

## DIOCESE OF EVO

### EVO SCHOOLS CONDITIONS OF SERVICE FOR STAFF



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## **PREAMBLE**

The Evo Schools are first and foremost accountable to God and our stakeholders, namely - the Bishop of Diocese of Evo, Schools Board, Parents, and the host community to fulfil our mission statement. Integral to this are the staff employed. Ultimately, it is only through God working in us and total reliance on Him that the School's mission statement and goals can be achieved (Proverbs 16:9; John 15:5). The staff that are employed need to be envisioned, committed and placed in the right positions.

At the heart of the Schools is Christ - knowing, loving, sharing and serving Christ. It is for Him alone that we exist. "That means as school staff and school leadership we want to share Christ with the Students and their families; as staff and leaders we want to obey Christ and His Word; we want to exemplify Christ in our behaviour and relationships. Ultimately, we want to glorify Christ in all we do as a school"

As Christian employers, the schools recognizes the responsibility they have in treating employees according to Biblical principles so that Christ is glorified and so that the Christian witness of the School is not compromised. Biblical principles that will be applied include doing unto others as we would have them do unto us (Luke 6:31) and treating employees fairly and justly (Col. 4:1). Our concern is the employee's standing before God. Our prayer is that God will fill all with the knowledge of His will, so that we may live lives worthy of the Lord and may please Him in every way (Col. 1:9-10).

The human resource policies that follow are intended to provide a framework for effective administration of The Evo Schools and the wellbeing of our employees. Every due effort has been and will be made to ensure that these policies not only comply with Biblical principles, but with the relevant statutes in Nigerian Labour Law.

**MISSION STATEMENT:**

To support and strengthen Evo Diocesan Schools in preparing students spiritually and academically to become devoted followers of Jesus Christ and future leaders of the Nation.

**VISION STATEMENT:**

Evo Diocesan Schools aspire to be schools of first choice to students, parents and staff, excelling in academic and Christian upbringing in a top class teaching and learning environment.

**CORE VALUES:**

- I. Godliness
- II. Excellence
- III. Service to God and humanity
- IV. Honesty
- V. Integrity

**ROLES AND RESPONSIBILITIES**

The Principal is responsible to communicate this policy to all the employees.

**AMENDMENT OF POLICY**

Any amendments to these policies will not be contrary to Biblical principles and will require the approval of The Evo Schools Board. The ultimate purpose of The Evo Schools is to glorify God. Our prime focus is the extension of God's kingdom, both in

the lives of our Students and employees, through the teaching and modelling of the Gospel.

## **SECTION 1: HUMAN RESOURCE POLICY**

The Evo Schools Conditions of Service for Staff defines The Evo Schools Board's criteria for implementing its human resource policies at all levels in the schools and shall form the basis for strategic management decision-making on human resource matters. The content of this Conditions for Service shall form part of the contract of employment between The Evo Schools Board and its employees.

The Evo Schools expects their Staff to demonstrate Godliness, Excellence, Patriotism, Integrity, Respect and Passion in the course of discharge of their duties within the schools.

### **1.1 POLICY OBJECTIVES**

This manual states the conditions of employment under which staff of Evo Schools are engaged, and the regulations, which they are expected to follow.

### **1.2 THE EVO SCHOOLS' RESPONSIBILITIES TO ITS STAFF**

Both The Evo Schools and staff have mutual obligations and rights under the employment contract. The Evo Schools Board have the following responsibilities towards her employees

- i. Create a conducive and disciplined environment that promotes job satisfaction and high level productivity
- ii. Ensure that promotion is based on merit and productivity and is in line with employee career development plan.
- iii. Pay competitive salaries and benefits and recognize internal equity.
- iv. Maintain an equitable reward system based on staff performance and policy guidelines
- v. Uphold and reward loyalty, integrity, transparency, teamwork, good conduct and interpersonal relationships at all levels.
- vi. Provide healthy, safe and comfortable work environment.
- vii. Ensure needed teaching aids/tools are provided to enable effective delivery.
- viii. Recognise and reward acceptable behavior and correct/punish unacceptable behavior.
- ix. Encourage its staff to improve their knowledge and develop themselves from time to time.
- x. Put in place effective communication channels to enable full interaction between management and staff

- xi. Operate an Open Door policy that will enable staff to raise, when necessary, any personal matters affecting them and their work.

### **1.3 THE EVO SCHOOLS' EXPECTATIONS FROM THEIR STAFF**

The Evo Schools on the other hand, expect the following from their staff:

- a) Serve the schools faithfully, transparently and with utmost loyalty at any position and in any part of the world as may be required.
- b) Obey all lawful instructions given by superior officers.
- c) Comply with the Schools rules and regulations.
- d) A constant endeavour to reduce loss of time to a minimum and avoid any action likely to impede their work
- e) Constructive suggestions for the improvement of methods , efficiency and work conditions
- f) Promote cooperation and teamwork at all levels
- g) Refrain from any other occupation or activity that may result in conflict of interest during working hours.
- h) Demonstrate personal commitment and dedication to the School.

### **1.4 ADMINISTRATION OF THE POLICY**

The interpretation and implementation of the policies in this Manual are the primary responsibility of the Principals of the schools and collective responsibility of the Schools Board.

### **1.5 CHANGES IN THE CONDITIONS OF SERVICE FOR STAFF**

The Evo Schools Board reserves the right to cancel, amend, or add to these conditions of employment from time to time as it sees fit. Notice will be given, however, in the case of major changes.

## **SECTION 2: WORKING HOURS/DAY AND ETHICS**

### **2.1 WORKING HOURS/DAY:**

All members of staff with the exception of those engaged in shift duties; normally work a forty (40) hour week, which excludes the period permitted by The Evo Schools Board for lunch/refreshment. That is eight (8) hours per day Monday to Friday inclusive as follows:

**Morning** - 0700hrs - 1100hrs

**Lunch** - 1100hrs - 1200hrs

**Afternoon** - 1200hrs - 1600hrs

The normal hours of work are the weekly hours which an employee, or a group of employees, is required to perform on a continuous basis as a condition of employment. For most staff, the normal hours of work are the same as the standard hours prescribed above. However, the work schedule of some categories of employees are of a continuous nature and shift work of one type or another, has been and will continue to be the normal work pattern for them, e.g Drivers, Cooks, Nurses, Security Officers, Hostel Cleaners.

Apart from this, some staff (Teachers) may be required to work extra hours for a specific period of time especially when it is required to help students achieve better performances. Such extra time may not be compensated for by pay.

### **2.2 OVERTIME:**

Overtime may not be paid, but is duly recognised as sacrificial endeavour, for the betterment of the school.

### **2.3 SHIFT WORK:**

Shift Work is herein defined as "Work - the nature of which is carried out in cycles (either 2 or 3) by a succession of shifts." The normal hours for shift workers are dictated by the Shift Cycle.

Employees doing shift work will be paid a shift allowance at the prevailing rate.

### **2.4 PUBLIC HOLIDAYS/ WORK FREE DAYS:**

All public holidays so designated and gazetted by the Federal Government shall be observed by The Evo Schools as work free days. Work free days declared by the State Government shall also be observed.

