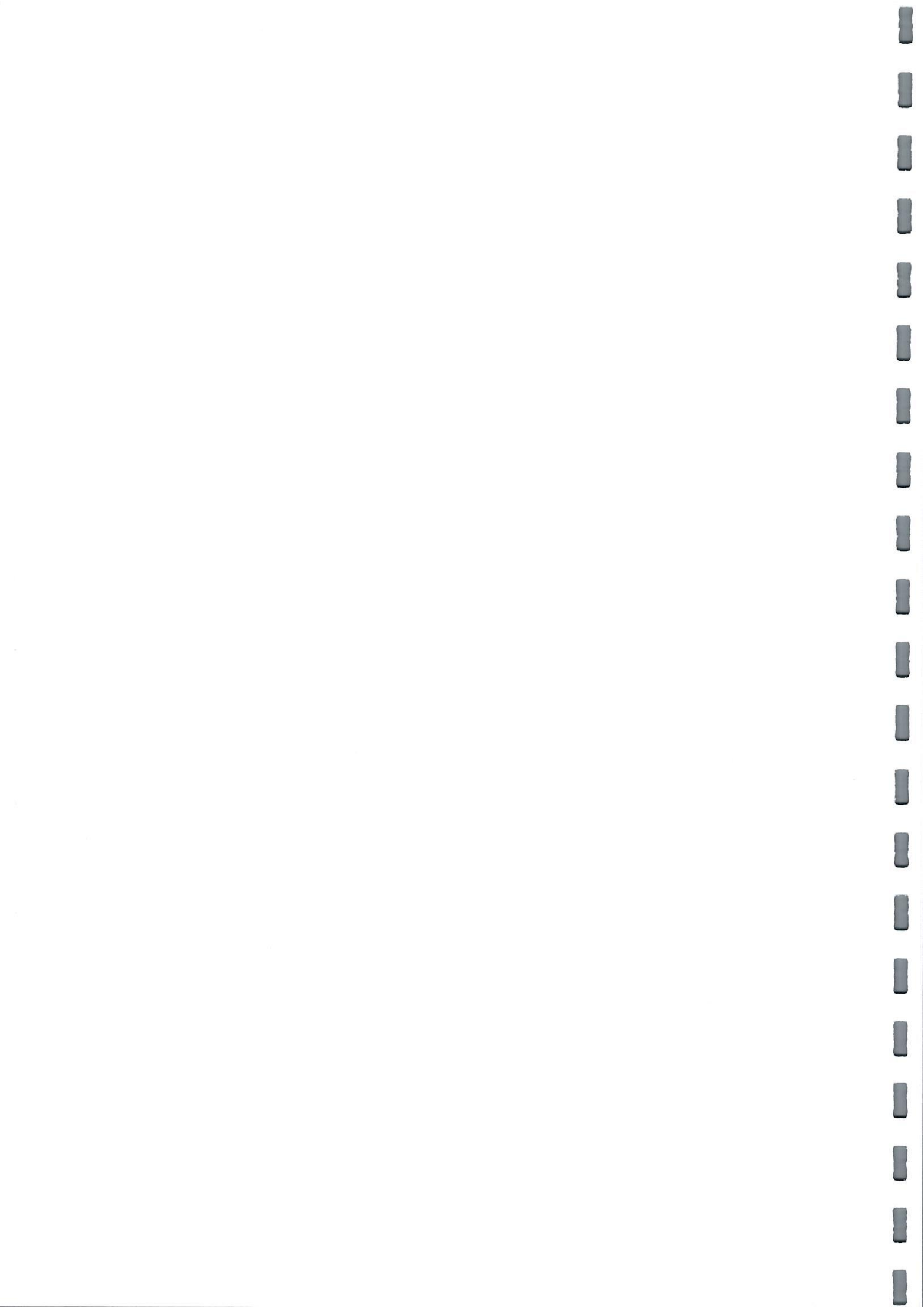
16.6 UPDATE OF PERSONAL RECORDS

16.6.1 Evidence of successful completion of training along with a letter from the institution stating qualification and grade should be sent to the Human Resources Office through the employee's supervisor.

16.7 MEMBERSHIP OF PROFESSIONAL BODIES

16.7.1 NGFS shall pay for the cost of membership and annual subscription of 1 relevant local and foreign professional body for employees in Grades 1-4 and above that have worked with NGFS for up to 1 year after confirmation. This benefit is subject to the availability of financial resources.

16.7.2 The NGFS will sponsor officers on grade level 4 and above to the annual conference of the local association once in 2 years subject to preapproval from the HOD. This provision is subject to the availability of financial resources and that the officer's absence will not be to the detriment of his/her responsibilities.



SECTION SEVETEEN: PERSONAL FILES AND RECORDS

17.1 PERSONAL FILES

17.1.1 Both an 'Open' and a 'Confidential' file will be opened for every employee. All records other than disciplinary matters, the results of annual individual appraisals, medical records and any other sensitive information are to be kept on the Open File. The Confidential File must be stored by the Head of Department in a securely locked location with access restricted to the employees Head of Department or more senior officers.

17.1.2 NGFS employees have the right to access to their 'open' personal file and to obtain copies of documents therein, at their own expense. They also have the right to be informed about the data contained in their 'open' personal files as well as on those stored in electronic databases. Employees will have no direct access to their confidential file unless authorised by their Head of Department.

17.1.3 Any unauthorised attempt to access a Confidential File will be treated as a serious breach of discipline and dealt with accordingly.

17.2 NGFS HUMAN RESOURCES INFORMATION SYSTEM

17.2.1 The NGFS Human Resources Office has a computer-based Human Resources Information System. This system (Peachtree) installed in 2009.

17.2.2 The HRIS **Payroll Application** can undertake the following tasks:

1. Payroll management
2. Salary payments
3. Loan management
4. All deductions
5. Earnings
6. General Ledger
7. Banking interface and
8. Earnings by profession

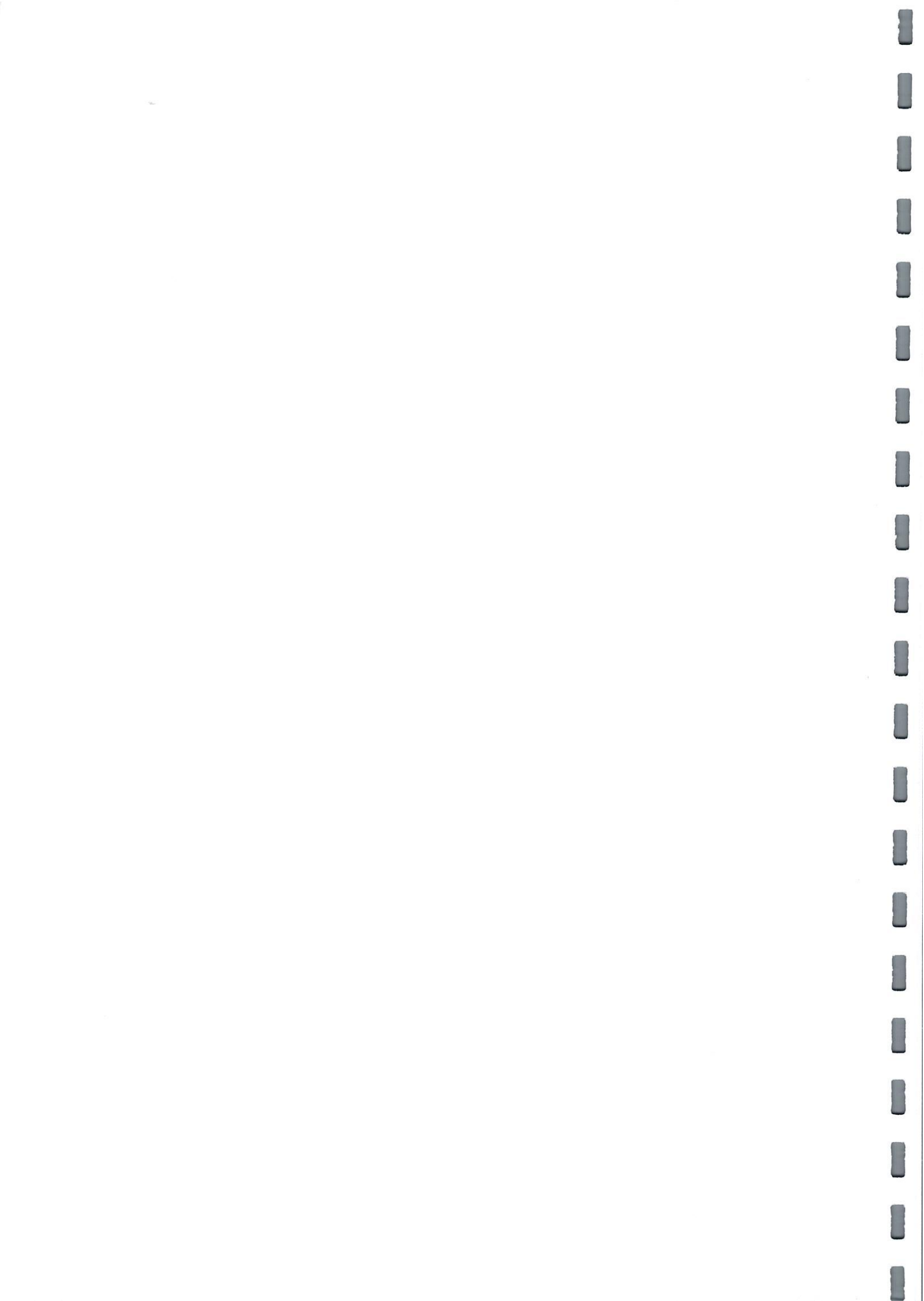
17.2.3 The **Human Resources Application** can undertake the following tasks and record keeping:

1. Personnel (Documents) Records Management
2. Talent Inventory and Management (Career Management)
3. Recruitment
4. Leave (vacation) Management
5. Performance Management (Including Goals/KPIs and Appraisals Tracking)
6. Learning & Development Management (Training)
7. Property Management (such as Laptops and other office F&E assigned to staff)

17.2.4 It is NGFS policy to fully utilise the potential of the computer-based HRIS and increasingly all personal records management and payroll management will be computerised.

17.2.5 NGFS will take the necessary steps to ensure there are sufficient trained operators to maintain the HRIS and that senior management are able to manage and utilise the programmes. All necessary steps will be taken to safeguard the integrity and security of the data stored in the system.

17.5.6 Any incidence of actual or attempted unauthorised access to the HRIS will be treated as gross misconduct. The offender is liable for summary dismissal from NGFS.



SECTION EIGHTEEN: PERSONAL PERFORMANCE MANAGEMENT

18.1.1 Personal performance management is a process to allow individual performance to be measured against the targeted objectives for the organization, and identifying strengths and opportunities for improvements.

18.1.2 Performance management is the ongoing communication process between an employee and his/her immediate supervisor that involves establishments of clear expectations and understanding of jobs to be done. It is a series of elements/activities that attempt to give each employee a clear guidance on what his/her job involves and requires. Job descriptions, induction, regular communication etc. are all part of performance management as the immediate goals setting and appraisal.

18.1.3 This exercise is conducted to appraise employees tHuman Resources Officeough a staff reporting system, in order to provide regular review of their performance, employee's ability and capability to align with set goals and objectives are accessed as a basis of promotion. In addition, the objective of this exercise is to identify employees who have potentials for further development and to progress them tHuman Resources Officeough appropriate training for higher job responsibilities.

18.1.4 Appraisal of employees will be conducted once a year in October and concluded in November. The appraisal timetable is prepared in the last quarter of the year and sent to all supervisors.

- The Human Resources Office sends out forms to all employees at end-September
- Employees fill form and send to direct supervisor for appraisal
- Heads of Departments schedule meetings with employees to discuss appraisal and discuss on grades
- Employees signs off on forms
- Form is sent to Executive Director for counter signature and discussion with Head of Department on recommendation an regard problem areas or promotion
- Human Resources Office collates forms from all departments and meets with MD/ Executive Management to review recommendations on increases and promotions and draw up schedule for payroll purposes.

