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**Society for Behavioural Therapy & Health (SBTH)**

**Personnel Policies & Procedures**

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**Bwari Area Council, Federal Capital Territory, Abuja, Nigeria.**

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**About Us**

Society for Behavioural Therapy and Health (SBTH) is a public non-denominational Christian non-governmental, not-for-profit making indigenous organization based in Abuja, Federal Capital Territory, North Central, Nigeria. It was established in 2016 registered with the Corporate Affairs Commission of the Federal Republic of Nigeria; registration number is CAC/IT/NO 89634.SBTH’s vision is to envisions stable communities that can develop effective institutions to provide for their people, enabling them to overcome hardship and live peaceful and fulfilling lives and its mission is to assist and support impoverished and disadvantage people – children, youth, men, woman and older person in a holistic manner by ensuring the right of all people to development, security and enhanced quality life.

SBTH is register with SCUMUL department of the Economic & Financial Crime Commission and Federal Inland Revenue Service. The process of registration with other relevant agencies and networks such as FCT Social Secretariat, Federal Ministries of Women Affairs, Education and Justice, Association of OVC NGOs in Nigeria (AONN), National Network of People Living with HIV/AIDS in Nigeria (NEPWHAN), Civil Society in HIV/ AIDS (CiSHAN), Civil Society in Malaria Control Immunization and Nutrition (ACOMIN). Civil Society on the Eradication of Tuberculosis is going. On the international level, SBTH is registered with Word Federation against Drugs (WFAD) and International Substance Abuse & Addiction Coalition (ISAAC).

We are motivated by the example of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice through His teaching as we act to promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies. We reach out in care and love to those who are poor and disadvantage, children, youth, men, woman, families and elderly person the in various aspects of:Emergency Response and Recovery; Education; Health; Nutrition & Agriculture; Water and Sanitation; Poverty Alleviation & Microfinance; Drug Prevention &Treatment; Social and Behavior Change Communication; Capacity Developments and Research

We are one family that are committed to the pursuant of our vision and mission statement, while taking pride in our core value system. Society for Behavioural Therapy & Health’s core values are guiding principles and tenets that describe how the organisation strives to operate. These includes: Passion for God (Deut 6:5); Faith (Heb 11:1); Love and solidarity (Col 3:12); Dignity and respect; Justice and equality; Cooperation and partnership; Accountability and stewardship

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**1. 1 INTRODUCTION**

**1.2 Purpose of the Personnel Policies**

These personnel policies aim to provide SBTH employees with clear guidelines on employment terms and conditions of service, and general information on employee’s rights and responsibilities. SBTH aims to provide a range of benefits designed to ensure that employees have good working conditions and are as much as feasible supported on matters of health and general welfare. This document shall known as SBTH Personnel Policy Manual (SPPM) and the content shall be binding on all staff and appropriate sections of this policy on human resources who are defined and categorized as volunteers and consultants. This policy will not compete with the provisions of SBTH constitutions but rather complements it. In the event of conflict between the two documents on issues involving members, the provision in the constitution shall be supreme and take precedence.

**Application and Interpretation**

The terms and conditions entrenched in this policy shall guide the management policies of SBTH.

**1.3 Scope of Policies**

These policies are an integral part of each employee’s employment contracts and apply to all staff equally, unless otherwise specified in individual employment contract. If there is a difference, the conditions defined in the employment contract will apply.It is the employee’s responsibility to make sure that they understand and abide by these policies. It is SBTH’s responsibility to ensure that these policies are applied equally to all staff.

The Board of Trustees/Governing Council will be responsible for the periodic review of SBTH’s personnel policies and will have final approval of any changes made.

**2. GENERAL EMPLOYMENT POLICIES**

**2.1 SBTH’s Mission Statements**

Our mission is to assist and support impoverished and disadvantage people – children, youth, men, woman and older person in a holistic manner by ensuring the right of all people to development, security and enhanced quality life.

We are motivated by the example of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice through His teaching as we act to promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies.

**2.2 Employees as representatives of SBTH**

2.2.1 All SBTH staffs are required to maintain a clean and neat appearance at all times and to behave in ways that bring credit to the organization. They should not be involved in any action and or business that can dent the image of SBTH.

2.2.2 Staff may not make any public statement on behalf of SBTH without prior authorization from the Executive Director. Any staff who makes public statement without authorization from the Executive Director does so at his or her own risk and such statement does not represent SBTH’s position in any way.

2.2.3 In an official professional public context, staffs are required to give SBTH’s position and not their personal opinion.