Essential services and processes not amenable to interruption will however be continued - e.g. cooking, cleaning of hostel, medical facility.

However, staff can be invited to attend to pressing issues during this period.

## **2.5 ACCEPTANCE OF GIFT:**

The tradition of marking friendship with a gift is one of those pleasant customs that make human relations the warmer. Anything other than a token gift is capable of misinterpretation by the donor, the recipient or third parties as seeking or securing obligations, therefore,

- a) Token gifts from a parent, class or student(s) can be received, provided that it is not given in expectancy of any favours from the employee.
- b) Extravagant gifts, hospitality or favours having values beyond common courtesy, token value or accepted business practice should be declined or returned.
- c) Gifts of money or other valuables should not be accepted. An employee must without any delay notify the Principal or Schools Board on any offer made by an external person, company, supplier, or contractor which, if accepted by the member of staff, may create a conflict of interest or might be seen to compromise the personal judgement or integrity of the employee, or other members of staff.

## **2.6 JOB ABANDONMENT:**

Absence from duty for one week without permission or lawful excuse will be considered as abandonment of duty and shall lead to dismissal (without benefit).

## **2.7 JOB TRANSFER AND SECONDMENT:**

The Evo Schools reserves the right to deploy any employee from one school to the other. The posting may be in pursuit of the school's need and/or career development plan for the employee. Such posting may be temporary or permanent. Such moves MAY be discussed with the employee to be affected.

## **2.8 INTELLECTUAL PROPERTY:**



Subject to the provision of any existing law, if at any time during his/her employment an employee makes or discovers, or participates in the making or discovery of any invention or improvement upon or addition to an invention which is applicable to The Evo School's education trust, the employee is under a duty to promptly disclose it to The Evo School and it shall be the property of The Evo Schools.

The employee shall at the request and expense of the school give and supply all such information, data, drawing and assistance as may be required to enable The Evo School to exploit the invention to the best of its advantage; and execute all documents and do all things necessary or desirable for obtaining patent or similar protection for the invention in such parts of the world as may be specified by The Evo Schools and vesting the invention in The Evo Schools.

## **2.9 TERMINATION OF EMPLOYMENT:**

Termination of employment can either be initiated by The Evo Schools Board (e.g. Redundancy or Dismissal) or the employee (Resignation) in accordance with the appropriate clause in the individual's Contract of Service.

### **Resignation:**

This is termination of employment at the initiative of the employee concerned. The employee should submit in writing his/her resignation to the Principal. Confirmed and unconfirmed members of staff must give the Schools Board one-month notice or one month pay in lieu of notice.

Any employee who ceases to carry out his/her duties before his/her resignation is accepted or before the expiration of his/her required period of notice shall be deemed to be in breach of contract and shall lose any salary, leave or any other allowance due.

However, where an employee is under bond with the school, the terms and conditions of the bond shall apply.

### **Termination by The Evo Schools Board**

- a) Without Notice: Only in cases of serious offences, as explained in the Contract of Service.
- b) With Notice: Normal termination in accordance with the appropriate clause in the individual's Contract of Service. In such cases, the employee will be given as much advance warning as circumstances permit.
- c) When the service of a member of staff is terminated by The Evo Schools Board in accordance with the relevant clause in the Contract of Service, he/she should receive a salary in lieu of notice if the notice period is waived.

## **SECTION 3: EMPLOYEE RELATIONS**

### **3.0 GENERAL**

This section looks at the relationship between The Evo Schools Board and its employees, both as individuals and collectively as a body, outlining the practice in the day to day communication between the employer and the employee and laying down steps to be taken when disciplinary action is required.

In addition, it is important that staff should be aware of what to do when conflicts arise from their employment and the Grievance Procedure has been devised as a guide to assist this process.

### **3.1 COMMUNICATING WITH EMPLOYEES:**

Organisations are dependent on effective communication with employees. In The Evo Schools, a wide variety of information needs to be communicated and employees at all levels receive a large amount of information on general issues outside the School. Therefore, it is of particular importance that communications with their employer on matters relating to the business and their employment should be effective.

Both formal and informal channels of communication exist and shall be used within the Schools.

Means of communication include, but are not limited to:

- Internal memos
- Staff meetings and retreats
- Social media platforms
- Phone.

The prime responsibility for passing information and for ensuring that effective communications are maintained lie with the Principal, Heads of Departments and Supervisors, and the main channel of communication both up and down the organisation is between the Supervisor and the employee.

### **3.2 DISCIPLINARY POLICY**

#### **Preamble**

The Evo Schools fully endorse the principles of Fair Labour Practice, and the just application of appropriate disciplinary measures to address conduct or performance deviations where appropriate. The Evo Schools will apply their rules of conduct and this procedure in a positive and corrective manner, in order to promote and maintain an orderly and productive learning and working environment for all their stakeholders.

This procedure indicates the broad standards of behaviour and performance that are expected of all employees, encouraging a responsible and self-disciplined approach, rather than a punitive one based on fear. Should any employee not meet the expected norms of conduct, The Evo Schools Management must initiate appropriate corrective action.

Corrective action may or may not include the application of formal disciplinary steps to prevent further occurrences of unacceptable conduct, and to restore the working relationship.

The Disciplinary Procedure and Code of Offences are documented to ensure that corrective action and discipline is administered fairly, transparently, consistently and promptly. This procedure and code are considered to be an important element of The Evo Schools conditions of employment and are applicable to all employees of the school, whether operating on or off the school's premises.

It must be noted that this procedure may also have a bearing on the conduct of the employee outside of normal working hours, should the employee's conduct impact negatively on the employment relationship, or on the reputation, standing or interests of the School.

As an important management control procedure, this document should be made readily available to all principals, vice principals, heads of department, employees or recognised employee representatives.

### **3.2.1 Disciplinary Procedure and Code**

- a) No disciplinary action should be taken against an employee without an investigation to establish the facts in the course of which:
  - i) The employee should always be issued with a query upon apprehension, which affords him an opportunity to state his/her case.
  - ii) The employee should always be informed of the outcome of such an investigation, and of any decision to take disciplinary action. Except in the case of verbal warnings, this advice should be given to him in writing.
  - iii) Queries should be framed in a very clear and unambiguous language such that the employee is not left to interpret.
  
- b) In determining what disciplinary action should be taken, Heads of Departments and Supervisors should ensure:
  - i) That the degree of severity reflects the nature of the offence.
  - ii) That the action proposed is consistent with the relevant Evo Schools Management policy and also consistent with action taken previously by the school authority in similar situations.
  - iii) Under normal circumstances, the school Principal is the final authority in determining disciplinary actions.

### **3.2.2 Disciplinary Measures**

Various forms of disciplinary measures may be initiated by The Evo Schools to address poor performance or employee misconduct.

The severity of these measures taken by The Evo Schools will depend on the circumstances of each offence or transgression, the seriousness of the impact of the incident / offence on the employment relationship and the affairs of the school, the interests of the employee and any other mitigating or aggravating factors being of relevance to the particular matter being considered.