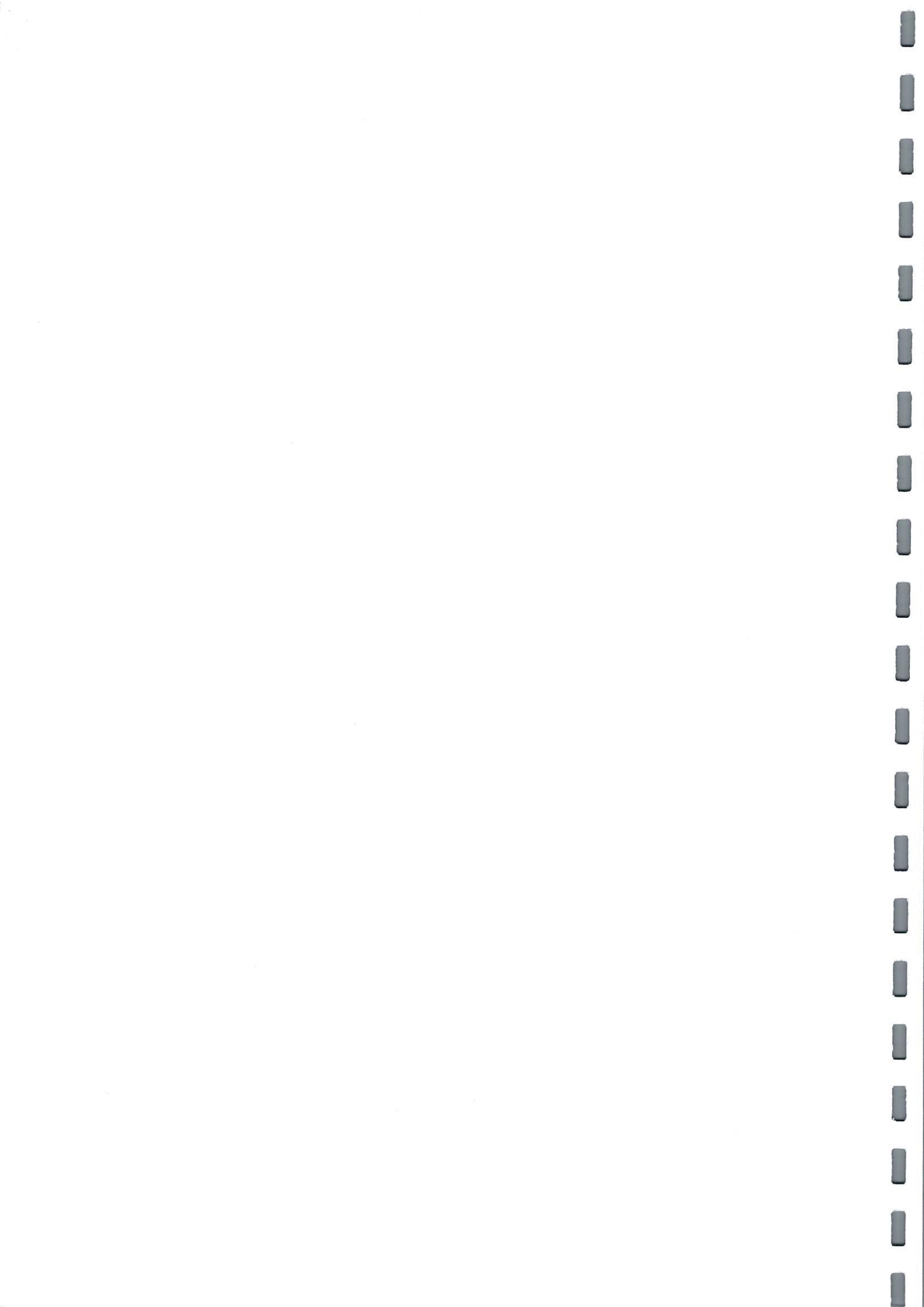
18.2 PERFORMANCE

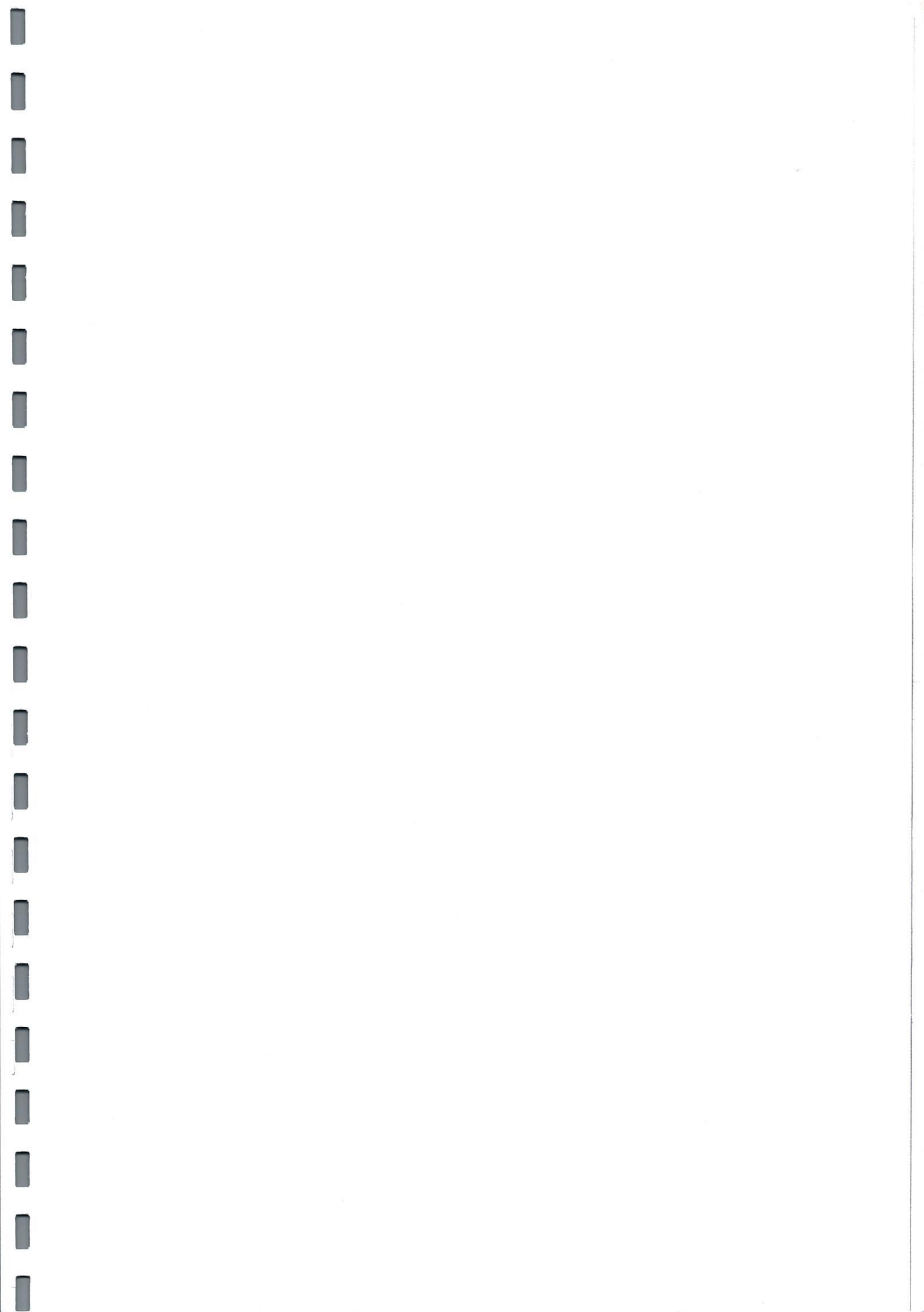
18.2.1 This defines how the employee has performed in the period under review, using the parameters provided in the appraisal form. The performance rating is a measure of the employee's ability to handle job function effectively.

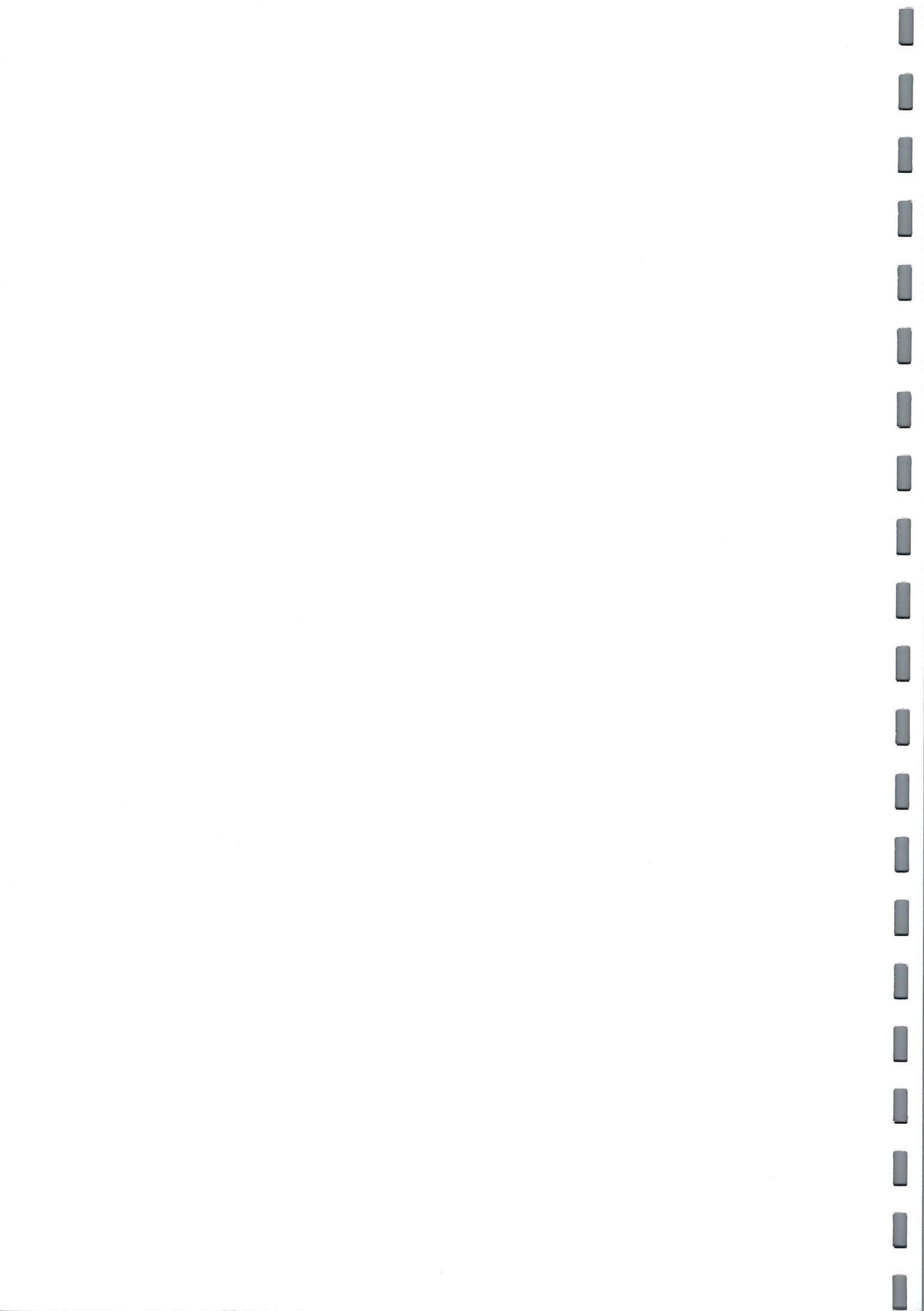
18.2.2 Performance rating is as follows:

Achievement of Performance Targets		
Consistently exceeds his/her goals	Exceptional	90% and above
Meets most or all his/her goals and occasionally exceed some	Outstanding	70 – 89%
Meets most of his/her goals consistently	Average	50 – 69%
Marginal performer who does not meet a significant portion of goals	Below Average	36 – 49%
Met very few or no goals	Unacceptable	35% and below

Appraisal







18.2.3 In addition to the job performance, an assessment of strengths and weaknesses of an employee is completed; other factors, which have affected the employee's performance, are also taken into cognizance. It is deemed that these factors also have a bearing on the future development or career progression of the employee.

18.3 REWARD SYSTEM

18.3.1 Employees who score the above average and outstanding ratings will be considered for promotion if a vacancy exists to which they could be promoted. It is a prerequisite that the employee should have spent a minimum of two years post probation on the current grade level.

18.2.3 Employees who obtain an annual individual performance assessment of "exceptional" in any one year will receive a salary increase of two steps within their pay grade. Those scoring an 'outstanding' assessment will receive one step increment to their salary.

18.3.3 In addition, NGFS should take cognizance of the following attributes when considering candidates for promotion: job performance, initiative, potential ability, conduct, educational qualifications and relevant professional experience. Promotion shall be the prerogative of the Management of the NGFS.

18.4 POOR PERFORMANCE

18.4.1 Employees who perform below average will receive a letter from the Human Resources Office which will state the need for improvement and indicate procedures to monitor job performance over the next calendar year

18.4.2 Employees who are consistently rated well below average for 2 years consecutively will be considered for termination on these grounds.

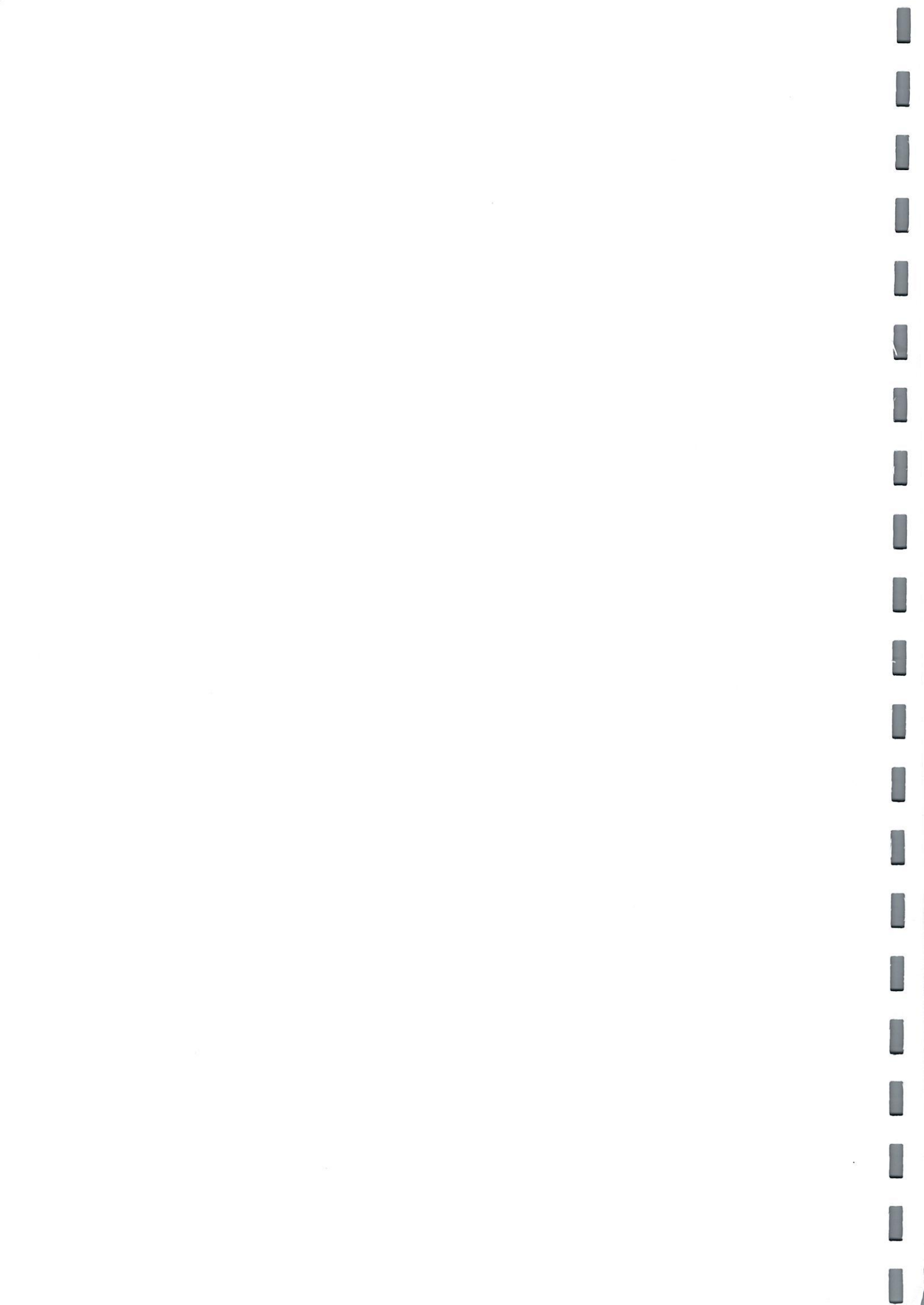
18.5 PERFORMANCE PLANNING CYCLE

18.5.1 At beginning of year, the Director General of NGFS holds a *Performance Planning* Session with the Executive Directors and senior management to communicate the NGFS's overriding annual goals and determine their annual goals for the performance planning and appraisal cycle. This will result in an agreed performance action plan

18.5.2 During the course of the rating period, all officers will execute the agreed Performance Plan with their Immediate Supervisors giving necessary support; maintaining performance records; updating key responsibilities as conditions change. Supervisors must allow for some degree of flexibility and ability to react to new developments bearing in mind that goals are only indicators – and need not cover all work expected of an officer.