**2.3 Professionalism**

2.3.1 *With other SBTH Staff*: SBTH staff are employed as members of a team irrespective of source of funding for salaries. In order to achieve the mission of the organization, all staff must work together effectively and are expected to demonstrate mutual respect and co-operation with their fellow team members. Personal differences should not be allowed to interfere with the implementation of work. The interest of the organization must supercede unofficial matters.

2.3.2 *With NGO/CBO Partners:* SBTH is seeking to assist its NGO/CBO partners in implementing activities. Each NGO/CBO partner is an independent organization and should not be viewed as an extension of SBTH. SBTH needs good co-operation with each of its partners in order to achieve its own goals. Management and staff of partner organizations should always be treated with respect. Assistance should be provided in a true spirit of partnership with the goal of advising and facilitating continuous learning, while not being overly directive.

2.3.3 *Value-based behavior:* SBTH’s overall philosophy and approach to addressing the HIV/AIDs pandemics is strongly rooted in principles of participation, respect for people at all levels of society and treating people with HIV/AIDS with dignity and respect. SBTH adheres to the principle of GIPA. It is therefore expected that all staff will reflect these principles in both their professional lives.

**2.4 Confidentiality of Information**

2.4.1 Given the nature of SBTH’s work, employees may have access to information about the internal operations of the organization, or NGO partner organizations, staff or clients, which is needed to carry out work with SBTH. Staffs are expected to exercise good judgment in safeguarding the confidentiality of information and not disclose information, which would be considered private or personal to others outside of the organization.

Ethical standard and the respect for Human rights and dignity shall be observed at all times.

*2.4.2 Examples of the types of information which generally by considered to be confidential include:*

* The details of a NGO’s budget or grants should not be discussed with other NGOs or uninvolved persons or agents.
* Personal or medical information about SBTH staff, an NGO partners’ staff or their clients
* Information about the internal affairs of SBTH
* Medical and personal information on clients of SBTH including their HIV status.
* Programmatic and financial information about any proposed project of the organization.

2.4.3 Anyone who is in doubt about whether a particular type of information should be considered confidential should discuss the matter with a senior officer, who in turns discuss with the Executive Director for clarification purpose.

**2.4.4 Relationship with News Media**

No staff is permitted to relate or deal with both the print and electronic media on any official maters without prior appropriate authorization of the Executive Director. This covers granting interview, releasing press briefing, publishing articles and the likes. Anyone who contravenes this guideline will be liable for misconduct and shall be sanctioned appropriately.

**2.5 Political Activities**

2.5.1 Political activity within SBTH office or while on SBTH’s business elsewhere will be considered unacceptable behaviour.

2.5.2 Anyone who is in doubt about what is acceptable or unacceptable should discuss their situation with the Executive Director.

**2.6 Conflicts of Interest**

2.6.1 SBTH employees must avoid potential conflicts of interest. SBTH’s relationships and transactions with individual outside of SBTH must be conducted in a businesslike and ethical manner.

2.6.2 Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question and it is therefore not possible to define all the various circumstances and relationships that would be considered “unethical”. **The list below suggests some of the types of activities where employees should exercise caution.**

* Accepting gifts, other than those of low value (not above N5,000), or to have any travel, living or entertainment expenses paid for themselves or members of their families by any person, organization or firm currently doing business or seeking to do business with SBTH.
* Having any personal financial dealings with any individual or business organization that furnishes merchandise, supplies, property or services to SBTH. These include arrangements to receive loans (other than bank loans), commissions, royalties, property shares or anything of value.
* Selling goods and properties belonging to SBTH without seeking approval from the Executive Director.
* Accepting a salary, consulting fee, honorarium or reimbursement of expenses for writing, speaking or other services rendered to another organization for work that is a normal part of the employee’s employment with SBTH.
* Misusing privileged information or revealing confidential data to outsiders. Using one’s position in the organization or knowledge of its affairs for outside personal gain.

2.6.3 Employees need to make known any affiliation they have with an actual or potential supplier of goods or services, recipient of grant funds or organization with competing or conflicting objectives.

2.6.4 Employees must absent themselves from discussion and decision on issues where a conflict of interest exists or may exist.

**3. RECRUITMENT AND SELECTION OF STAFF**

Recruitment policies are established to ensure that the best available candidates are considered for any positions without prejudice and discriminating against anyone on account of religion, age, sex/gender, ethnicity, social class and economic status, health status such HIV and disability. These policies seek to ensure openness in developing criteria and in the process of identifying qualified candidates and selecting any staff and to minimize problems related to cronyism or nepotism.

**3.1 Recruitment and Selection Procedures**

The objective of these procedures is to obtain a pool of qualified candidates to select from for each any position. Depending on the level and nature of the position this could e accomplished through open advertising of vacant positions as well as invitation to apply for the position advertised. Internal promotion within the system is also encouraged, but based on specific criteria and evaluation of the performance of staff.