- (a) Deciding on the appropriate corrective measure, and (if appropriate) any disciplinary action ("sanction") to be applied in response to the employee's misconduct or unacceptable performance, will therefore require the Schools Disciplinary Committee Members to consider the circumstances, the recommended sanction set out in the Code, and to exercise sound judgment. However, such recommendations will require the approval of the School Principal to be executed.
- (b) Discipline must, wherever feasible and operationally effective, be applied progressively. The repeated committing of a similar or related offence will therefore usually result in progressively more severe action being taken against the offending employee; and particularly, where a clear pattern or escalating trend is indicated by the employee's (mis)conduct.
- (c) Any formal warnings issued by the school will be recorded and noted on the employee's personal file. Any warnings issued will generally only be valid for a year period. Expired warnings, however, will ordinarily be disregarded when considering any action to be taken; unless a clear pattern of repeated infringements over a long period of time is identifiable

### **3.3 TYPES OF DISCIPLINARY ACTION**

#### **(a) Verbal Warning**

- i) Employees whose conduct or performance is unsatisfactory (but not sufficient so as to be regarded as gross misconduct) should be given a formal verbal warning to this effect by their immediate supervisor. Such warning should be recorded in a Note for File, and the employee advised accordingly.
- ii) Duration - Note for file will cease to be effective (expire) after a period of 6 months, if the employee shows continuous improvement in his work/conduct. During this period notes for file may be referred to when issuing a written warning if an offence is repeated.

#### **(b) Written Warning**

- i) Where an employee fails to respond to a verbal warning, his Supervisor should recommend to the Principal through the Head of Department the issue of a written warning letter, a copy of which will be placed in the employee's personal file. The Supervisor may also recommend the issuance of a warning letter if, in his opinion the circumstances of a particular incident are too serious to be met by a verbal warning.

When a written warning is issued and the recipient refuses to accept the letter, the Secretary to the Disciplinary Committee should be consulted and asked formally to witness, in the presence of the employee concerned, the fact that the contents of the letter were read to him and that he refused to accept it (the letter). Indeed, such act may call for review of employment.

The text requires careful drafting to ensure that it clearly indicates the "offence", the corrective action required and the consequence of failure to take or maintain corrective action. Where other penalties are planned, irrespective of future performance, these should also be specified in the letter.

All warning letters should be signed by the Principal.

- ii) Duration - A written warning should be removed from an employee's file after a 1 year period if the employee shows continuous improvement in his work/conduct.

### **(c) Final Warning**

Based on the recommendation of the Disciplinary Committee, a Final Written Warning will be issued if the offence concerned was (a) very serious but (b) did not warrant dismissal, or if (c) an offence occurs which is similar to a previous infringement for which a written warning was already issued (and is still valid i.e. has not expired). A final warning letter should be removed from the employee's file after 2 years.

### **(d) Intermediate Disciplinary action**

- i) An employee whose work or conduct is consistently unsatisfactory, or who commits an offence or misdemeanour of a serious nature but which, in the school's opinion does not warrant termination of service, will be advised verbally of the facts by his/her Supervisor or Head of Department and a letter of warning will be given to the employee concerned. In addition to the warning letter, one or more of the following penalties may be imposed, depending on the circumstances of the case.
- Forfeiture of part or all of merit increase
  - Forfeiture of general increases
  - Forfeiture of part or all of end-year-bonus

- Transfer to a job or location considered more appropriate having regard to the circumstances of the case
- Other appropriate penalties having regard to the circumstances of the case.

The employee should be advised of the penalty in the warning letter.

**(e) Suspension**

An employee may be placed on suspension when it is obvious that his presence in the office will constitute an unhealthy interference with the investigations. An employee may be placed on working or full suspension with full, half or no pay pending the gravity of the offence. The period of suspension ranges from one week to six weeks as may be determined, and such period shall be recognized in determining the length of employment with the Evo Schools.

**(f) Dismissal from Employment with Contractual Notice**

There are circumstances in which dismissal with notice or pay in lieu of notice may be considered appropriate, for example where dismissal is proposed as the final step in a chain of disciplinary actions arising from consistently unsatisfactory behaviour, or poor performance, or misconduct.

**(g) Summary Dismissal**

- (i) This penalty is reserved for any act, which The Evo Schools considers to be prejudicial to its interests, or amounts to gross misconduct.
- (ii) Recommendation for dismissal will be initiated by the Disciplinary Committee to the Principal who will send it to the Evo Schools Board for ratification before action is taken.

The decision should be communicated to the employee in writing by the Principal.

**3.4 DISCIPLINARY ACTION PROCESS**

- Report of Transgression
  - i. When an incident occurs which requires corrective and/or disciplinary action, the disciplinary process may be triggered by the receipt of a complaint, or observation or a report of an act of misconduct.
  - ii. On receiving any notice of complaint, or on being made aware of an alleged transgression by an employee, a Member of the School's Disciplinary Committee will be mandated by the Chairperson to carry out initial investigation into the complaint or report, and consider whether or not corrective action, and any disciplinary measures, may be appropriate.



- ✚ Employee given adequate notice and being properly informed of the charges
  - ✚ A hearing must precede a decision as to sanction
  - ✚ The hearing must be in good time and conducted expeditiously
  - ✚ The employee should be present at the hearing,
  - ✚ The employee may question evidence led against him, and be entitled to present evidence in his defence
  - ✚ The presiding officer should be impartial and should pass the verdict in an objective and considerate manner
  - ✚ The presiding officer should consider mitigating factors prior to making any decision as to sanction
  - ✚ The employee shall be entitled to appeal against the decision of the presiding officer to the Principal
  - ✚ Where the employee is not satisfied with the decision of the Disciplinary Committee or Principal, he can appeal to The Evo Schools Board.
  - ✚ On this matter, the decision of The Evo Schools Board is final.
- A record of all hearing proceedings should be kept by the Secretary of the Disciplinary Committee. Electronic / voice recordings of hearings are not a requirement, but may be useful as a full and uncontested record of proceedings.
  - After the completion of the necessary hearing procedures, any decision by the Disciplinary Committee must be based on and supported by a written finding. These findings must be provided to the employee generally within five (5) working days of the conclusion of the enquiry process.
  - The employee must also be informed of his right to appeal to the Principal and the Evo Schools Board against any decisions made, and of any time limits that may be applicable for any such appeal after his receipt of the Committee's findings.
  - Copies of all related documentation and records at the hearing must be retained by The Evo Schools for safekeeping.

### **3.5 APPEAL / REVIEW PROCESS**

The Evo Schools considers the right of an immediate and internal appeal as being important to demonstrate fairness in the workplace.

- ✚ Accordingly, an employee has the right to appeal to the Principal or the Evo Schools Board against any formal disciplinary action imposed by the Disciplinary Committee as an integral part of the Disciplinary Procedure itself.
- ✚ An appeal does not involve a re-hearing of the matter. In this regard:
  - i. The employee is expected to make his/her appeal within two (2) days of being informed of the decision of the Disciplinary Committee to the Principal.