18.5.3 Supervisors will monitor progress of performance (as part of the people management process), providing feedback (informal and where necessary, formal) and coaching for success; providing development experiences; reinforcing effective behavior; and conducting mid-term review to monitor progress and where appropriate issue performance improvement plan 'PIP' to underperforming officers.

18.5.4 At end of performance rating cycle, supervisors will carry out each officer's *Performance Assessment* by appraisal interviews/ ratings and documentation using approved tools and most importantly, agreeing action plans. All entries will be discussed with the appropriate next level management. Giving copies of Performance Review including

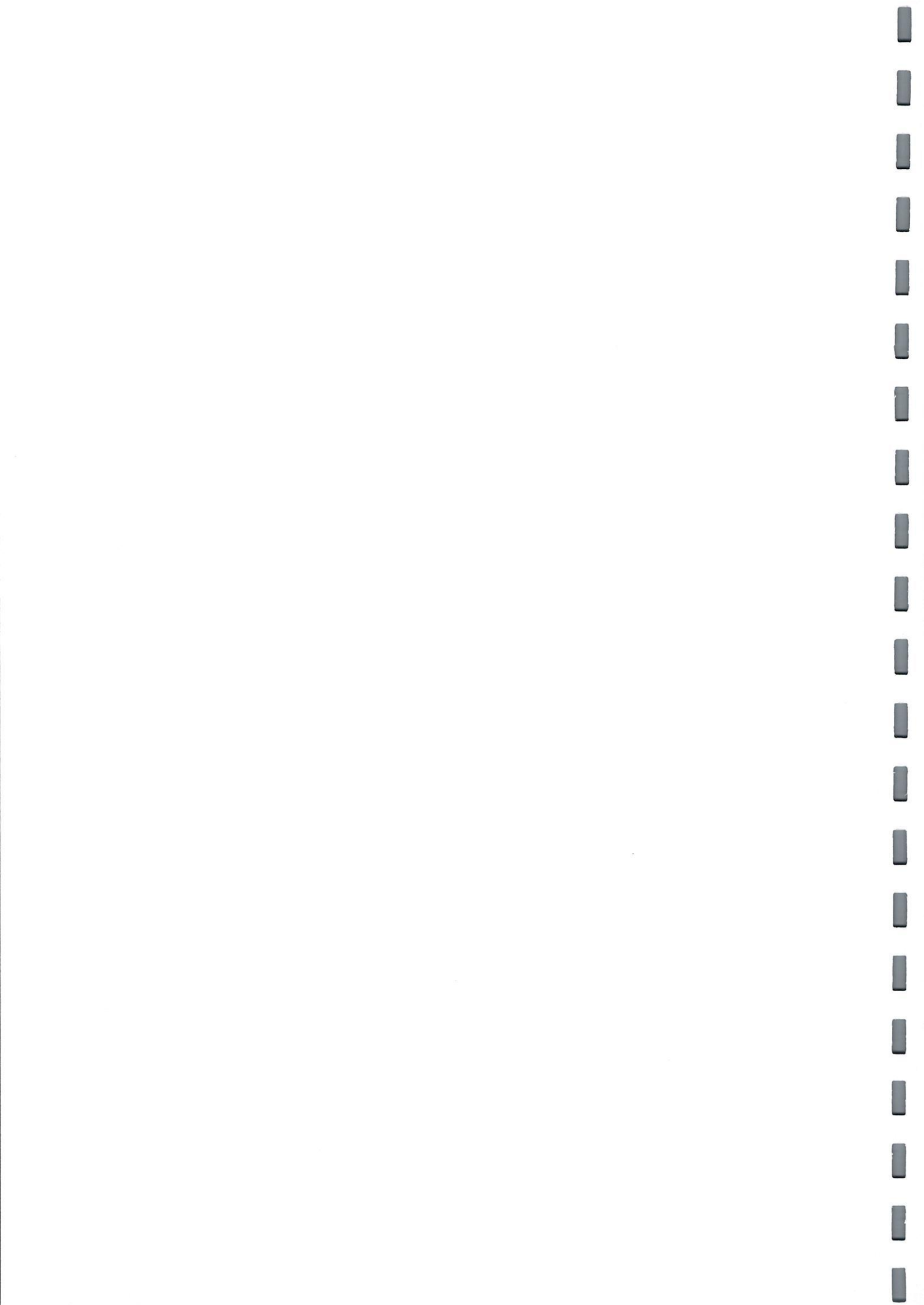


comments of next higher level of management and officers' endorsements; and development plan to the officers and Human Resources Office for tracking of implementation

18.5.5 For the personal performance appraisal system to produce the desired benefits for the overall performance of the NGFS there is need for:

- Commitment from management staff
- Transparent and fair performance rating and rewarding mechanism
- Formats of appraisal need to be developed and
- Training for those operating the performance management system and awareness building for all those subject to it.
- Training for supervisors on people management and conducting performance appraisals
- Training for supervisors on how to coach employees effectively
- User friendly Performance Assessment tools and templates (goals or balanced scorecard forms, appraisal forms, job descriptions)
- Effective HUMAN RESOURCES OFFICE documentation of appraisals and following up on PIP and training needs
- Effective process and follow up on grievances resulting from contentious appraisals and judgments

18.5.6 The Human Resources Office is responsible for coordinating the operation of the appraisal system. It will organise the necessary training of supervisors carrying out the appraisal and undertake awareness building with all staff to develop a thorough understanding of the appraisal and the benefits it can bring to the individual and the NGFS.



SECTION NINETEEN: ACCIDENT INSURANCE

18.1 GROUP PERSONAL ACCIDENT POLICY

18.1.1 This is an insured scheme which provides compensation to an employee who sustains bodily injury as a result of an accident. Cover granted by their policy is for 24 hours and therefore accidents in the course of work and outside working hours are included. This comprehensive policy encompasses the statutory requirements of the workmen's Compensation, Insurance, which covers only occupational accidents. Compensation is paid for Death, Permanent disability, Temporary Total Disability, and Medical Expenses.

18.2 Death Benefit

18.2.1 A death benefit of 5 times the annual basic salary is payable under this policy. However, some insurance companies provide this as an extension under the Group Lifer Assurance Policy if a client takes out both policies with them.

18.3 Permanent Disability

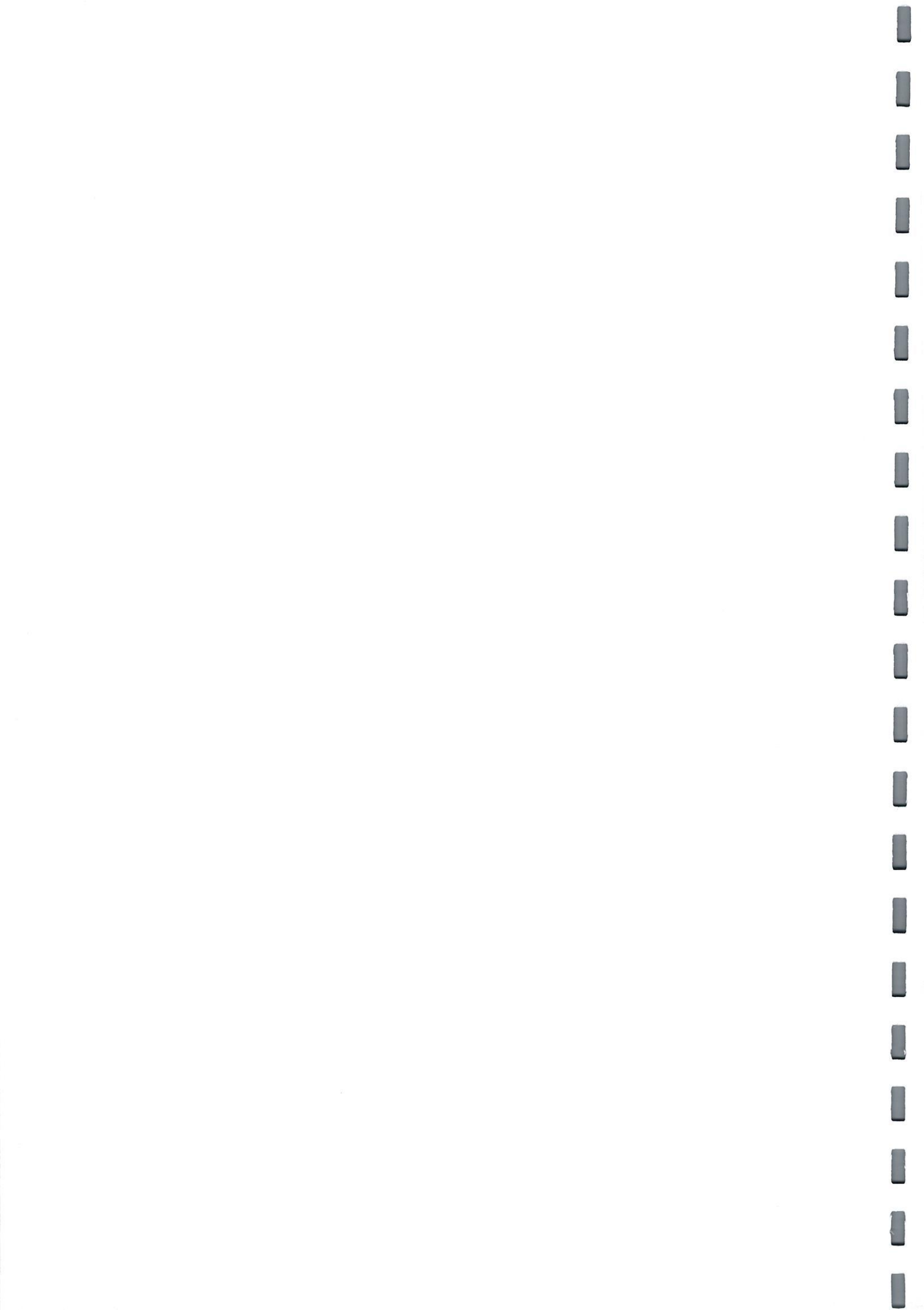
18.3.1 The full sum assured either death benefit of 5 times the annual basic salary is paid in respect of Permanent Total Disability as defined below:

- Loss of two limbs or
- Loss of both hands or
- Total loss of sight
- Total Paralysis

18.3.2 In circumstances where the permanent disability is partial, the policy provides for benefits to be paid on a graduated scale depending on the degree of disability. This scale is expressed as percentage of the capital sum assured and is contained in the policy document.
Temporary Total Disability

18.3.3 Temporary total disability means incapacitation leading to inability of the employee to practice or perform any part of his or her profession or occupation. The benefit provides weekly earnings for the period the employee is absent from work subject to a maximum of 104 weeks. This period of absence must be authorized by the attending hospital.

18.3.4 Medical expenses means the costs necessarily incurred and expended in connection with any injury arising from an accident within the meaning of the policy. This expenditure includes surgical fees, cost of treatment, and hospital and nursing home charges. The following amounts are the limits for various groups:
TBD-



ANNEX ONE: STANDARD LETTER OF OFFER OF APPOINTMENT

Nigerian Governors' Forum
Secretariat
1 Deng Xiaoping Street
Asoko Extension
Abuja

Tel:

OFFER OF EMPLOYMENT

With reference to your application for employment with the Nigerian Governors' Forum Secretariat and subsequent interview, I am pleased to inform you that you have been offered appointment as XXX on grade level XX

Your appointment takes effect from XX of AAA 201_ when you should report to the Secretariat's office at 1 Deng Xiaoping Street, Asokoro Extension, Abuja. On the date of assumption, you will be required to bring along the originals of your credentials for verification.