***Advertising of vacant position***

3.1.1 A position description describing the responsibilities and qualifications for each position will be prepared base on the needs of the organization.

3.1.2 Recruitment for some key points will require open advertising in order to make information about the positions available to all potentially qualified candidates. For every advertised position, SBTH will ensure that current staffs are aware of such vacancy and are free to apply, bearing in mind that they will be competing with other external candidates.

3.1.3 SBTH seeks to promote secularity and gender balance at all levels within the organization wherever possible.

3.1.4 GIP (Greater Involvement of PLWHAs) SBTH believes in having PLWHAs in her work-force and without any form of stigma or discrimination.

3.1.5 In certain circumstance, potential candidates for vacant positions could be sought out by the ED and interviewed for appointment without advertising for such position.

***Interview and final selection***

3.16 Application for a position will be by written application. The Executive Director will set up a Screening Committee in the screening of applications and interviews as appropriate for the position being recruited. Applications will be reviewed and candidates short-listed for interview. If the Executive Director is not directly involved in the initial interviews, the review committee will make recommendations to the Executive Director for final interviews.

3.1.7 SBTH reserves the right to contract out recruitment of staff to consultants if necessary. The consultancy fee for such services would be competitive and negotiable.

3.1.8 In conducting interview for candidates, SBTH will ensure that all the candidates are interviewed by the same set of interviewers and wherever possible at the same venue, but not necessarily the same day depending on the time availability. This will ensure fairness, application of uniform standard for scoring and grading candidates. The mode of interview may be oral or written or both.

3.1.9 The final selection and appointment of new staff will be the responsibility of the Executive Director based on the recommendations of the review committee or consultant.

3.1.10 Appointment will be considered official only when SBTH and the employee have signed an employment contract.SBTH is not responsible for the loss of other employment (e.g. resignation from prior position, or forfeiting other job offers) prior to the signing of a contract.

3.1.11 If any information in the application is found to be false after appointment, SBTH reserves the right to take disciplinary action which may include termination of employment.

***Offer of employment and acceptance***

3.1.12 All new positions are subject to formal offer by SBTH and acceptance

by successful candidates. The Executive Director may mandate the Administrative Manager or any other person so designated to send an “Offer of Appointment letter” to successful candidates including the job title, salary on commencement, whether full time or part-time and other employment conditions/terms of reference.

***Orientation/probation period***

3.1.13 All new employees will be subject to a three (3) months

Orientation/probation period during which time the employee will be provided with an orientation to the work and operations of SBTH. During this time his/her supervisor will assess the quality of the individual’s work and determine if they are suitable for continued employment with SBTH. In the event than an employee is determined unsuitable for continued employment, the employee will be released and have not further recourse.

3.1.14 The orientation/probation period could be extended by a further three

months if the supervisor feels that more time is needed to assess the suitability of the employee for the position. Any extensions of the orientation/probation period must be approved by the Executive Director.

3.1.15 Any decision taken at the end of the probation period must be in written

form, a copy of which must be given to the staff concerned and a copy kept in his/her personal file. The employee is also expected to acknowledge the receipt in written form which must be filed appropriately.

3.1.16 In case of termination of appointment during probation period, SBTH

will notify the staff and provide opportunity for proper handing over within a period of one week for junior staff and three weeks for senior staff. Handing over must take place before the last entitlement is paid.

**3.2 Personal Files and Records**

3.2.1 SBTH ensures that their entire staffs have personal files and where all relevant personnel documents are kept and secured within SBTH’s office.

3.2.2 No personal file is to be removed from the cabinet or by unauthorized persons at any time. No such files should be removed from the premises of SBTH’s office except in a special circumstance as may be determined by the Administrative Manager with approval of the Executive Director.

3.2.3 In the event that documents in the file must be photocopied, the Administrator must ensure that they are taken to secure location where confidentiality is guaranteed.

**3.3 Categories of Employees**

3.3.1 *Full-time Employees:* An employee who works full-time (40 hours per week) and whose appointment is authoresses for a long as SBTH’s contract with him/her exists, subject to satisfactory performance and adherence to SBTH’s systems and procedures.

3.3.2 *Part-time Employees:* An employee who works less than full-time but whose appointment is authorized for as long as SBTH’s contract with him/her exists and subject to satisfactory performance and adherence to SBTH’s systems and procedures.

3.3.3 Part-time employees area remunerated according to the percentage of time/hours he/she works for the organization.

3.3.4 *Short-term Contract Employees:* SBTH may occasionally hire staff for limited time periods (e.g. daily paid field workers). Terms of employment would be defined in the individual’s Employment or Consultancy Contract.