- ii. The Principal will review the record of the evidence that was placed before the Disciplinary Committee and determine whether, on balance, the decision was appropriate. The Principal is expected to give his verdict within three (3) days of the receipt of the appeal note. If satisfied, the Principal will call for the implementation of the decision of the Disciplinary Committee. The employee must be informed within two (2) days of the decision of the Principal.
- iii. Where the employee is not satisfied with the decision of the Principal, he can appeal to The Evo Schools Board in writing within three (3) days of receipt of the information requesting for a review of the decisions of the Disciplinary Committee and the Principal.
- iv. The Principal and the Disciplinary Committee will then refer the record of the disciplinary hearing to the Secretary of The Evo Schools Board for due and timely consideration
- v. The Evo Schools Board will consider the appeal submitted, and may at its discretion call for any additional information or evidence, and interview appropriate persons involved (if it considers it necessary) in order to make a considered decision regarding the verdict and the appropriateness of the disciplinary action imposed by the Disciplinary Committee and recommendations of the Principal; relative to the grounds for appeal submitted by the appellant and the record of evidence.
- vi. The Evo Schools Board Chairperson will, within ten working days of receipt of the appeal, communicate the decision of the Board to the Appellant, Principal and Disciplinary Committee. This is the final step in the school disciplinary process. The aggrieved employee may resort to external procedures as enshrined in the Nigerian Labour Law.

### **3.6 DEALING WITH COLLECTIVE /GROUP MISCONDUCT**

The School's disciplinary procedure is principally designed to deal with instances of misconduct or poor performance by individual employees. Alleged misconduct by a group of employees, where the misconduct is of a similar nature or objective, often takes the form of industrial or protest action.

As the conduct of employees participating in collective industrial action is usually treated differently to that of individual misconduct - and may be lawful or "protected" in terms of The Labour Law - specific procedures should be followed when dealing with instances of collective misconduct.

In most cases, collective agitations are deemed "legitimate" by the actors. However, the school authority must be clear about the procedure applied by the employees in pursuing such "legitimate" goals: their actions must be procedurally lawful in terms of the Labour Law; failure of which will make the agitation illegal and open for disciplinary measures to be taken against such employees. Caution is therefore recommended before imposing any disciplinary action on a group of employees.

- ✚ Such collective action is better handled through representatives who must have the confidence of the group.
- ✚ Where the collective group action is addressed as such, individuals should not be singled out for questioning except in cases of very serious misconducts which can impact on the reputation and integrity of the Schools or carry high cost implications.
- ✚ Formal disciplinary measures (e.g. written or final warnings) can be imposed on employees who participated in unprotected or collective misconduct, after investigation or a collective enquiry. The seriousness and circumstances of the misconduct will determine the appropriate disciplinary measure(s) to be imposed by the Evo Schools, in accordance with the guidelines reflected in the Evo School's disciplinary code and in terms of the provisions of The Labour Law.

## **SECTION 4: COMMUNICATION**

### **4.1 STAFF COMMUNICATION POLICY**

Good internal communication is one of the vital ingredients in making the Evo Schools, an organisation successful at achieving its goals. Effective communication within the Evo Schools significantly improves morale and performance.

### **4.2 COMMUNICATING WITH EMPLOYEES**

Organizations are dependent on effective communication with employees. In the Evo Schools, a wide variety of information needs to be communicated. Employees at all levels receive a large amount of information on general issues from outside the Evo Schools environ which may not be appropriate. Therefore it is of particular importance that communications with their employer on matters relating to the business (especially as it pertains to the students) and their employment should be effective. Both formal and informal channels of communication exist within the Evo Schools and both must be encouraged.

This policy outlines the internal communications framework which the Schools management intend to adopt as it specifies the underlying principles and objectives and the roles of staff and Management in establishing really effective communication.

### **4.3 UNDERLYING PRINCIPLES AND OBJECTIVES**

#### **4.3.1 Principles**

Our communication with our staff will be:

- ✓ Open and honest
- ✓ Timely
- ✓ Empowering
- ✓ Proactive
- ✓ Responsive to Questions and feedback
- ✓ Joined-up and consistent
- ✓ Accessible to all

#### **4.3.2 Objectives**

- ✓ Provide staff with the information to carry out their jobs efficiently and effectively.
- ✓ Turn our agreed values into reality (by identifying and encouraging appropriate patterns of behaviour in each area).
- ✓ Help achieve our strategies (by using effective communication to turn them into action).
- ✓ Encourage and use feedback and ideas from our staff.

- ✓ Encourage a sense of The EVO Schools' identity and a sense of engagement by our staff.
- ✓ Show that we value our Staff.
- ✓ Provide clear channels for appropriate communication in an emergency.

#### **4.4 EXPECTATIONS AND RESPONSIBILITIES**

Members of staff are expected to be:

- ✓ provided with relevant information and kept informed of relevant developments
- ✓ consulted on issues relevant to their area and The Evo Schools
- ✓ given the opportunity to raise questions or issues of concern relevant to their work
- ✓ treated seriously and respectfully and have their questions answered either immediately or within a given period
- ✓ raise relevant questions or problems with their Supervisor (or through other channels if necessary)
- ✓ attend staff meetings where requested (or where this is not possible, arrange to be given feedback by colleague)
- ✓ read relevant EVO schools newsletters or notices.

In addition to the responsibilities of all staff, supervisors also have a responsibility to:

- ✓ talk to their subordinate about relevant issues, how they apply to their work area (email or texting if appropriate can be used but please ensure that their subordinate has an opportunity to discuss the issue and raise any relevant problems or concerns)
- ✓ treat questions from their subordinate seriously and respectfully respond to all questions (whether immediately or after further investigations) and provide an explanation for the answer
- ✓ empower their subordinate by providing them with information to enable them perform their jobs effectively
- ✓ encourage networking by subordinates both with staff in other areas of the Evo Schools and with other stakeholders
- ✓ attend relevant trainings relating to internal communications (if invited).

#### **4.5 COMMUNICATION CHANNELS**

The Evo Schools communicate with both internal and external stakeholders through a variety of channels and media.

These include:

##### **Printed media**

- Printed prospectuses / handbooks

- Teachers produced lesson notes
- Memoranda and reports
- Notice boards
- Advertisements
- Minutes of meetings
- Internal newsletter

#### **Electronic media**

- Computer files
- Web site
- Emails
- SMS
- WhatsApp Group
- Facebook

#### **Verbal communication**

- Open days
- PTA meetings
- Internal meetings
- Telephone contacts
- Press contacts
- Parents Day.

#### **Open Door**

As part of efforts to enhance communication between leadership, staff and students, a process of "Open Door" that encourages expression of concerns faced by employees in the work place, observations and suggestions has been put in place. Through this process, it is expected that Supervisors or Heads of Departments give due attention and audience to such matters. By listening to the person, the school is able to improve, to address complaints, and to foster employee understanding of the rationale for practices, processes, and decisions.