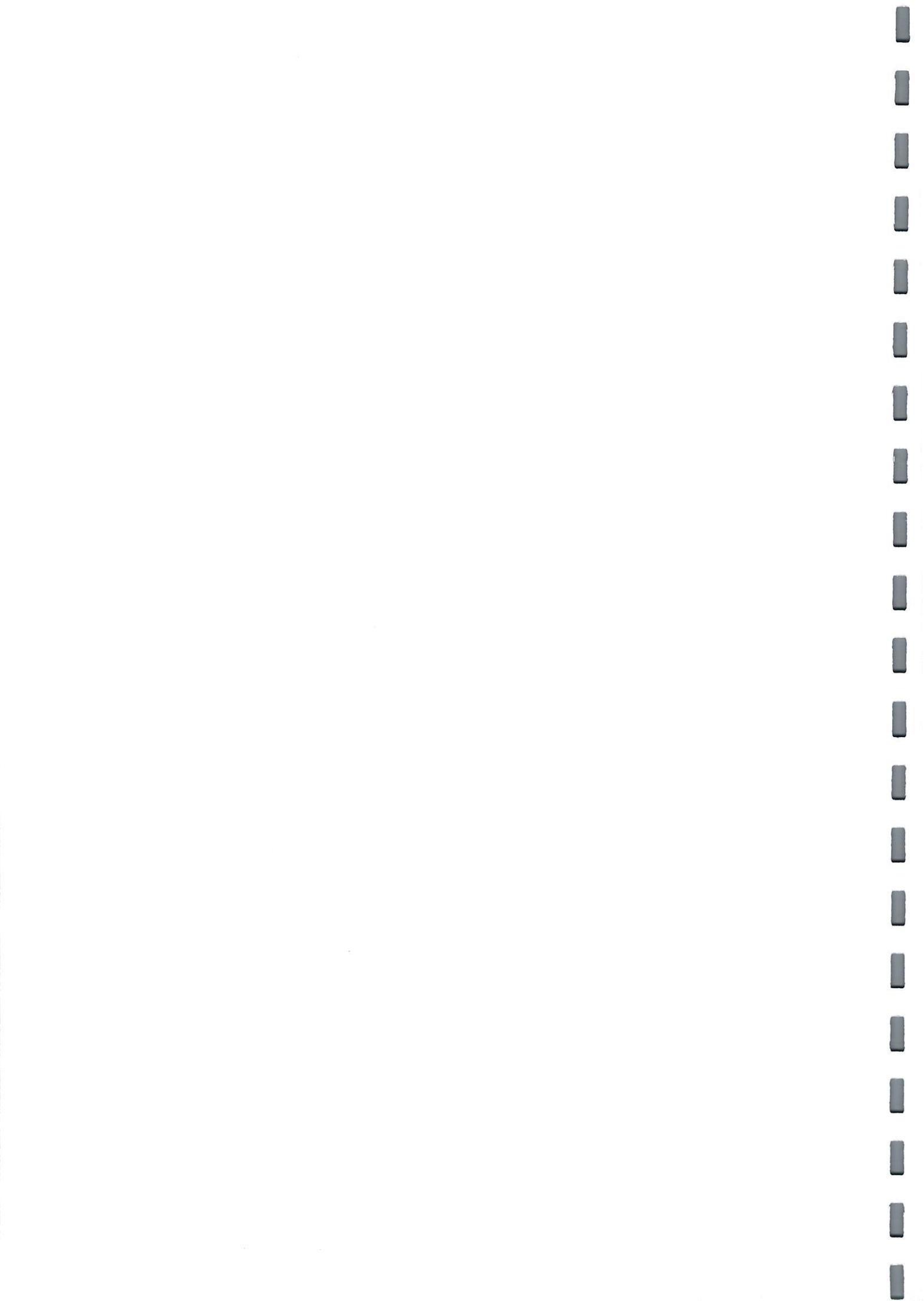
In line with our policy, you will be eligible for confirmation after a period of six months from the date of your appointment subject to satisfactory performance.

Please find attached details of your remuneration and conditions of service. I also have pleasure in enclosing a copy of the Secretariat's Staff Handbook.

We shall be pleased to receive your response within one week from the date of this letter, failing which the offer will be deemed to have lapsed. Should you have any questions concerning this offer and the conditions of employment please contact _____, telephone 09. _____ or cell phone _____.

We look forward to welcoming you to the Nigerian Governors' Forum Secretariat and wish you a rewarding and successful career with the organisation.

Yours truly



TERMS OF EMPLOYMENT

BASE SALARY: Job Grade ____ Step _____ : Nr _____

Please note the following:

- (i) End of Year Bonus (One month's Base Pay)
- (ii) Other allowances as set out in the Staff handbook

MEDICAL: - Medical care will be provided tHuman Resources Officeough a Health Management Company as provided under the Human Resources Policy of the Secretariat.

GROUP LIFE POLICY: - The Secretariat's life insurance scheme will provide death and accident cover - see Staff Handbook

PENSION SCHEME: - The Secretariat operates a contributory pension for employees. The Employee and Employer shall each contribute 7.5% of basic salary, housing and transportation allowances to this scheme.

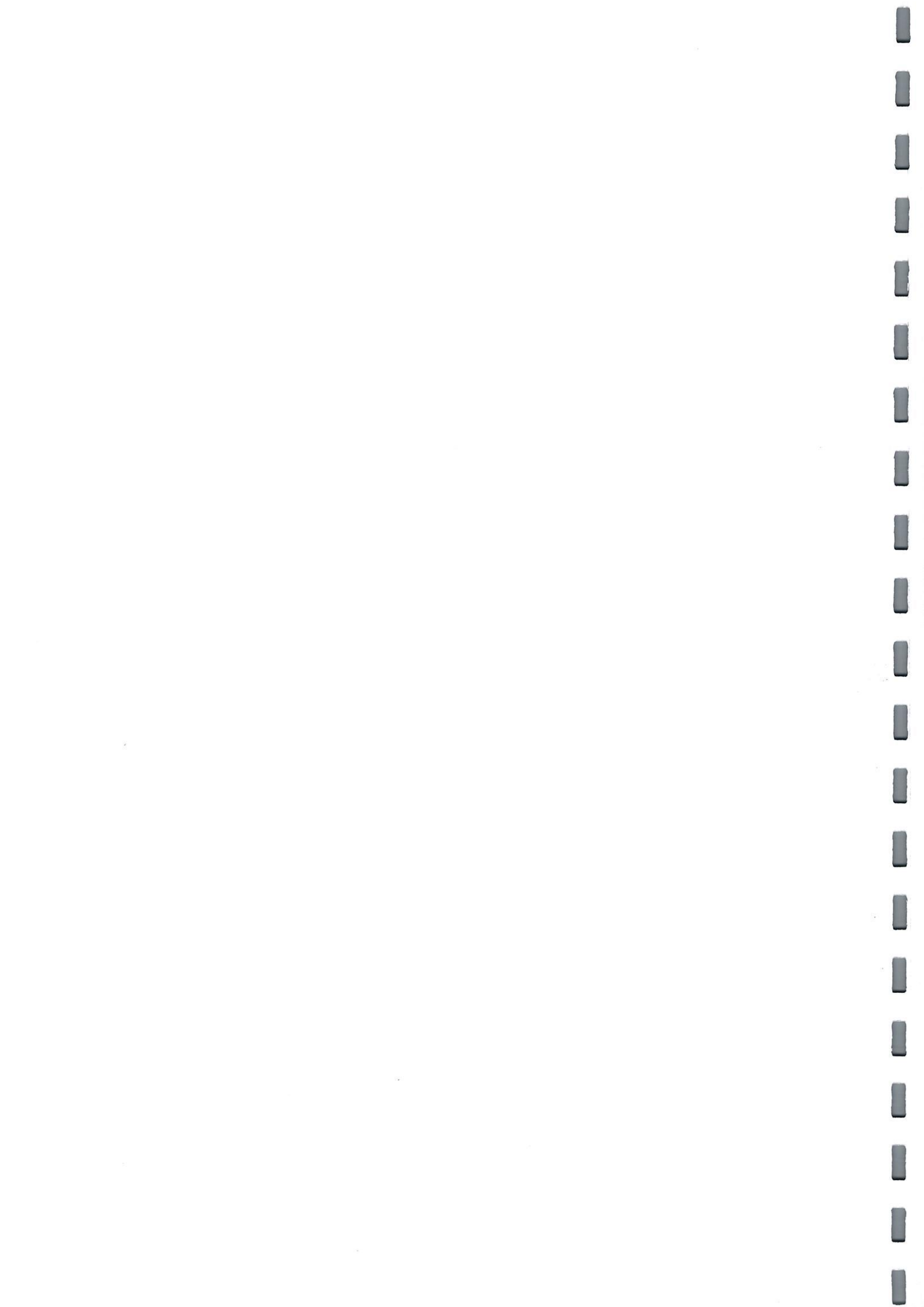
ANNUAL LEAVE ENTITLEMENT: - You are entitled to annual leave of __ working days per annum for every 12 months worked.

LEAVE ALLOWANCE: - 8.5% of Annual Basic Salary.

CONFIDENTIALITY: - You shall protect and not disclose any Nigerian Governors' Forum or its Secretariat's proprietary and confidential information entrusted to you or to which you are exposed.

HOURS OF WORK: - Office hours of work are from 8.00a.m. to 5.00p.m., Monday to Friday, thus resulting into a normal working week of 40 hours. However, you may also be required to work extra hours as and when required by your supervisor, or dictated by the nature and requirements of your job, and/or requirements of the department /business.

REFERENCES: - We will require the names and addresses of tHuman Resources Officeeee referees.
Your referees should be character references who are not relations and must include your last employer.



PERIOD OF NOTICE: - You are required to give a minimum of one month's written notice of intention to resign your employment with the Nigerian Governors' Forum Secretariat.

The Secretariat undertakes to give a minimum of one (1) month notice of any termination of employment or will pay one month's salary in lieu thereof.

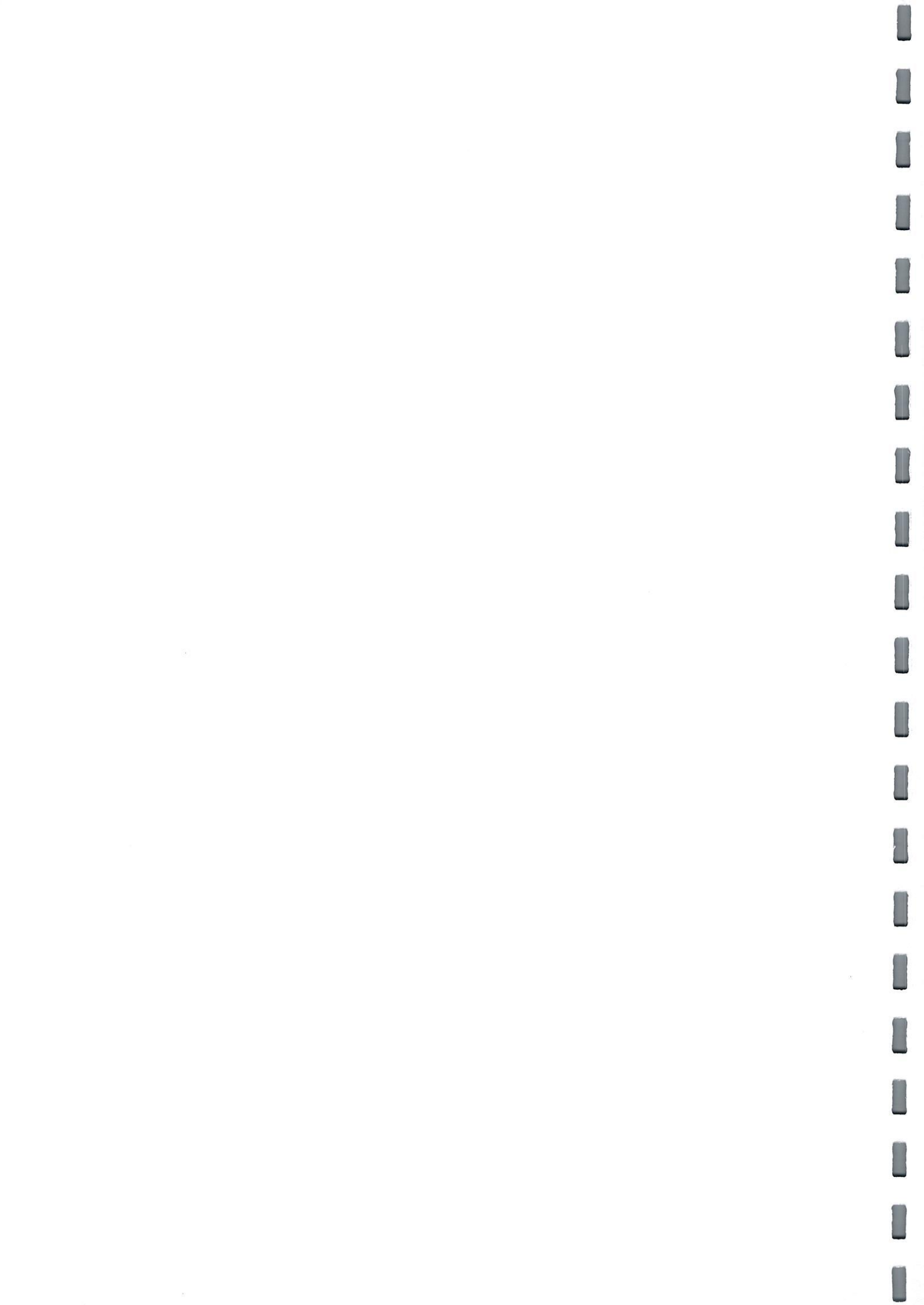
**CODE OF CONDUCT/
ETHICAL STANDARD:** - You are expected to observe and comply with the Secretariat's rules, regulations and ethical standards as defined in the Secretariat's Staff Handbook. Any terms and Conditions as presented from time to time shall further govern your period of employment with the Secretariat.

I, the undersigned, acknowledge that I have read, understood and do hereby accept the particulars of the terms of employment outlined above.