3.3.5 *Volunteer:* SBTH may occasionally take on volunteers for limited time periods. These are health professionals and health workers or other professionals related to SBTH’s activities either retired or serving who are ready and willing to make their time, skills, knowledge and expertise available to SBTH. They will not receive any salary but may be given some allowances through negotiation to cover transportation and other approved expenses.

3.3.6 *Consultants:*SBTH will hire local and international consultants for specific assignment. A designated staff will prepare terms of reference and SBTH will sign a consultancy agreement with the consultants having proved to have well understood the content of the terms of reference.

**3.4 Types of Employment**

3.4.1 **Regular Staff**: Regular staff represents the minimum staff members employed, financed and maintained by SBTH Board to achieve hr mission without external funding.

3.4.2 **Contract Staff**: This is a staff member that is employed on contract and for a specific period of time that the particular project for which they were employed would last. At the expiration on such project(s), their employments become terminated.

**3.5 Other Employment**

3.5.1 As the work of SBTH can be quite demanding, staffs are discouraged from engaging in any outside employment.

3.5.2 Should an employee be engaged in other employment it must not interfere in any way with their ability to perform work for SBTH, infringe on staff time during regular working hours or involve the use of SBTH’s facilities or resources.

3.5.3 In the event of any interference the concerned staff may be advised to choose between SBTH’s job and the interfering engagement.

**3.6 Relocation of Staff**

3.6.1 SBTH’S office is based in Abuja which is recognized as the headquarters of SBTH.

3.6.2 SBTH may set up office(s) in any part of the federation. Such office(s) shall be staffed by SBTH with either regular, contract or both categories of staff.

3.6.3 When any staff member is transferred temporarily from one office to another not situated within the same town/city for an assignment which may not be permanent in nature such an officer so transferred shall be entitled to relocation allowance covering travel cost, hotel bills, plus a moderate and reasonable per-diem to cater for daily meals.

3.6.4 When any staff member is transferred from one office to another not situated within the same town/city, for a period up to one (1) year, such an officer so transferred shall be entitled to relocation allowance.

3.6.4.1 The relocation allowance applicable to 3.6.4 above may cover up to a maximum of 2 weeks within which such an officer will be expected to make arrangement for personal living place. The allowance shall include reasonable hotel bills, plus a moderate and reasonable per-diem to cater for his/her daily meals as well as support fund for movement of personal belongings from the former place to the new one.

3.6.5 The above provisions shall not be applicable to newly-recruited staff.

3.6.5.1 Any newly recruited staff with accommodation challenges in his/her new location may be provided a temporary accommodation or may be considered for a moderate and reasonable hotel accommodation arrangement which shall not be more than two (2) weeks (14 days) within which such a staff shall be expected to make private arrangement for accommodation in his/her new location.

3.6.5.2 A newly recruited staff with financial challenges to secure a suitable accommodation may apply for a loan to secure accommodation in the location where he/she may be posted the approval of which shall be at the discretion of the Executive Director.

**4.0 WORKING DAYS/HOURS**

**4.1 Office Hours**

SBTH’s staffs work at least 40 hours per week. Office hours are: Monday to Friday: 8.30am – 5.00pm with 30 minutes lunch break and to fall between 1 and 3 pm). Heads of department are to ensure that staffs under them observe the break time between the stated periods only. When exigencies of work demand, staff should be prepared to work on other day(s) of the week. Internal arrangement could be made to compensate such staff as necessary e.g. provision of meals.

**4.2 Absence from Work and Notification**

4.2.1 The Admin. Manager could authorize absence from work for a maximum of 2 days in emergency situations and must inform the ED accordingly.

Any possible extension must secure the approval of the ED after assessing the situation.

4.2.2 An employee who is absent from work without permission or reasonable explanation involving extenuating circumstances (e.g. emergency, accident, serious illness) will have salary deducted for the period of absence.

4.2.3 Recurring absence without prompt notification and permission should be termed to mean abscondment which may attract disciplinary action including dismissal.

**4.3 Time Sheets and Movement Book**

All employees must faithfully sign timesheets on arrival to the office in the morning and at the close of work each day. Movement out of office should be with permission from individual superior/head of department or the Executive Director where appropriate. In addition, employee should endeavour to always fill up the movement book. Submission of time report to the Executive Director shall be on monthly basis. This may be used as basis for promotion, issuance of warning to late comers, compensation and future planning.