#### **Benefits of The Open Door Policy**

By helping to solve problems whether job related or personal, Supervisors and Heads of Departments benefit by gaining valuable insight into possible problems with existing methods, procedures, and approaches. While there may not be an easy answer or solution to every concern, the staff has the opportunity at all times, through the open door policy, to be heard. On the personal side, if we listen long enough, the staff will tell their concerns and problems. Giving them such opportunity encourages their commitment and dedication to a caring management. This ultimately impacts on staff performance.

#### **Considerations**

Most problems can and should be solved in discussion with the staff's immediate Supervisor or Head of Department; this is encouraged as the first effort to solve a

problem. But, an open door policy means that staff may also discuss their issues and concerns with the next level of management. No matter how employees approach their problem, complaint, or suggestion, they will find persons at higher levels of the school willing to listen and to help bring about a solution or a clarification.

## **SECTION 5: REMUNERATION AND BENEFITS**

### **5.1 PURPOSE**

This section looks at the Schools Board's Remuneration package which is designed to attract, retain and motivate the appropriate calibre of staff required to achieve the schools' business objectives in the Education sector.

In addition to the salary system, The Evo Schools Board maintains some allowances as part of its total remuneration structure.

- A. Basic Salary
- B. End of Year Bonus
- C. Leave Allowance
- D. Taxes and statutory deductions (NSITF)

### **5.2 GENERAL REVIEW OF SALARIES**

General levels of pay are regularly reviewed to keep salaries in line with any relevant market changes that may occur or otherwise reviewed every two years. Such adjustments must be authorised by The Evo Schools Board.

### **5.3 MERIT ADJUSTMENTS**

#### ***Merit Review***

The merit increase awarded to individual staff members is dependent on the outcome of the Annual Performance Appraisal that covered the last assessment period: from September to July.

Staff whose performance is poor will not receive any merit increase. If however a General salary adjustment is being effected, they may receive that adjustment as may be approved by the Schools Board.

### **Staff who have reached maximum salaries**

Staff that has reached the peak of his/her salary range should be advised accordingly in their merit review letters. He/she will remain on that salary until such a time he/she merits promotion to a higher grade. Where such an employee obtains a good report consistently, he/she may, every two years qualify for an Ex Gratia payment equivalent to his/her last annual increment. This will be paid in lump sum.

### **Staff who do not qualify for Merit Increases**

The following categories do not qualify for merit increases:

- a) Staff who have resigned and are working out their resignation notice.
- b) Staff under notice of termination of their employment
- c) Staff on suspension
- d) Staff who are disqualified on disciplinary grounds
- e) Staff with poor performance reports.

## **5.4 BONUSES**

### ***Performance Incentive Plan Bonus***

Employees in Level 9 and above are eligible to participate in the Performance Incentive Plan.

Depending upon performance versus specific objectives during the year, a Performance Incentive Bonus may be paid in September of the year. Individual performance is measured by specific time bound objectives/targets.

### ***End Of Year Bonus***

Once a year, the Evo Schools Board pays its employees an end of year bonus. The current rate is 100% of the employee's monthly gross salary. The bonus is paid with November payroll each year.

Staff recruited during the year will receive a prorated amount as their bonus.

## **5.5 PROMOTION**

### ***Promotional Increases***

On promotion to a higher level, an employee immediately receives an increase which should bring the individual within the new salary group range. Promotional increase will move a staff at least three steps above the nearest figure of his/her current salary step on the new level.

### ***Payment Arrangements***

For regular employees, salaries are normally paid monthly on a fixed day within the last week on every month.

### **Benefits in Kind**

The Schools provide employees benefits in addition to the salary.

#### **◆ Health Benefits**

The Schools Board encourages staff to join the National Health Scheme.

#### **◆ Professional Association**

As part of its development plan, the school will reimburse 50% membership fees and yearly subscription fees of one professional body approved by the Evo Schools Board.

#### **◆ The Evo Schools Contributory Pension Fund**

The Evo Schools Board shall operate a Pension Scheme, the purpose of which is to ensure that long serving employees are able to maintain a reasonable standard of living in retirement (see section on End of Service Benefits).

#### **◆ Travelling Allowance**

When an employee is required to go on official duty/ training from his station, such employee will be provided with transportation, accommodation and feeding allowances that is commensurate with his/her position in the school.

#### **◆ Non Accident Bonus**

Drivers shall be entitled to an annual non-accident bonus of N10,000 at the end of each accident free year.



## **SECTION 6: TRANSFERS**

The composition of the Evo Schools will allow for staff to be moved from one school to the other. It is also possible that, for career development purpose, staff can be moved from the Primary section to the secondary section. These movements are planned to enable the staff grow, develop and be more productive both to the school and to self.

The execution of such transfers will be with minimum interference to the life and family of the affected staff. Consequently, no actual cost is encored by the school for such moves.

## **SECTION 7: TRAINING AND DEVELOPMENT**

**7.1 PREAMBLE:** The Evo Schools Board is in support of staff making personal efforts to develop themselves. However, the school can only give financial support to encourage the staff to attend trainings and courses that will add value to their professional delivery. The level of financial support provided by the school will depend on the relevance of such training to the corporate delivery of the goals of the Board. Such financial support will be determined by the Principal.

### **7.2 TRAINING CONDITIONS:**

- i. No staff who is still on probation shall be supported financially to attend external trainings. They may however be permitted by the Principal to participate if they choose to be part of such trainings.
- ii. Any staff to be sponsored to attend any training must of necessity sign a training bond (with names and contacts of two guarantors) that if he/she decides to resign his/her appointment in less than two years after completion of the training, the cost of such training shall be refunded to the school

## **SECTION 8: STAFF APPRAISAL - PERFORMANCE ASSESSMENT**

**8.1 PREAMBLE:** The primary resource of any organization is its employees and the continued success of any business depends to a large extent on their contributions. The Evo Schools Board aims to make optimum use of the total pool of

human talent available in order to enable it meet both current and future business needs.

The purpose of performance appraisal is to ensure continuous improvement of individual performance and competence. It therefore focuses on target setting and the achievement of these targets.

## **8.2 THE STAFF APPRAISAL PROCESS**

The staff appraisal process is designed to be an integral part of management, linked with other activities towards achieving business objectives.

The full reports on performance and development should be completed and discussed with the employee once a year.

The Evo Schools Board has developed a system which directly links an individual's performance with his/her remuneration, and this has become a secondary purpose of the performance appraisal process.

## **8.3 PERFORMANCE REVIEW**

- i. Performances of all confirmed employees shall be reviewed bi- annually in July and December. The full report is reviewed once a year.
- ii. Promotion of staff from a lower to a higher grade level depends upon vacancies and merit as determined by competence, performance and character.

A member of staff who scores anything below 40% or ranked Poor in the appraisal exercise will be considered as a non-performer.

- i. Staff classified as non-performers will receive special attention. A non-performer is a person who is seen not to have performed his duties up to an acceptable standard during the period under review.
- ii. As a general rule, a staff with below average report for three consecutive appraisals will automatically exit from the services of the Evo Schools. However, the following criteria will be taken into consideration:
- iii. Non-performance for the first time should attract urgent counseling as a way of advising the staff on the implications of such poor performance.
- iv. Non-performance for the second consecutive time may lead to deferment of increment.
- v. None-performance for the third time will lead to exit of staff.
- vi. Notice of exit will be communicated to affected staff.
- vii. Payment of one-month total emolument is to be made to the staff at the point of exit. This is in addition to other entitlements as provided by the employment contract.