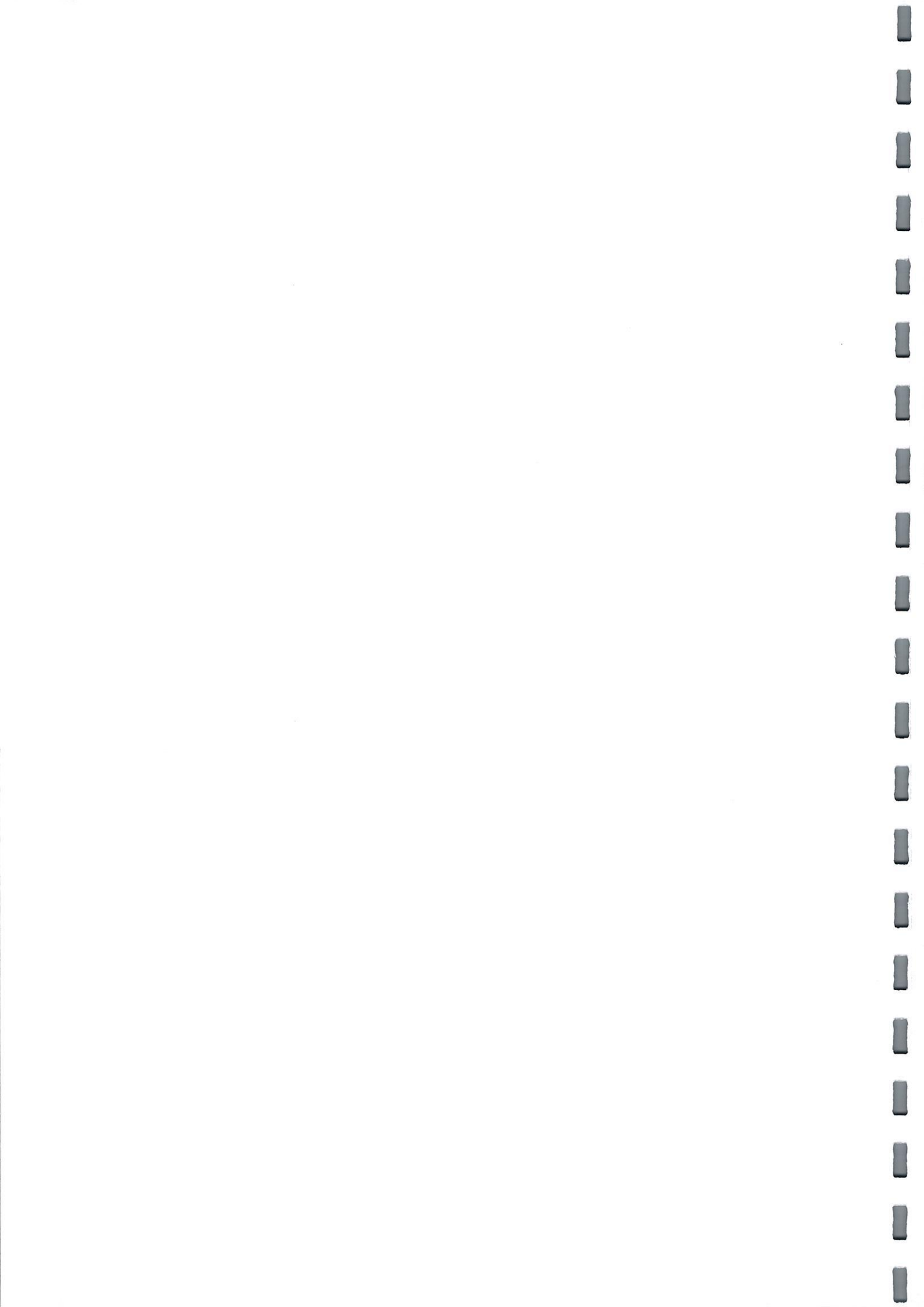
.....
(SIGNATURE)

.....
(DATE)

I will assume my employment on



ANNEX TWO: STANDARD EMPLOYMENT CONTRACT

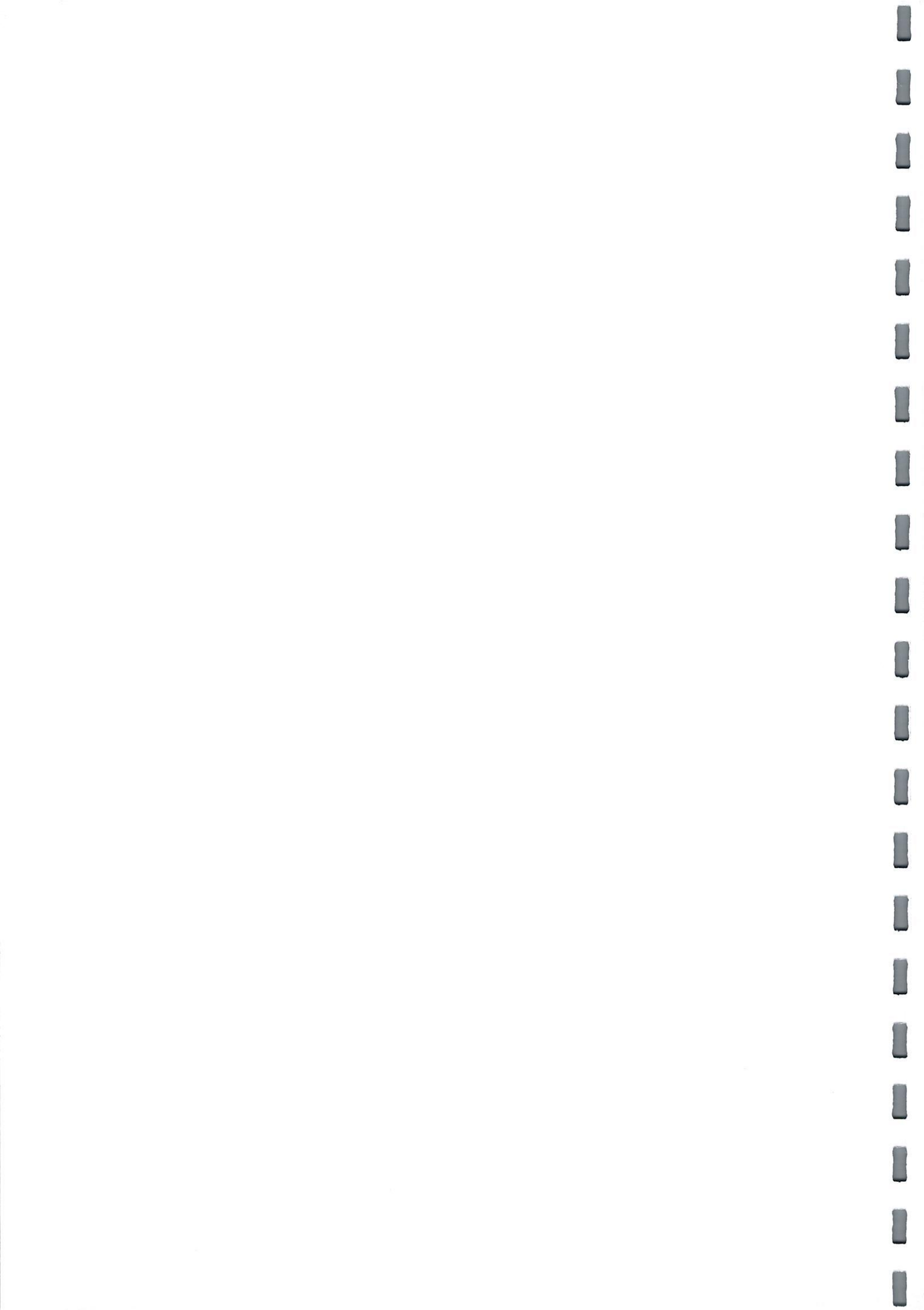


ANNEX THUMAN RESOURCES OFFICEEE: RECRUITMENT PROCEDURES

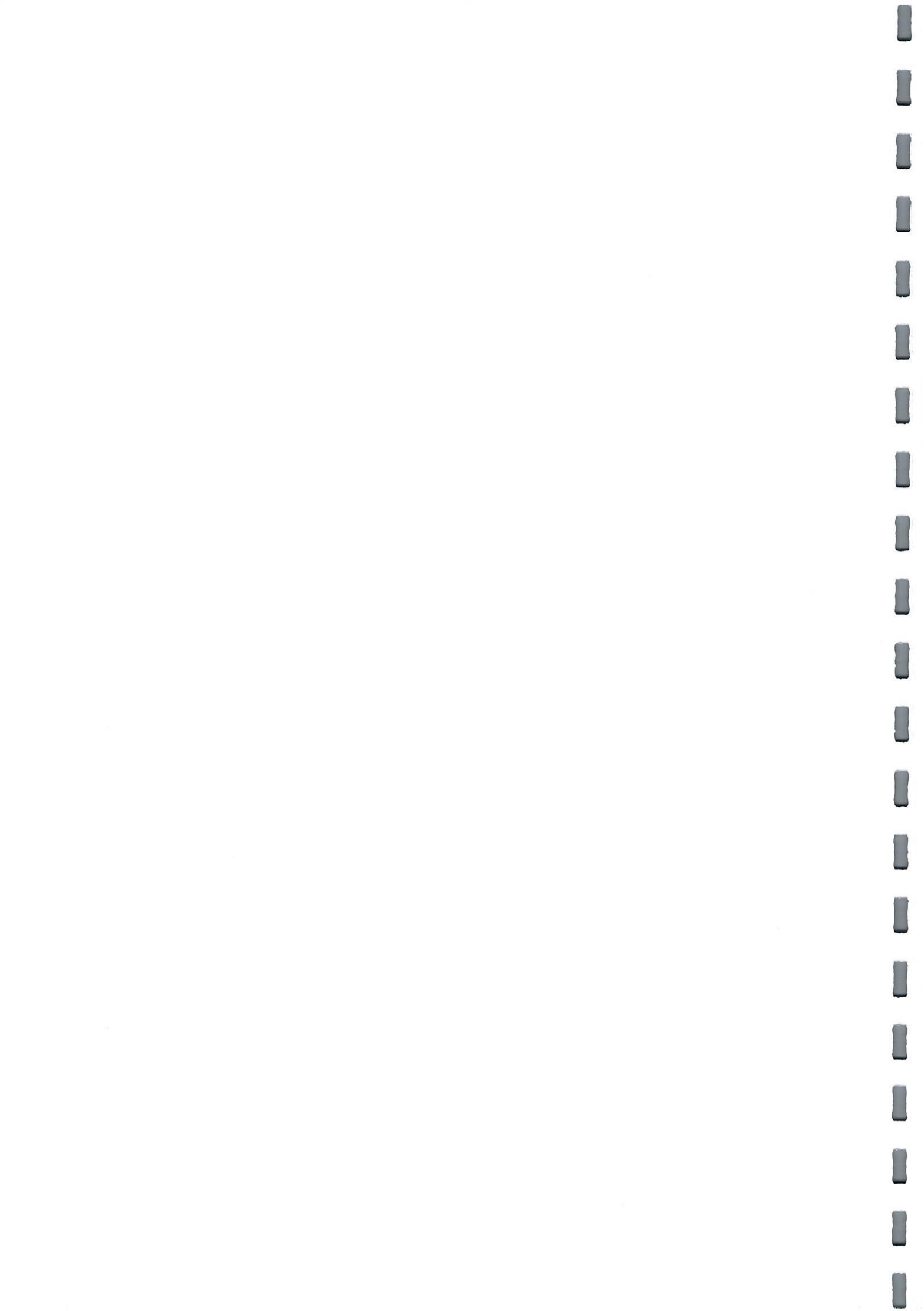
A. Full-time Staff

The following procedures will be followed for recruiting and appointing full-time staff:

1. Any post to be filled through appointment must be included in the Secretariat's approved establishment and must be vacant or about to be made vacant through the retirement, transfer, promotion or resignation of the incumbent.
2. Review the job description for the post to be filled to ensure it is up-to-date and comprehensive.
3. Place advertisements in at least 3 national newspapers or other suitable media outlets. The advertisement to include:
 - a. A short description of duties and responsibilities of the post to be filled and the role of the Secretariat
 - b. A guide to the minimum qualifications and experience required
 - c. Any other special attributes or skills required
 - d. Expected start date for the appointee
 - e. Application format, for example a letter outlining employment and educational history, a predetermined application form (and how to obtain it) or a CV.
 - f. Documentation to be submitted with the application (specify originals or copies)
 - g. Names and addresses of 2 or 3 referees
 - h. Time limit for applications
 - i. Where to send the application
 - j. Arrangements for interviews
 - k. Where further information can be obtained (web site or documentation)
4. Arrangements to be put in place to receive applications and make a preliminary assessment of candidates:
 - a. Person to receive applications and make preliminary assessment
 - b. Preliminary screening of candidates to be made to remove all applicants who do not possess the minimum qualifications and experience specified.
 - c. Report on outcome specifying the number of applicants remaining to be submitted to the ED Finance and Administration
5. Arrangements for second level of selection, if by a committee then who is to sit on the committee
 - a. Criteria for drawing up a final shortlist
 - b. A scoring system
 - c. Number of candidates to be included on a shortlist
6. Letters of invitation sent to those candidates included on the shortlist:
 - a. Date and location of interviews
 - b. If any documentation to be produced at the interview
 - c. Whether any reimbursement of travel and hotel costs
 - d. Whether candidates will be required to undertake any tests
7. Arrangements for interviews
 - a. Who is on the selection panel
 - b. Who chairs the panel
 - c. Decision making process (consensus, majority vote, other)



- d. Define a list of questions to be put to all candidates
 - e. Devise a standard scoring system to be used for all candidates
 - f. Will other written or verbal tests be used, if so what ones, who administers them and who scores them
 - g. Timetable for interviews
8. A written record of all interviews must be completed including the opinion of the selection panel on the suitability and strengths and weaknesses of each candidate and the name of the preferred candidate.
 9. Recommendations of the interview panel on the preferred candidate and two alternatives to be passed to the DG for confirmation
 10. Verify the qualifications of the preferred candidate.
 11. Take up references of the preferred candidate. This may be done by telephone or email and to be undertaken by a senior NGF officer. Seek their honest opinion of the suitability of the preferred candidate.
 12. If references are not positive then it may be necessary to reconsider the panel's first choice. Take up references of the alternative two candidates and then make decision. It might be beneficial to call a second round of interviews of the top three placed candidates.
 13. If the preferred candidate's qualification are verified and is confirmed by the DG, then a letter of invitation of employment sent to the candidate (see Annexe __) which includes:
 - a. Offer of employment
 - b. Salary and allowances offered
 - c. Confirmation of the post and job description
 - d. Contact if the selected candidate wishes to seek further information
 - e. Time allowed to make a decision
 - f. Date of starting
 - g. Probationary requirements
 - h. Requirement for a medical examination
 - i. Information on pension and medical benefits
 - j. Moving allowances
 14. If the candidate accepts the offer of employment then a formal contract of employment (see Annexe __) is drawn up, this to be signed by the appointee and the DG on behalf of the Secretariat. The standard NGFS contract will be for three years but renewable subject to satisfactory performance.
 15. Forward a copy of the Staff Handbook to the appointee
 16. Head of Legal to agree all templates for the recruitment process and approve all contracts prior to DG signing
 17. Arrangements put in place to receive the appointee. This will include an induction course/day to make the appointee aware of the Secretariat's role and organisation and include:
 - a. Orientation (physical) - describes where the facilities are.
 - b. Orientation (organizational) – helps employee to fit into the team and the organization's strategy and goals.
 - c. Health and safety information
 - d. Explanation of terms and conditions of employment