**5.0 EMPLOYEE COMPENSATION**

**5.1 Salary Computation**

5.1.1 Regular staff: Salaries for each position will be based on the responsibilities and required qualifications of the position advertised and relative to salaries of existing positions in the organization. This salary paid shall be inclusive of all allowances

5.1.2 Project staff (on contract): Salaries for each position will be based on responsibilities and required qualifications of the position advertised and subject to availability of fund. Salaries shall be determined on the basis of what is comparatively reasonable or as stipulated by the funding agency. This could be subject to negotiation. In exceptional cases, salaries could be negotiated.

**5.2 Salary Payments**

5.2.1 Salary is paid between 25th and 27th of the month except in some cases where prevailing circumstances do warrant salary payment earlier or later than the above stated dates.

5.2.2 Salary payments are approved upon signing of an employment contract or notice of change in salary.

5.2.3 Time sheets are prepared to confirm that an employee has actually worked for the salary payment being prepared for payment.

5.2.4 Salaries are paid in Naira, except when individual’s contract specifies otherwise.

**5.3 Salary Adjustment**

5.3.1 Regular staff shall enjoy yearly incremental credit of 5% (or up to a maximum of 10%, at the discretion of the ED) over the previous year’s salary based on satisfactory performance following previous year’s performance review focusing on employee’s outstanding productivity and added value. Yearly increment in salary is subject to availability of fund.

5.3.2 The salary adjustment will be effective upon approval by the Executive Director in consultation with the employee’s supervisor.

5.3.3 Salaries of project (contract) staff in particular could be reviewed upward at any time within any year subject to economic situation prevalent in the country at such times and giving consideration to changes in cost of living. The upward review could vary between 20-100%. Such a review shall however be subject to availability of fund to accommodate such adjustments.

5.3.4 Similar salary review could affect regular staff subject to availability of fund as should be provided and approved by the Board.

5.3.5 Bonuses may be given to staff at the discretion of the ED and based upon availability of fund at such time that it may be deemed necessary.

**5.4 Overtime**

5.4.1 Payment for overtime to any staff shall be at the discretion of the Executive Director.

**5.5 Income Tax**

SBTH will observe the Pay As You Earn (PAYE) tax system in accordance with the Nigerian taxation laws and regulations as applicable to staff income. Any tax payable by each staff will be deducted from source with prior knowledge of the staff. Remittance of such deductible tax to appropriate tax office shall be the responsibility of the Accountant.

**5.6 Salary Advances**

5.6.1 Salary advance, which shall not be one month’s salary, may be made in extenuating circumstances and its approval shall be at the discretion of the Executive Director. Repayment of approved salary shall be made within a maximum period of four (4) months.

**6.0 LEAVE**

Employee leave is intended to ensure appropriate support on matters related to health and general welfare. *Categories of leave shall include*:

**6.1 Annual Leave**

6.1.1 All employees are entitled to 30 (thirty) working days leave per year following a leave roaster approved by the Executive Director for the year.

6.1.2 Annual leave commences on January 1 and ends December 31 in line with the roaster approved for the year.

6.1.3 SBTH will try to accommodate all requests for leave. However, the management reserves the right to refuse a leave request if the leave would cause problems in SBTH’s scheduled programmes of work.

6.1.5 In the event of more than one person wanting to take leave at the same time to the extent that the organization may be depleted, the Admin Manager will attempt to resolve issue amicably amongst staff affected. If unable, the matter will be referred to the Executive Director. The decision reached at this level is final. However, priority will be given to the person who asked first.

6.1.6 Leave must be taken within the year in which it is accrued. There will be no payment made for leave not taken at the end of each year.

6.1.8 In special circumstances, leave may be carried over to the first three months of the following year; however this may only happen through negotiation and prior agreement of the Executive Director. Under no circumstances will annual leave be carried forward for more than three months.

6.1.9 Request for carrying leave forward shall be made in writing by the staff concerned and approval granted and communicated in writing through the Admin Manager to the ED. Staff affected will state reasons for the deferment as well as suggest possible new date for the differed leave.

6.1.10 An employee may not be granted leave during the orientation/probation period at the start of employment.

**6.2 Sick Leave**

6.2.1 Any sickness that lasts longer than two days will require a doctor’s certificate.

6.2.2 Medical appointment should be arranged in advance to minimize the effect on work. Time off for such appointments is granted through recommendation from the Admin Manager to the ED. As long as work is done in good part of the day medical appointment will not be considered as sick leave.

6.2.3 Unused sick leave cannot be carried forward to the next year and will not be compensated at the end of employment.

**6.3 Public Holidays**

6.3.1 In SBTH, statutory national and religious holidays will be observed. Arbitrary holidays or unscheduled holidays will not be observed except in cases of national emergencies. In all cases, SBTH reserves the right to continue essential services at all times in accordance with special internal arrangements.