## **8.4 PROMOTIONS**

The Evo Schools Board believes in and is committed to the development of its staff to the maximum of their capabilities. It is therefore very important to ensure that individuals who have shown capabilities and the competence to take higher responsibilities in the Schools are identified at an early stage and developed accordingly. The individuals who have been graded Excellent in 2 out of 3 consecutive appraisal years or at least Very Good for three consecutive years will qualify for consideration for promotion into the next higher level, subject to availability of space.

However, promotion is only applicable to employees who have completed their probation and are not facing a disciplinary process.

## **8.5 APPOINTMENT TO MANAGEMENT POSITIONS**

Appointment to management positions shall be based on the following:

- Service duration of not less than 5 years in the particular school or any of the Evo schools.
- Good evaluation performance in 3 recent review cycles at a stretch.
- The employee's personal drive and ambition for improvement and a more challenging office.
- Ability to pass an internal interview by the Human Resource Committee of the Evo Education Board.

# **SECTION 9: LEAVE PERIODS**

## **9.1 PREAMBLE**

The purpose of leave is to provide every employee with sufficient time away from the place of work at least once a year, primarily for rest and recuperation and to attend to family without disrupting their work.

Principals of the Evo schools are to develop a leave roster for their staff. Efforts must be made to stick to the roster except on emergency. More often, teaching staff are encouraged to take their leave when schools are on vacation. However, leave may be taken at any time, more than once between 1<sup>st</sup> January and 31<sup>st</sup> December of the same year as long as this is in line with the approved departmental leave roster.

## **9.2 ANNUAL LEAVE POLICY**

All confirmed employees are entitled to go on paid leave after one year of continuous service. This is however subject to operational convenience. Leave is calculated in working days, based on a five (5) day working week.

Where a public holiday falls within an individual's leave period, the public holiday will be added to the total leave entitlement.

Part of the leave entitlement may be taken up as split leave. The employee should however enjoy a minimum of 10 days of uninterrupted leave.

#### **9.2.1 Accumulation of Leave**

It is the Evo Schools Board's policy that leave should be taken when it is due, and should not be accumulated and carried over to another academic year.

#### **9.2.2 Leave Buy Out**

It is the Evo Schools Board's policy that there shall be no cases of leave buy out. Staff will be expected to clear all their leave every academic year. Therefore, all leave not taken during the previous academic year will be automatically forfeited and NO APPLICATION FOR BUY-OUT will be entertained.

However, in special circumstances, where it is clearly established that it is practically impossible for an employee to take his leave during the year as a result of job demand/operational inconvenience, the Evo Schools Board will allow up till the following year for the leave to be taken. If by the following year the leave is still not taken as a result of job demand, the Evo Schools Board will buy out the leave when the employee is finally leaving the service of the school. Such exceptions will require the approval of the Principal.

#### **9.2.3 Leave Recall**

Generally, Staff shall not be recalled from leave. However, in special circumstances as a result of job demand, staff may be recalled from leave. Any exceptions will require the approval of the Principal. The outstanding leave may be carried forward to the next academic year if it is operationally inconvenient for the staff to take his leave during the current academic year.

#### **9.2.4 Leave Allowance**

Leave Allowance will be paid automatically once a year along with salary in the month prior to the month in which the employee is scheduled to proceed on leave.

### **9.3 SICK LEAVE**

Sick leave is granted on the recommendation of an approved medical clinic. If the employee is away from his/her base, a Government approved clinic may make the recommendation. In all cases, prior to commencement of sick leave period, the sick leave certificate must be submitted to the Head of Department of the employee and

forwarded to the Principal for information and record. It is the policy of the Evo Schools Board that absence due to illness must be covered by a medical certificate approved by the Doctor from an approved medical clinic to ensure authenticity/

### **9.3.1 Scale of Benefit pay for Non-Industrial Sickness**

In the case of prolonged illness that is Non-Industrial, the scale of sick benefit pay shall be:

First Six Months	-	Full Salary
Second Six Months	-	Half Salary
Thereafter	-	At School's Discretion.

In summary, an employee with prolonged illness is entitled to a maximum of 12 months' sick leave. The first six months with full pay while the next 6 months will be with half pay. **These periods may be extended at the discretion of the Evo Schools Board.**

### **9.3.2 Release on Medical Grounds**

Doctors from a Government Medical Centre will advise the Evo Schools Board on the state of the employee's health. If as a result of his sickness or incapacity, the employee is:

- Unable to continue working at the normally accepted level,
- Unable to be re-assigned to another position,
- Unable to return to work within twelve months or within the period extended by the Evo Schools Board,
- Unable to fit in because his continued employment may endanger his life, school property or the health of other employees and students,

The Evo Schools Board will consider a release by redundancy on medical grounds.

## **9.4 MATERNITY LEAVE**

In the event that a female employee becomes pregnant and provided that she will have completed twelve months of continuous service, she will be entitled to twelve (12) weeks maternity leave.

**In the employment letters of female employees, it shall be indicated that female employees are not entitled to maternity leave until they have completed twelve months of continuous service.**

The period of absence will be inclusive of her normal annual leave entitlement for that year. Maternity leave is annual leave consuming. The employee will be paid half of her normal monthly remuneration. Employees must notify the management in writing at least four weeks before the commencement of maternity leave of the date on which she intends to commence the leave and the date on which she intends to resume work.

No extension of the Maternity Leave will be entertained.

#### **9.4.1 Annual Leave Implications on Maternity Leave**

Female employees who have already enjoyed their annual leave entitlement for the year when their pregnancies were unnoticed will forfeit their annual leave for the following year.

In the event of separation before the commencement of the next annual leave, the monetary value of the number of annual leave days taken will be calculated and deducted from final entitlement.

#### **9.4.2 Maternity leave Application Procedure**

The employee should contact her Medical Doctor to obtain a note advising the appropriate date to commence Maternity Leave and the expected date of delivery.

She will then submit this note to the Principal together with her completed maternity application form duly signed by her Head of Department.

#### **9.4.3 Time-off for Nursing Mothers**

A nursing mother is entitled to close one and a half hours earlier than normal closing time or start work one and half hours later than the normal starting time for three months.

The employee should in consultation with her Head of Department choose one of the two alternatives.

Once a choice has been agreed upon, she is expected to maintain the chosen alternative throughout the period.

### **9.5 COMPASSIONATE LEAVE**

An employee may be granted Compassionate Leave in the event of serious illness or a death in his/her immediate family e.g. death of a spouse, child or parent, birth of a child.

Compassionate Leave should not be deducted from the employee's annual leave entitlement, but should not exceed four working days.

### **9.6 CASUAL LEAVE**

All applications for casual leave by employees should be routed through the Head of Departments to the Principal. The Principal will not normally withhold approval if it is convinced that there is a strong need for it. Casual leave will be granted to employees to enable them attend to pressing personal matters, sitting examinations (relevant exam time tables should be attached), attending their marriages, arranging and attending funerals of close relatives (other than spouse, child or parent). However, such leave of absence should be kept to the minimum.