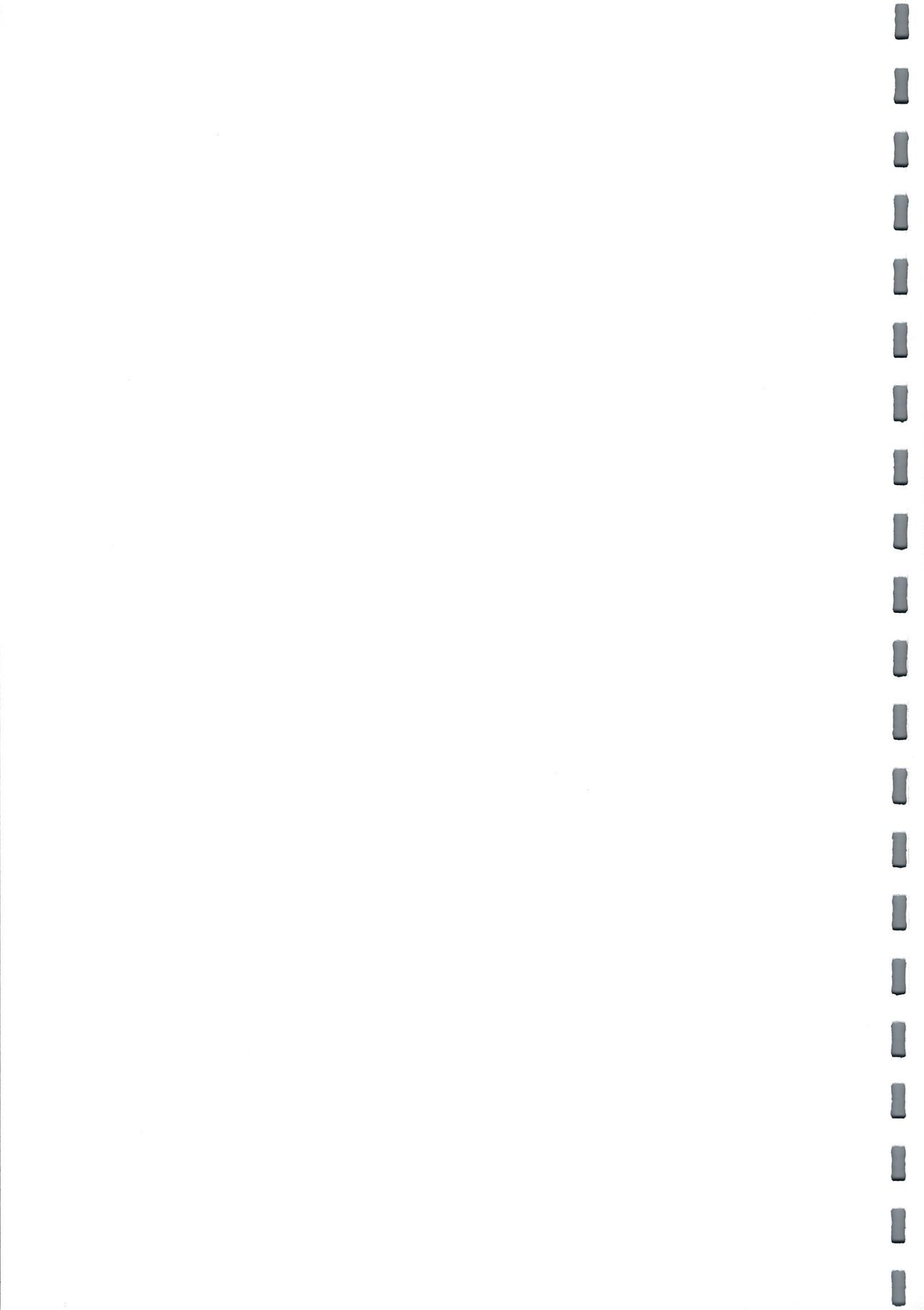
- e. Details of the organization's history, its products and services, its culture and values.
- f. A clear outline of the job/role requirements.
- g. Who will be the appointees supervisor and mentor
- h. Probationary period

18. New appointee takes up his/her position.

B. Short Term Consultancy

The following procedures should be followed when awarding a short-term consultancy drawn from the pool:

1. Identify the piece of work or study that is required and confirm that this work is beyond the resources of the Secretariat staff.
2. ED Strategy and Research to approve that the work is to be contracted out to a selected consultancy.
3. ED Administration and Finance to confirm that there are funds available to pay all estimated fees and any other costs associated with the study
4. Draw up the technical terms of reference for the work that includes expected outputs.
5. Draw up the definition of the inputs required in terms of skills, experience and the methodology to be employed, and other conditions expected to be observed.
6. Define the time horizon for the study's completion and submission of final report
7. Identify the post/officer in the Secretariat who is to supervise the contracted consultant and impose quality assurance on all work undertaken
8. Issue invitations to bid to a minimum of three pre-selected pool consultants requesting bids for the specified work requesting each to submit a technical and financial proposal;
9. Identify who is to receive bids. Bids to be opened at a public event open to all bidders.
10. Form the evaluation committee and appoint the chairman. The committee should include those able to undertake a technical and financial evaluation of submitted bids.
11. Award of contract to consultant considered to offer the best value – that is the one offering an optimum combination of technical competence and understanding of what is wanted together with a competitive price.
12. Decision of the Evaluation Committee passed to the DG and ED Strategy and Research for endorsement of the award
13. Letter of invitation sent to the successful bidder
14. If required, negotiations to agree any outstanding issues, procedures to be followed by the consultant, for example reporting arrangements, use of Secretariat records and documents, advance payments, intermediate payments etc.
15. Contract drawn up and reviewed by Legal Head providing details of outputs, submission of findings, draft and final reports, presentation requirements, time schedules to be observed and so forth.
16. Contract signed by the DG and the consultant
17. Work commences

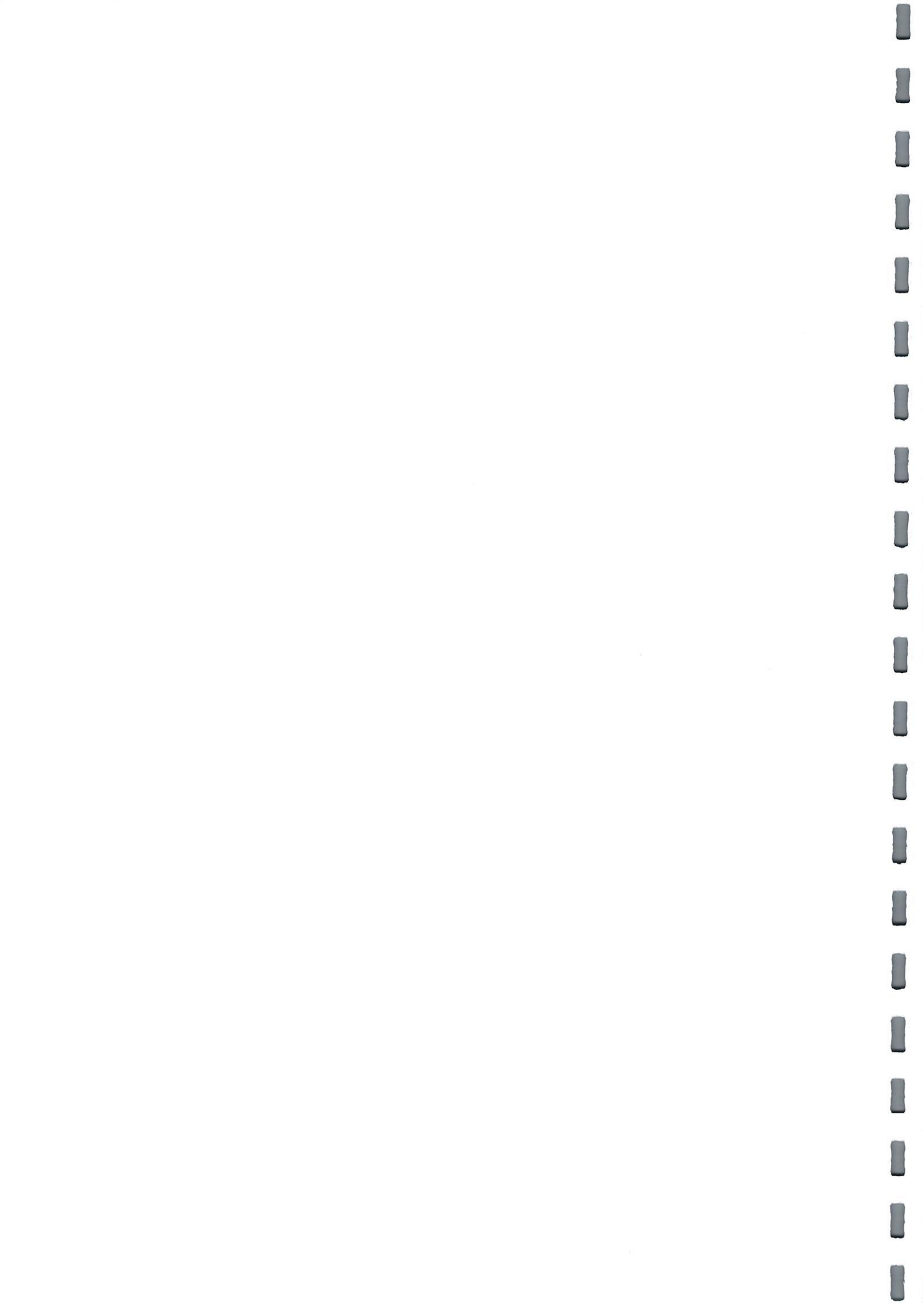


ANNEX FOUR: ANNUAL INDIVIDUAL PERFORMANCE ASSESSMENT TEMPLATE

NIGERIA GOVERNORS' FORUM SECRETARIAT PERFORMANCE APPRAISAL

EXECUTIVE LEVEL (1)

MISSION STATEMENT: "To provide a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance, sharing of good practice and enhance cooperation at State level and with other arms of government and



society”

Period under review: From:.....To:.....

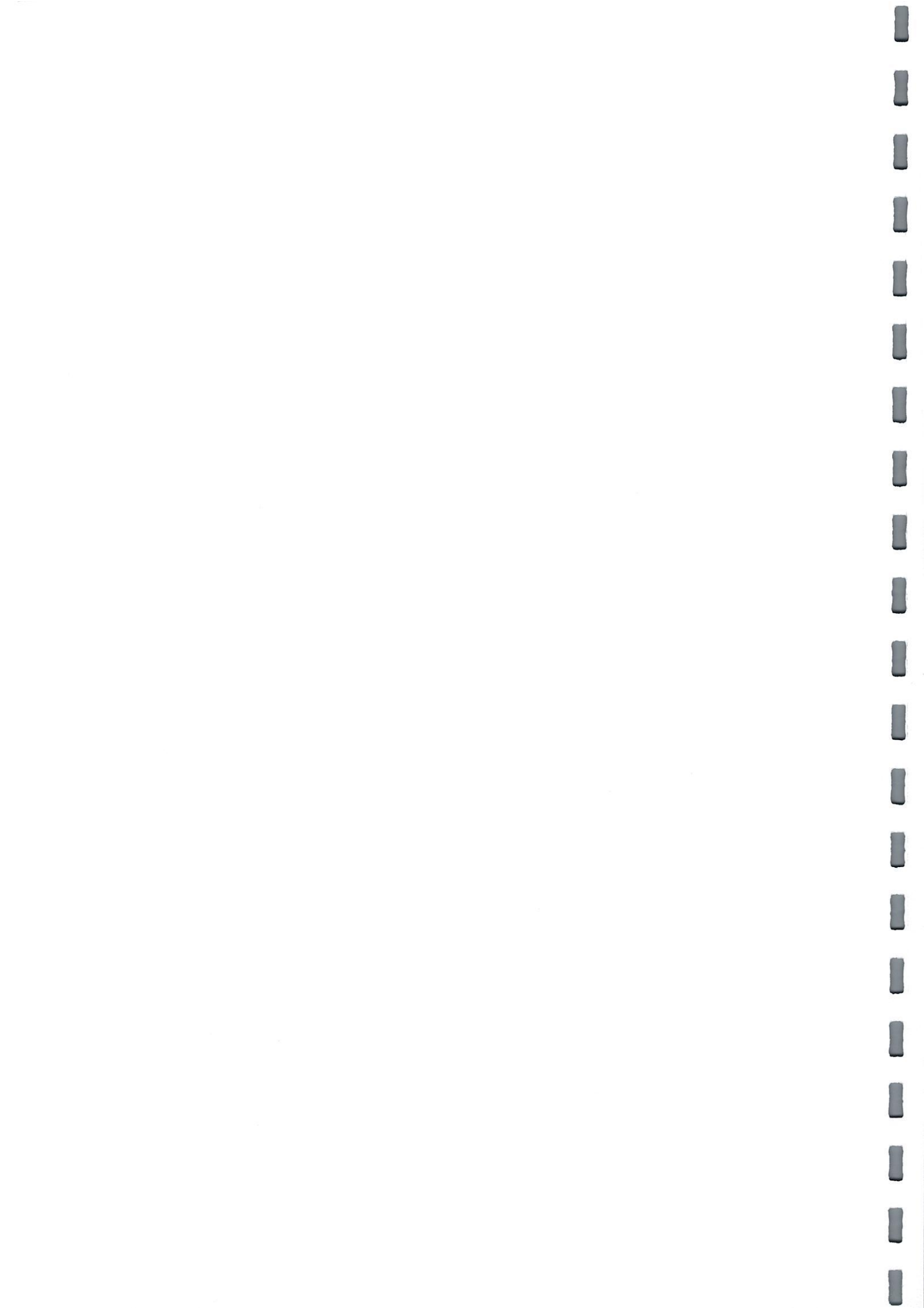
Name:	Position Held:
Department	Staff Reference Number:
Ministry/Department/Agency:	Location:
Date of Appointment to Current Position:	Last Appraisal Date:
Name of Supervisor:	Designation of Supervisor:

Explanatory Notes:

- At beginning of year, Immediate Supervisor will hold a *Performance Planning* Session with Officer and agree Officer’s Key Job Responsibilities for the rating period; developing a common understanding of goals and objectives that need to be achieved; identifying the most important competencies that the Officer must display in doing the job; and creating and appropriate individual Development Plan for the Officer. Give copies of Goals Statement and Key Performance Indices (KPIs) to the Officer and your Human Resources.
- During the course of the rating period, the Officer will Execute the agreed Performance Plan (*Performance Execution*) with the Immediate Supervisor giving necessary support; maintaining performance records; updating key responsibilities as conditions change; providing feedback and coaching for success; providing development experiences; reinforcing effective behavior; and conducting mid-term review to monitor progress and where appropriate issue performance improvement plan ‘PIP’ to underperforming employee.
- At year-end, Immediate Supervisor will carry out Officer’s *Performance Assessment* by completing the form below and discussing its entries with the Officer. Give copies of Performance Review including comments of next higher level of management; and
- development plan to the Officer and Human Resources

General Job Description:

- List Officer’s responsibilities in descending order from primary, to secondary, down to minor functions



Goals and Objectives:

-List out Set "SMART" Goals/Targets as discussed and agreed with Officer at the beginning of the reporting period – including special assignments and projects:

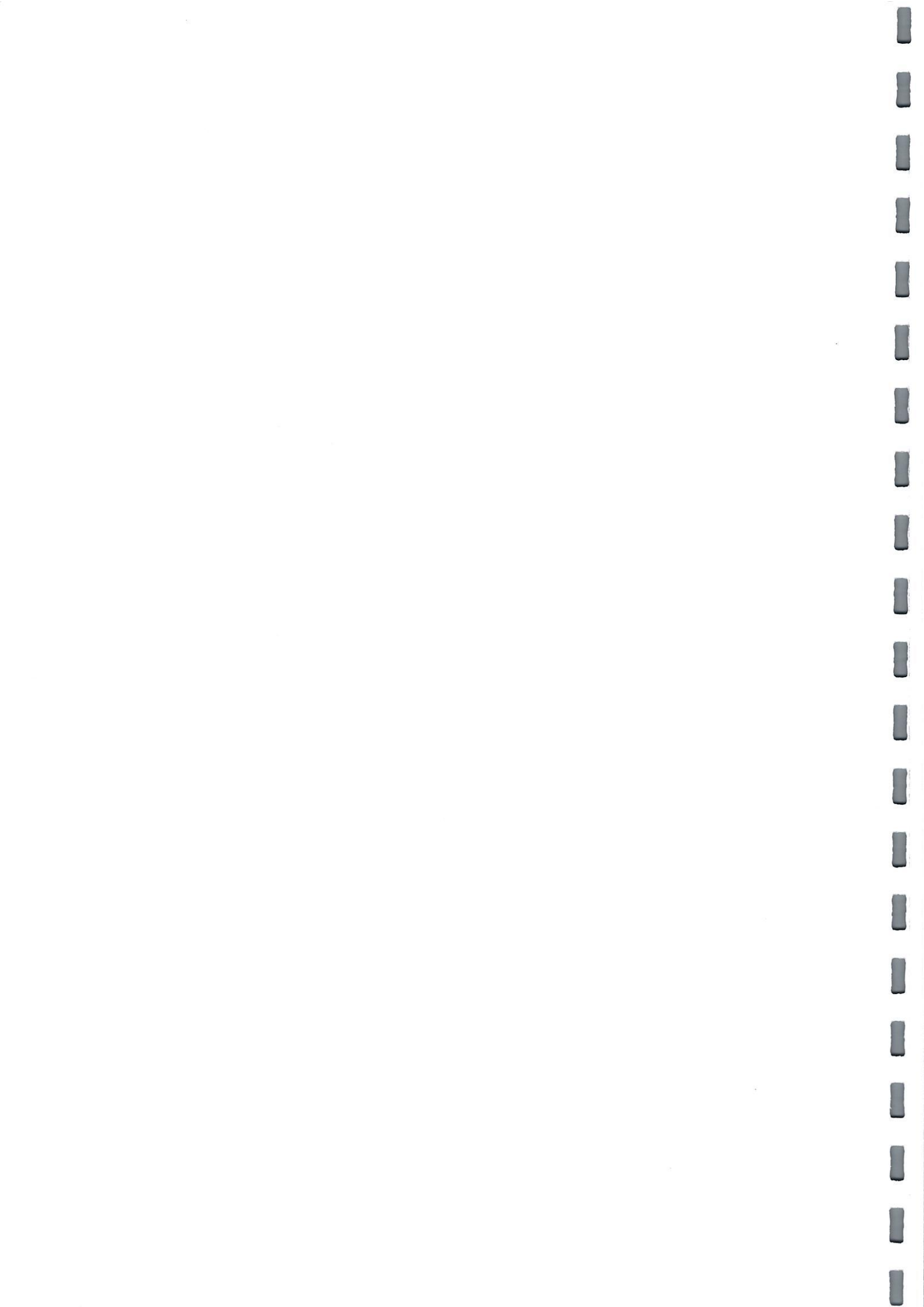
Five Scale Performance Rating:

Using the following rating definitions check the box that most clearly describes the Appraisee's performance for each of the required performance values and competencies. Score the factor according to the rating awarded.

1. **EXCEPTIONAL:** Contributions and excellent work are widely recognized. Performance consistently exceeds expectations, producing significant results through superior planning, execution and creativity. SCORE 15 (KPI rating)/ 5 (Performance rating)
2. **HIGHLY EFFECTIVE:** Most performance objectives exceed expectations. Projects and goals are completed in a manner that expands the scope and impact of the goal or assignment. The Appraisee is viewed as having made a notable contribution to the Secretariat. SCORE 12 (KPI rating)/ 4 (Performance rating)
3. **EFFECTIVE:** Performance is competent and effective along established expectations. Initiative, resourcefulness and good judgment and consistently exercised. Appraisee makes a solid, reliable and meaningful contribution to the Secretariat. SCORE 9 (KPI)/3 (Performance)
4. **NEEDS IMPROVEMENT:** Performance falls below expectations and a performance improvement plan should be prepared to address areas of weakness. SCORE 6 (KPI)/ 2 (Performance)
5. **UNSATISFACTORY:** Performance falls below acceptable levels on several critical requirements. Significant improvement is called for. If not forthcoming in short timescale then re-assignment or dismissal must be considered. SCORE 3 (KPI)/ 1 (Performance)

PERFORMANCE RATING SECTION 1: On KPIs/ Goals (Maximum allowable score is 60 points)

	Exceptional	Highly Effective	Effective	Needs Improvement	Unsatisfactory
STAKEHOLDERS SATISFACTION	o	o	o	o	o
EMPLOYEE SATISFACTION AND RETENTION LEVELS	o	o	o	o	o
ADEQUACY OF INTERNAL SYSTEMS AND CONTROLS	o	o	o	o	o



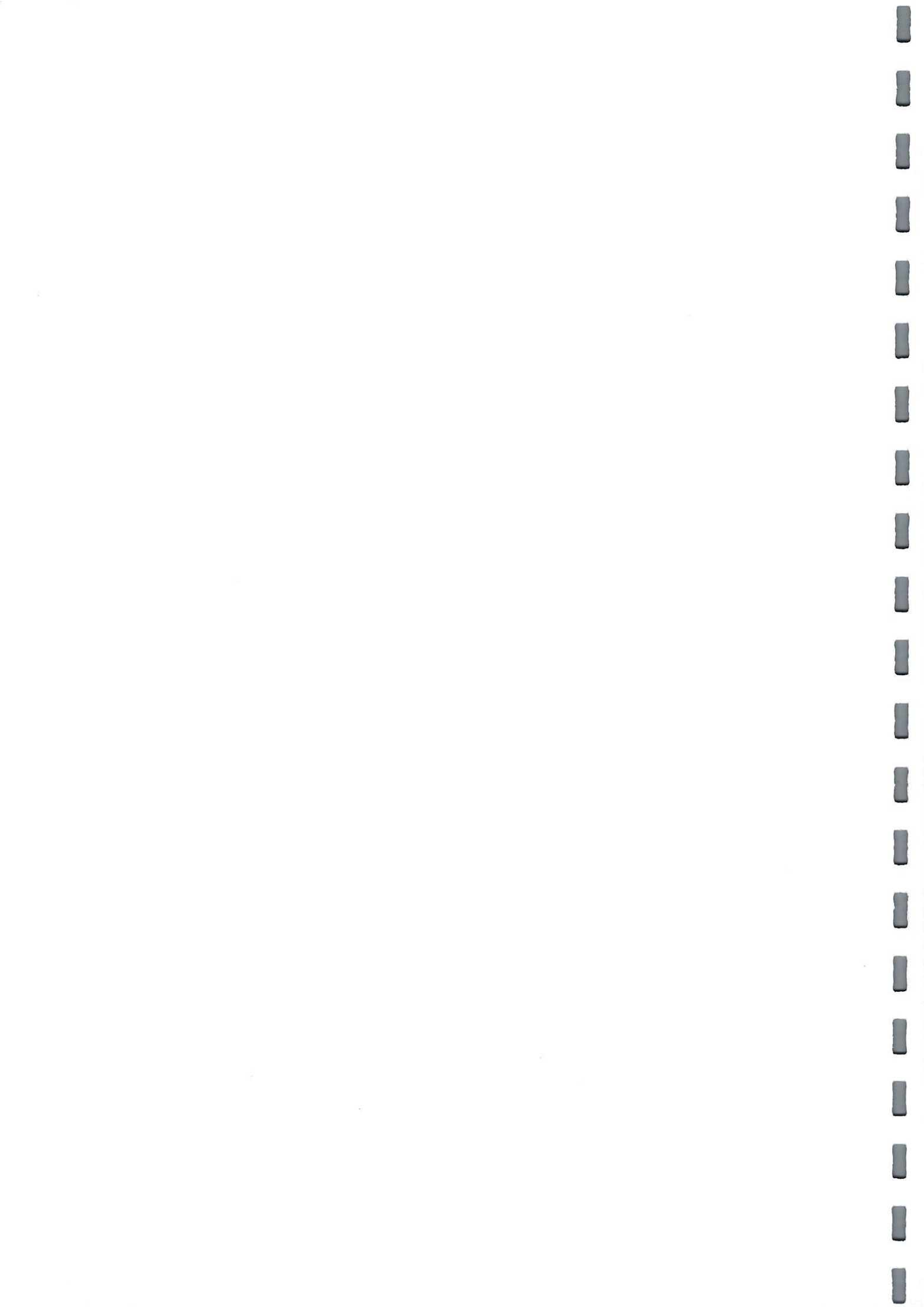
COMPLIANCE WITH REGULATORY PROVISIONS	o	o	o	o	o
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PERFORMANCE RATING SECTION 2: On Values & Competencies (Maximum allowable score is 40 points)

	Exceptional	Highly Effective	Effective	Needs Improvement	Unsatisfactory
QUALITY OF WORK Consider accuracy, thoroughness, effectiveness	o	o	o	o	o
FLEXIBILITY Consider Performance under pressure and handling of multiple assignments	o	o	o	o	o
INITIATIVE Consider the extent to which the Appraiser sets own constructive work behavior and initiative	o	o	o	o	o
DEPENDABILITY Consider the extent to which the Appraiser completes assignments on time and carries out instructions	o	o	o	o	o
INTERPERSONAL RELATIONS Consider the extent to which the Appraiser is cooperative, considerate, and tactful when dealing with super visors, subordinates and clients	o	o	o	o	o
TEAM WORK Consider the Appraiser's ability to work constructively with others to produce common goals	o	o	o	o	o
COMMUNICATION Does the Appraiser express thoughts and messages clearly and concisely (a) written (b) verbally	o	o	o	o	o
STAFF DEVELOPMENT Extent to which the Appraiser provides guidance and opportunities to staff	o	o	o	o	o

TOTAL SCORES SECTIONS 1 & 2

TOTAL SCORES SECTION 1	x/60
TOTAL SCORES SECTION 2	x/40



OVERALL SCORES SECTIONS 1&2	x/100

Rating Scale: For Summary of Overall Performance

Consistently exceeds his/her goals	Exceptional	90% and above
Meets most or all his/her goals and occasionally exceed some	Highly Effective	70 – 89%
Meets most of his/her goals consistently	Effective	50 – 69%
Marginal performer who does not meet a significant portion of goals	Needs Improvement	36 – 49%
Met very few or no goals	Unsatisfactory	35% and below

Developmental/ Training Needs:
 - Comment on specific (2 or 3) areas of developmental needs. Suggest steps such as training, on-the-job coaching by supervisor or other experienced person, special assignments, activities, projects, participation in task forces. Give dates for suggested activities.