**6.4 Compassionate Leave**

6.4.1 Compassionate leave of between 3 (three) and 7 (seven) days excluding travel time will be granted in the event of injury and death of an immediate family member defined as spouse, parent, child or sibling. The leave cannot be accumulated from one year to the next. SBTH appreciates that during such events/crises, employee may wish to take extended unpaid leave in addition to their paid leave entitlements. This would normally be granted at the discretion of the Executive Director if the employee’s duties could be covered during the period of absence.

6.4.2 Other request for compassionate leave will be decided on a case by case basis by the Executive Director through recommendation from the Admin Manager.

**6.5 Maternity Leave**

6.5.1 Female employees are entitled to 12 weeks maternity leave (4 weeks pre-term + 8 weeks port-term) and benefits will be paid in accordance with the statutory provision provided that the staff/employee has spent up to one year in service. Entitlements will change in accordance with published revisions of the statutory provision.

6.5.2 A pregnant woman must give notice in writing to the Executive Director of the expected date of childbirth and estimate of when they anticipated beginning their maternity leave at least three months before the expected delivery date.

6.5.3 For the well being of the mother, 4 weeks pre-term maternity leave must be observed. A carry-over of re-term leave to the post-term leave period will not be allowed.

6.5.4 Mothers are encouraged to bring their babies to the office while SBTH will make special arrangement for breast-feeding and care of their babies on resumption of duty.

6.5.5 An employee receiving maternity benefits is not permitted to take employment elsewhere while on paid maternity leave.

**6.6 Wedding Leave**

6.6.1 SBTH will provide two week leave to employees getting married. Leave beyond one week would be deducted from annual leave.

6.6.2 Notice for wedding leave should be given through the Admin Manager to the Executive Director at least two weeks in advance of the leave.

**6.7 Leave of Absence**

6.7.1 In exceptional circumstances, a leave of absence with pay of up to one month may be approved at the discretion of the Executive Director in consultation with the employee’s supervisor.

**6.8 Study Leave**

6.8.1 Staff may apply for unpaid study leave through their head of department. This may be granted at the discretion of the Executive Director. An unpaid study leave is where a staff is not paid salary for the period of training or studies.

**6.9 Health and Safety**

6.9.1 Reasonable provision for health, safety and welfare of all employees shall be made possible by SBTH However; employees are primarily responsible for ensuring their individual and collective safety at work.

6.9.2 Sick employees shall be given medial assistance within available resources to ensure quick recovery from illnesses and wellness of all employees. Staffs are encouraged to participate in national health insurance scheme.

6.9.3 SBTH will provide staff with training on first aid treatment as staff will be required from time to time to provide immediate care to other staff on emergency. The organization will ensure that its short stay care centre is equipped with basic first aid drugs necessary to provide first aid services to any sick staff.

6.9.4 Fire safety instructions, use of fire extinguishers and location of exit shall form an integral part of the orientation for new staff. Should any emergency arise such as fire outbreaks, staffs are advised to follow instructions given during orientation.

6.9.5 SBTH operates a No smoking policy in all its offices. The policy seeks to ensure that staffs are not exposed to tobacco smoking which may predispose staff to serious health hazards and communicable diseases.

**6.10 Life Insurance**

6.10.1SBTH shall encourage staff members to have life insurance policy coverage in the vent of accidents in the course of carrying out official duties. However, SBTH will negotiate with donors to provide insurance coverage for staff employed to work in the project funded by them.

**7. PERFORMANCE REVIEWS AND STAFF DEVELOPMENT**

Performance reviews are best viewed as a constructive, forward-looking process. These reviews provide an opportunity to systematically review and discuss the performance of staff over the review period; reflect on accomplishments and identity priorities for staff developments for the next period.

**7.1 Process for Performance Reviews**

7.1.1 All staff will have an annual work performance review, which will also provide the basis for developing a staff development plan for the employee.

7.1.2 The review will be conducted by the employee’s supervisor and/or Executive Director and will be confidential between the employee, the supervisor and the Executive Director.

**7.2 Staff Development**

7.2.1 SBTH seeks to support the professional development of staff in areas considered relevant to the employee’s roles and responsibilities within the organization.

7.2.2 Staffs are expected to take full advantage of the capacity building opportunities provided by national and international consultants that are contracted by its donors to work with SBTH staff and partner NGOs.

7.2.3 Requests for further studies or for postgraduate (PG) studies e.g. master’s degree programme must be submitted with full details to the employee’s supervisor for review, recommendation and approval by the Executive Director prior to registering for the course.