A maximum period of five working days in a year shall be granted and will not be deducted from the employee's annual leave entitlement. However, any excess of the above entitlement will be deducted from the next annual leave entitlement.

## **9.7 LEAVE OF ABSENCE**

The Evo Schools Board does not approve the granting of Leave of Absence to an employee for considerable length of time. If one feels the need to be absent for long, he/she will be advised to take his/her annual leave. Where that is not sufficient, the employee must duly resign his/her appointment.

## **9.8 STUDY AND EXAMINATION LEAVE**

The policy applies to all staff undertaking a formal developmental learning program who wishes to apply for a casual leave to attend lectures, seminars and other course requirements, or to prepare for an examination and the examination itself.

9.8.1 To qualify, the course of study must meet the following criteria:

- The course is formal in nature,
- The course is examined or formally assessed,
- The course is done through a recognised, reputable institution and
- The course is developmental or current job-related.

9.8.2 Study leave may be granted where classes are not available outside normal working hours, for attendance at lectures, seminars and other course requirements.

9.8.3 Study leave is generally not granted where the study can be undertaken outside business hours.

9.8.4 The principal is responsible for determining study leave applications from Vice principals, teachers and none academic staff of the school. While the Evo Diocesan Education Board Chairman is responsible for determining study leave applications from Principals.

9.8.5 Applications for study leave should include details of the course to be undertaken, a copy of the course timetable and details of the leave requested.

9.8.6 Unless the staff wishes to forfeit his/her salary, a study leave does not exclude the staff from all formal duties - his/her availability within the period to carry out vital duties as agreed with the Principal is necessary.

9.8.7 Up to 7 days examination leave (without work) may be granted in any one calendar year.

9.8.8 Applications for study leave by any individual can only be done within a space of two years after completion of a previous study leave applied for.

9.8.9 No two persons in the same department can proceed on study or examination leave at the same time.

9.8.10 There is no accrual of study and examination leave. There is no entitlement to study and examination leave.

## **9.9 COURT OR POLICE INVITATION**

Employees subpoenaed to attend court or called by the Police to give evidence on personal matters will normally be granted leave of absence without pay.

The number of days absent will however be deducted from the employee's annual leave days. However, where the annual leave for the year has been exhausted, deductions shall be applied on employee's subsequent leave days

## **9.10 LEAVE GUIDELINE**

All junior employees are entitled to 15 working days paid leave while senior employees are entitled to 21 working days paid leave annually.

All leave requests will be managed fairly and the VP Admin would inform all employees on the procedure when applying for leave.

### **9.10.1 Procedure for Taking Leave**

- All requests for annual leave should be made by completing the leave form at least 5 working days before the required leave date and this should be submitted to the supervisor. Such applications must be in sync with the Leave Roster formed earlier in the academic year; exceptions will be treated on their merit.
- The Supervisor after reviewing must submit the leave form to the VP Admin for further approval.
- The VP Admin will consider the application fairly; however, school needs will be taken into account.
- The VP Admin must approve all leave requests in advance.
- If the leave request is refused due to school needs, the VP Admin will notify the concerned employee not later than 2 working days of the leave request being submitted.
- Where there are conflicting leave requests, priority will be given to those whose requests are in sync with the Leave Rooster.
- Any employee who takes leave without approval may be subject to disciplinary actions.



## **SECTION 10: HEALTH AND SAFETY**

### **10.1 PREAMBLE**

The Schools conduct their business alongside very high standard of health, safety and environment. They recognises the fundamental importance of efficient health care delivery to their staff and students and safe working conditions in sustaining performance.

While the Evo Schools' goal is to provide a safe system of work for all its employees and students, it is also a requirement for employees and students to be safety and health conscious, and to adopt safety precautions in order to prevent injuries, occupational diseases and damage to property. When, in spite of such precautions an accident occurs in the course of work, the Evo Schools will take all possible steps to ensure that adequate medical care is available and will make compensatory payments when necessary, in accordance with the Employee Compensation Act in force.

### **10.2 OBJECTIVES**

The objectives of this policy could be summarized as follows:

- ◆ To ensure that all activities at the Evo Schools are at all times performed in a safe and health conscious manner.
- ◆ To make sure that employees, students and others at the Evo Schools are adequately protected against any possible health and safety threats.
- ◆ To guarantee that employees and students are adequately cared for in any action that might require medical intervention.

### **10.3 PRINCIPLES**

The Evo Schools pursue a policy of a health and safe learning environment. As such, it is paramount that any health and safety related procedures are adequately adhered to, practiced, and monitored on a regular basis.

Therefore, the following principles need to be enforced to in order to achieve the said objectives:

- ◆ The arrangement or setting of School equipment and facilities must not pose a health or safety risk.
- ◆ Students shall be supervised by adults at all times while on the School premises.
- ◆ All employees and students should be informed or trained in the act of administering first-aid in case of emergencies.
- ◆ All employees should be trained on the response and procedures in the event of hold-up, hostage and other crime related situations.
- ◆ Students shall be schooled in health and safety procedures.
- ◆ First-aid kits shall be made available and fully stocked at all times.
- ◆ A sick-bay facility shall be maintained with a nurse and doctor on call.
- ◆ All incidents/accidents must be reported promptly.

- ◆ Emergency medical information and contact details for Students is kept up to date as per information received from parents/guardians.
- ◆ Fire drills and emergency evacuation practices are held regularly and instructions are displayed at every door.
- ◆ Sufficient fire extinguishers and evacuation signs and routes shall be positioned & maintained.
- ◆ The schools shall establish relations with a nearby hospital or medical facility which will prove helpful in case of emergency situations which are beyond the expertise of the sick bay nurse.
- ◆ Emergency contact numbers should be prominently displayed at every corridor.
- ◆ Access to community resources (e.g. security, Fire Stations, some medical facilities) are included in the emergency contact list.
- ◆ The schools will comply with regulations regarding communicable diseases.
- ◆ Where warranted, appropriate personal protective equipment is provided and utilized.
- ◆ Safety in laboratories, kitchens, art and technology rooms, and on sports grounds shall be maintained through compiling and implementing adequate safety precautions.
- ◆ The premises should be adequately secured (threat of theft or damage to property).

#### 10.4 PROCEDURE

<u>Procedure</u>	<u>Frequency</u>	<u>Responsibility</u>
Complete the 'Identification of Potential Dangers & Hazards' register	Monthly	Vice-Principal admin
Completion of the Inspection Register	Quarterly	Vice-Principal admin
Accident report register review and Filing	Weekly	Principal
Crises intervention procedure	Quarterly	Principal
Access control register review and filing	Daily	Secretary

The above registers and procedures are to be reviewed as indicated in the frequency column.

#### 10.5 COMMUNICATION

All Evo School employees and students are to be educated in this policy and any related procedures. Parents, Contractors, guardians and any other people that make use of these premises are adequately informed of this policy and related procedures.