1)
 2)
 3)

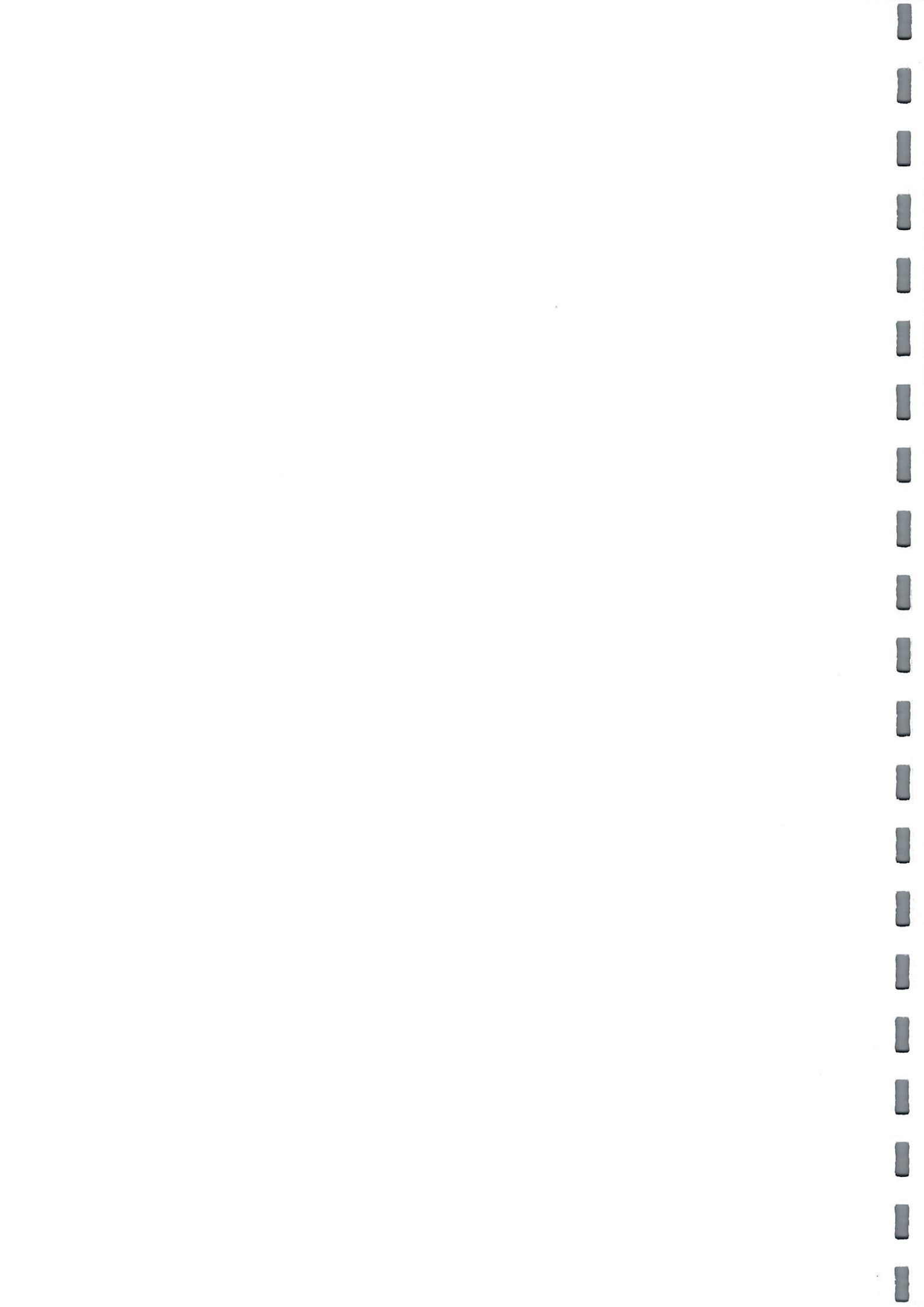
Career Objective:
 -Comment on Officer's POTENTIAL for growth within the NGFS. Cite 2 or 3 Major Strengths:

1)
 2)
 3)

Officer's comments and acceptance /refutation of Supervisor's review, ratings and developmental plan. Comment on constraints (if any) in the course of duty. Officer's Signature and date:

Comments of Next Higher Level of Management on Performance Review and Developmental Plan with Approvals/Signature and date:

HR Review, Approvals and date:



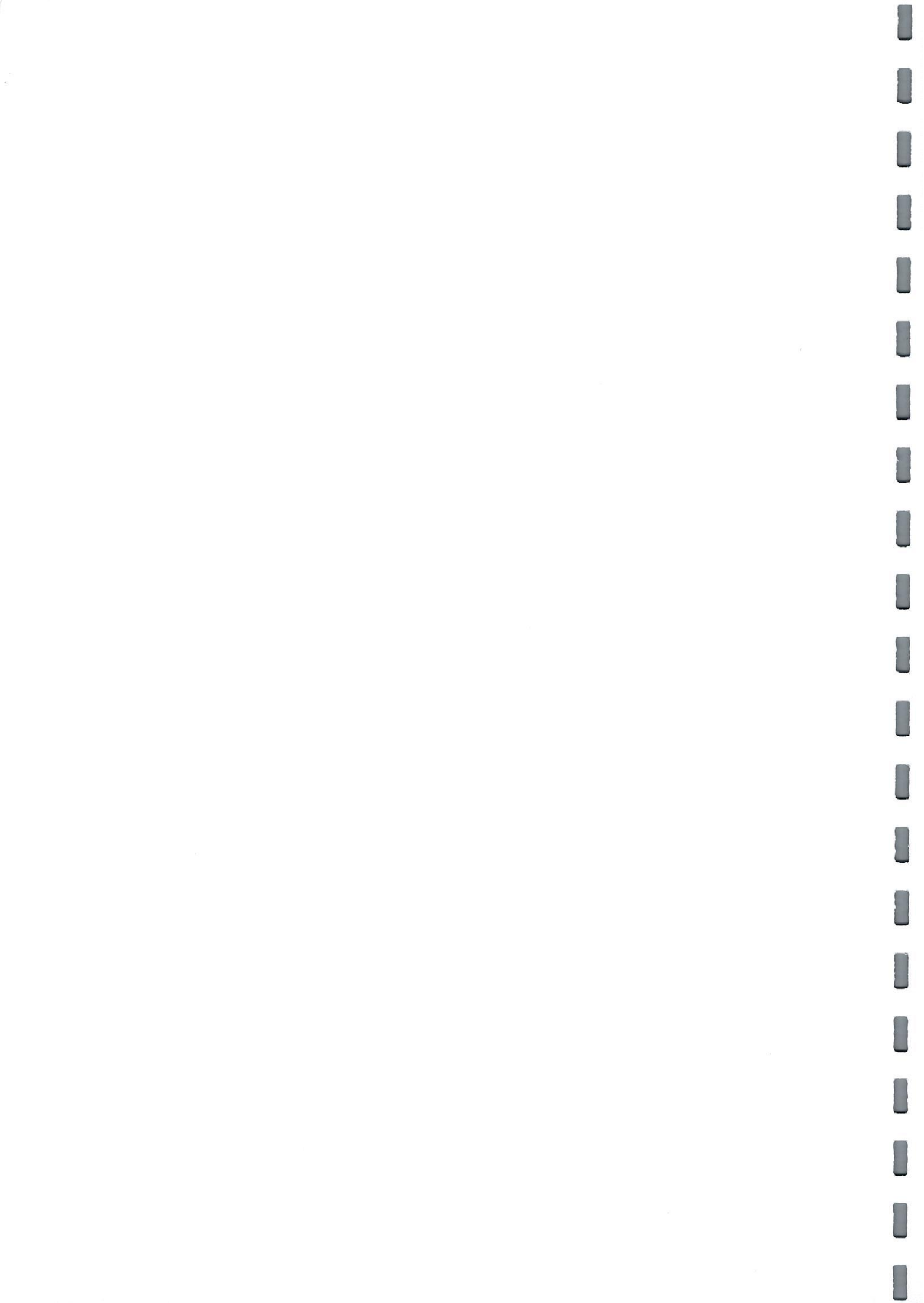
ANNEX FIVE: SALARIES AND ALLOWANCES SUPPLEMENT TEMPLATE

The Salaries and Allowances Supplement is an addendum to the NGFS Human Resources Manual that is up-dated as required to provide information on current salary scales and the value of allowances to which staff of the NGFS are entitled. It should be read in conjunction with the Human Resources Manual and the NGFS Staff Handbook.

The Supplement is updated whenever changes are made in either salaries or allowances.

A. GROSS ANNUAL SALARIES

GRADE	ANNUAL BASE GROSS SALARY STEPS (Nr)	
1	8	_Nr xxxxxxxxxxxx____
	7	_____
	6	_____
	5	_____
	4	_____
	3	_____
	2	_____
	1	_____
2	8	_____
	7	_____
	6	_____
	5	_____
	4	_____
	3	_____
	2	_____
	1	_____
3	10	_____
	9	_____
	8	_____
	7	_____
	6	_____
	5	_____
	4	_____
	3	_____
	2	_____
	1	_____
4	10	_____
	9	_____
	8	_____
	7	_____
	6	_____
	5	_____
	4	_____
	3	_____
	2	_____
	1	_____
5	12	_____
	11	_____
	10	_____
	9	_____
	8	_____
	6	_____



	5	_____
	4	_____
	3	_____
	2	_____
	1	_____
6	12	_____
	11	_____
	10	_____
	9	_____
	8	_____
	7	_____
	6	_____
	5	_____
	4	_____
	3	_____
	2	_____
	1	_____

B. PERSONAL ALLOWANCES

B1 Transport Allowance

Grade	Monthly Allowance Nr
1	Nr xxxx
2	Nr xxxx
3	Nr xxxx
4	
5	
6	

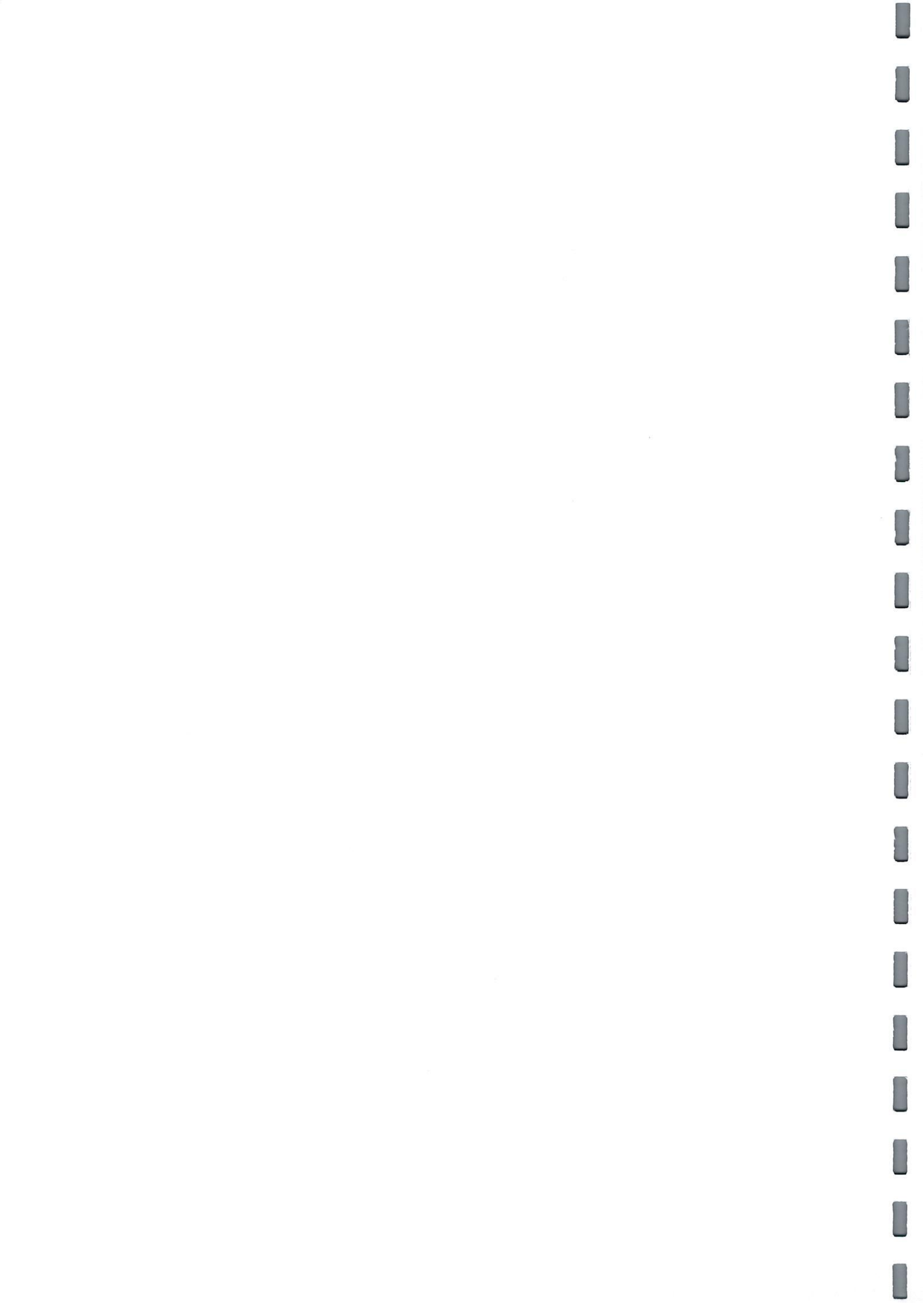
B2 Unsocial Working Hours Allowance

Grade	Monthly Allowance Nr
5	Nr xxxx
6	Nr xxxx

B3 Utility Allowance

Grade	Monthly Allowance Nr
1	Nr xxxx
2	Nr xxxx
3	Nr xxxx
4	
5	
6	

B4 Housing Allowance



Grade	Monthly Allowance Nr
1	Nr xxxx
2	Nr xxxx
3	Nr xxxx
4	
5	
6	

B5 Out-Of-Station Allowance

Grade	Daily Allowance Nr Lagos, Abuja, Pt Hardcourt	Daily Allowance Nr All other locations
1	Nr xxxxx	Nr xxxxxx
2	Nr xxxxx	
3	Nr xxxx	
4		
5		
6		

B6 Foreign Travel Daily Allowance

Grade	Zone A	Zone B	Zone C	Zone D	Zone E
1	\$ xxxxx				
2	\$ xxxxx				
3	\$ xxxx				
4	\$ xxxx				

B7 Warm Clothing Allowance

Grade	Allowance \$
1	\$ xxxxx
2	\$ xxxxx
3	\$ xxxx
4	\$ xxxx

B8 Bereavement Assistance Grant

Grade	Allowance Nr
Standard Grant	Nr xxxxx

B9 Death in Immediate Family

Grade	Daily Allowance Nr
Standard Grant	Nr xxxxx