7.2.4 If such further studies or PG programme is Part-time, it may be approved as long as the candidates puts in not less than 30 hours of work in a week.

7.2.5 Full-time academic programme shall not be approved since it will jeopardize the officer’s work and the required working hours.

**7.3 PROMOTION**

7.3.1 SBTH could promote an officer from one position to a higher one.

7.3.2 The promotion shall however be based on satisfactory performance evaluation.

**8. GRIEVANCE PROCEDURE**

**8.1 Grievances between Individuals**

8.1.1 Minor grievances should be dealt with in the first instance by talking directly to the person/persons involved.

8.1.2 If the grievance can not be resolved between the individuals involved, the problem may be taken to the employee’s supervisor with the Admin Manager (or the Executive Director if the supervisor and the Admin Manager cannot proffer solutions). A plan of action will be developed by the Admin to investigate and address the grievance.

**8.2 Grievance which involves Individuals and the Organization**

8.2.1 All staffs are invited to discuss with the Executive Director any individual grievances or concerns related to:

* Understanding of and disagreement with SBTH’s activities or philosophy
* Job satisfaction
* Personal problems which impact on work
* Difficulties with other employees, including the employee’s supervisor

8.2.2 If there are problems which impact on teams or the organization as a whole, a meeting will be held to share and discuss the problem and strategies for resolving the issue.

8.2.3 The Executive Director will consult with the Board for guidance and advice on any serious grievances raised by staff, which may impede the function of the organization.

**9. DISCIPLINARY PROCEDURES**

Disciplinary procedures are not only concerned with job performance or ability but with any aspect of an employee’s behaviour which is unacceptable. Disciplinary procedures are serious because they may lead to an employee being dismissed. The procedures in this section should therefore be followed carefully so as to ensure that no one is treated unfairly. Judgments about other people’s behaviour may vary from one person to another and it is therefore especially important to be confident that discipline is the appropriate action to take.

**9.1 Responsibility**

9.1.1 Each employee’s immediate supervisor is responsible for initiating disciplinary matters. However, any behaviour which causes the supervisor to discipline the employee in terms of oral and/or written warning should be notified to the Executive Director through the Admin Manager and put in the employee’s file.

9.1.2 Serious matters of unacceptable behaviour or repeated incidents of minor matters after oral warning should be referred to the Executive Director through the Admin Manager for action.

9.1.3 The Executive Director may constitute a Disciplinary Committee to investigate pervious breach that may lead to serious discipline of a staff.

9.1.4 Behaviour serious enough to require dismissal should be referred instantly to the Executive Director through the Admin Manager. No one except the Executive Director has the authority to dismiss a member of staff. The Board of Trustees will not be active in disciplinary matters. Only the Board of Trustees can discipline the Executive Director. However, the Executive Director is encouraged to call upon the Board or individual members of the Board, for advice and support when dealing with disciplinary matters.

**9.2 Procedure to be Followed in Disciplining an Employee**

9.2.1 Disciplinary procedures will usually proceed through a series of steps starting with an oral warning. Depending on the seriousness of the behaviour, disciplinary action could be initiated at a higher step, including immediate dismissal.

9.2.2 Oral Warning:

* At the first incident of behaviour that requires discipline, the supervisor should give the employee an oral warning.
* The employees should be invited to attend a private interview with their supervisor and the purpose of the interview should be made clear to them at the time the interview is arranged.
* Before the warning is officially given the employees should be given an opportunity to explain their conduct. If the explanation is reasonable the supervisor should take it into account.
* The warning should include a detailed explanation of the behaviour that is unacceptable; details of the improvement that is required (if appropriate) and make it clear that details of the warning will be recorded on the employee’s personal records.
* After two oral warnings for the same or similar behaviour an employee will be given a written warning.

9.2.3 Written Warning

* A written warning may be given either: (a) if there is further incident of the same or similar nature within six months of the second oral warning being given; or (b) if the first incident of unacceptable behaviour is serious enough to byepass the oral warning stage.
* The employee should be invited to attend a private interview with their supervisor and/or Executive Director and the purpose of the interview should be made clear to them at the time the interview is arranged.
* The employee should be told clearly what behaviour has caused the disciplinary proceedings and be given an opportunity to offer an explanation for their behaviour. The supervisor should then decide whether to continue with the warning.
* The written warning should include a detailed explanation of t he behaviour that is unacceptable; the improvement that it required; how the behaviour will be monitored and by whom and when the behaviour will be reviewed. A copy of the written warning should be placed in the employee’s personnel file.

**9.2.4 Further Proceedings**

* If further incidents arise within one year of the written warning then the matter should be referred to the Executive Director for a decision on the next action. This may involve counseling, suspension from work without pay or dismissal.

9.2.5 Suspension

* An employee who is suspended for disciplinary reasons must leave the premises immediately
* The employee must be given written notice of the reasons for suspension within two working days of the date of suspension.
* Unless extenuating external reasons exist, a decision about further action resulting from the suspension must be made and conveyed to the employee within two weeks of the date of suspension.
* Criminal investigations by the police may be classed as extenuating external reasons and no decision should be made until the criminal proceedings have been concluded.

**9.2.6 Dismissal**

* Only the Executive Director may dismiss an employee
* The ED can set up a committee to review the case that may lead to dismissal
* Before taking action to dismiss an employee, the person responsible for the decision must ensure that the matter has been fully and fairly investigated and that the employee is guilty beyond reasonable doubt. The employee shall be given fair hearing in such matters.
* If an employee is to be dismissed he/she will be told in writing and orally the reasons for the dismissal
* The circumstances of the dismissal will be recorded in the employee’s personal life
* Any person dismissed for disciplinary reasons must leave the premises immediately
* Under no circumstances will benefits be paid to an employee dismissed for disciplinary reason

**9.3 Behaviour that could lead to Disciplinary Proceedings**

9.3.1 The following list provides an indication of the types of behaviour \s that are not acceptable. It is comprehensive and employees may be disciplined for actions other than those on this list:

* Disclosure of confidential information
* Failure to carry out reasonable instructions given by a supervisor or manager
* Chronic failure to follow SBTH’s policies and procedures
* Frequent absence or lateness without good reason
* Failure to disclose potential conflicts of interest
* Political activities which could have a negative effect on SBTH’s office, or while on the SBTH business elsewhere
* Personal behaviour which is contrary to the values and principles of SBTH and which could have a negative effect on the creditability of SBTH
* Alteration or misuse of SBTH’s documents
* Ignoring safety and security precautions, including travelling during official assignment in areas determined to be unsafe
* Driving SBTH’s vehicle while under the influence of alcohol or drugs
* Negligence with SBTH’s property, including money
* Causing or having frequent disagreements or conflicts with colleagues

9.3.2 Gross Misconduct: The following behaviours are classified as gross misconduct and will result in immediate dismissal. This list is not comprehensive and an employee may be dismissed for other behaviour.

* Violence towards anyone in or near SBTH’s premises or while on SBTH business elsewhere unless in self defence
* Drunkenness at work
* Theft of property or money belonging to SBTH or any staff member
* Deliberate damage to SBTH property
* Gross misrepresentation on application for employment
* Taking or offering bribes, commission or any other types of benefit while conducting SBTH business
* Falsifying receipt or any other documents for personal gain

**Note**: Should any employees do anything that breaks the Nigerian Law; SBTH will notify the police as appropriate. If advised to do so by the police, SBTH will take criminal proceedings.

It is important to stress that the use of prohibited drug or its trafficking in SBTH’s premises is emphatically prohibited. Nobody is allowed to bring dangerous weapon into the premises.

9.4 Disciplinary Records

9.4.1 *Written Warnings*: Details of a written warning will be kept in file for a period of one year from date of the warning. After that period has elapsed with no further incidents, the warning will be removed from the file and in no circumstances counted against the employee.

9.4.2 *Suspension*: Details of a suspension will be kept on file for a period of two years from the date of the warning. After that period has elapsed the file and in no circumstances counted against the employee.

9.4.3 *Dismissal*: If an employee is dismissed for disciplinary reasons the details will be held in file indefinitely, and may be used if other parties request information about the employee.

**10. ENDING EMPLOYMENT**

**10.1 Resignation of Employee**

10.1.1 Junior Staff must give one-month notice, and Senior Staff One-month notice of their intention to leave employment with SBTH unless otherwise specified in the employee’s Employment Contract. Payment of one or two months salary in lieu of notice shall be made as applicable.

**10.2 Termination of Employment by SBTH**

10.2.1 SBTH’s permanent staffs are hired with the intention of providing long-

term employment. Nevertheless, changes in SBTH staffing requirements due to internal re-organization, reduced availability of funding or closure of the organization may lead to the elimination of positions and lay off of staff.

10.2.2 SBTH will endeavour to provide at least one month notice (for junior

staff) and one months notice (for senior staff) or one-month salary (for junior staff) and one months’ salary (for senior staff) in lieu of notice to respective staff who are required to leave employment for reasons other than unacceptable behaviour.

**10.3 Letter of Reference**

10.3.1 Employees who leave SBTH will receive a letter outlining the length of

work, main responsibilities and position held in SBTH

10.3.2 A written reference will be provided at the discretion of the Executive

Director.