#### 10.6 RESPONSIBILITIES:

- Every employee of the Evo Schools is expected to take ownership of this Policy.

- If any employee becomes aware of, or suspects a contravention of this Policy, they are expected to promptly bring this information to the attention of the Supervisors, Heads of Departments or Principal if the alleged contravention is considered to be serious.
- Such notification may be anonymous and all investigations of contraventions will be handled discreetly, with no further involvement of the claimant if this is preferred and feasible. All investigation reports will be reviewed confidentially by the School's Management Team only, who will decide on the appropriate action to be taken.
- As contravention of the Policy is generally considered to be a serious breach of the employment relationship, this may result in disciplinary action being taken. Certain very serious breaches of the Health and Safety procedure could result in Civil or even Criminal legal proceedings against employees and /or against the school.

## **10.7 EMPLOYEE'S COMPENSATION**

Compensation will be available to employees in the event of an accident causing disablement, provided the accident occurred in the course of executing the Evo Schools business. Full details are available in the Employee's Compensation Act in force.

## **10.8 POLICY ON DRUGS AND ALCOHOL**

The Evo Schools recognises that the abuse of drugs and alcohol can impair performance at work, and can be a serious threat to safety, environment, health and productivity. The Schools wishes to ensure that all employees recognise this threat and aims at countering this threat by minimising the risks involved. In order to achieve this, the following policy is applicable.

### **10.8.1 Regulations:**

The word "controlled substance" in this policy includes all chemical substances or drugs listed in any controlled substances 'Act' or 'Regulation' applicable under any Federal or State laws.

- i. Being at work while impaired by drugs or alcohol is strictly prohibited. This applies to employees on the Evo Schools business or drivers of Schools owned or contracted vehicles.
- ii. The use, possession, distribution, or sale of illegal and controlled substances/ alcohol on the Evo Schools premises or when on the Evo Schools' business is strictly prohibited. This restriction applies equally to the illicit use of legal drugs.
- iii. The use, possession, distribution, or sale of alcohol on School premises or when on Schools' business is strictly prohibited.

- iv. Prior to offering employment, the Evo Schools Board reserves the right to test prospective employees for the use of illegal drugs. Searches for alcohol and drugs may be conducted on Schools' premises. The School through the Principal reserves the right to test employees in work locations.

All contractors and sub-contractors doing business with the Evo Schools especially in the schools' premises are required to comply with this policy.

#### **10.8.2 Disciplinary Measures**

(a) Any employee who tests positive to the use of any controlled substance will be dismissed from the employment of the Evo Schools. However, some form of counselling help may be provided thereafter.

(b) Disciplinary action including dismissal could occur in the following circumstances:

- i. The possession, distribution or sale of illegal drugs on Schools premises;
- ii. The possession, distribution or sale of alcohol on Schools premises

#### **10.9 SMOKING POLICY**

Smoking is not only injurious to health, but it is also a safety hazard. Smoking in public places exposes non-smokers to health related hazards and it is the duty of the Evo Schools authority to protect all employees and students from unnecessary exposure to hazards.

The smoking of cigarettes, cigars or pipes is therefore prohibited in any part of the school's premise i.e. conference/meeting rooms, corridors, public areas and all offices.

## **SECTION 11: LOANS AND ADVANCES**

Loans may be granted for certain clearly defined purposes. Compassionate loan covers mostly areas of unforeseen occurrence i.e. health related events (hospital bills), burial.

### **11.1 PREAMBLE**

**11.1.1** The Evo Schools are not normally into the business of granting loans to its employees as would be expected of financial institutions and banks to their customers. Nonetheless, it will be considered in the event that there are certain major items of necessary personal expenditure that go beyond the immediate cash resources of most employees. The types of loan currently granted to confirmed employees will only include Compassionate/Emergency loans.

**11.1.2** The Evo schools requires that the principles and procedures related to salary advances and loans be formalized under a comprehensive policy.

**11.1.3** This policy applies to all employees of each School who are on the school's pay roll and are eligible to receive loans from the school.

**11.1.4** It shall be consulted in matters pertaining to the request and granting of salary advances or loans by and to staff members of each school.

### **11.2 OBJECTIVES**

The objectives of this policy could be summarized as follows:

**11.2.1** To provide employees with a short term financial relief in emergency situations.

**11.2.2** To safeguard the employee against excessive debt.

**11.2.3** To safeguard the School against excessive loans.

All these objectives need to be read in context of the School's vision, mission and core values.

### **11.3 ELIGIBILITY**

The following categories of employees are not eligible to apply for or receive a payroll advance/loan:

- i. Temporary staff
- ii. Staff on probation
- iii. Staff with a record of three or more disciplinary actions against them.
- iv. Staff that have received salary advance in the past six months.

#### **11.4 CONSIDERATIONS**

- i. No more than one salary advance or loans will be approved in a calendar year.
- ii. An advance shall be limited to the cumulative One Month base pay value and a loan shall be limited to the cumulative 15th cheque value.
- iii. Interested and eligible staff shall formally write the management to apply, stating their situation/reason for need of an advance/loan.
- iv. Salary advances or loans shall be awarded only after proper interview with management.
- v. Repayment shall be deducted in instalments of ten thousand (10,000) from monthly salary until total debt has been paid, EXCEPT other satisfactory agreement are made between management and beneficiary.
- vi. In the event of termination of employment before debt is fully repaid, any amount outstanding from the loan can be deducted from the employee's final pay.

#### **11.5 ROLES AND RESPONSIBILITIES**

- i. Salary advances are approved at the sole discretion of the School's Principal.
- ii. The management shall inform employees of this salary advance policy and notify applicants of their eligibility status.
- iii. All staff members shall abide by the tenets of this policy and play their part in ensuring that they are debt-free to the school.
- iv. An employee salary advance agreement shall be created by management. It shall include the following:

- a. employee's name
- b. the total amount being advanced
- c. The approved date the loan will be given
- d. The agreed payback schedule, as well as an agreement that lets management remove funds from future pay checks.
- e. An agreement stating that in the event of termination of employment and insufficiency of final pay to cover loan debt, the employee shall be required to make separate payment to the school's account within a set period of time after termination or, to repay the outstanding amount in accordance with a schedule agreed with the principal or admin staff.
- f. A statement that if this loan is not repaid in accordance with the agreement and where relevant, any agreed repayment schedule, the school may take legal action to recover the amount outstanding.
- g. Date of agreement and signature by both parties.

A copy of this agreement shall be placed in the employee's file or payroll records.

#### **11.6 AMENDMENT OF POLICY**

This policy may be reviewed when deemed necessary and amended accordingly by the Diocesan Education Board as to ensure order and to stay abreast with the relevant financial control at the Diocesan schools.

## SECTION 12: END OF SERVICE BENEFITS

### 12.1 PREAMBLE

End of Service Benefits are widely regarded as the most important employee benefits and are normally payable on termination, resignation, death-in-service, redundancy or on retirement. End of Service benefits normally take the form of lump sum payments.

The purpose of end of service payments is to ensure that long serving Evo Schools employees who have reached the end of their established working term will be able to enjoy an income to enable them to maintain a reasonable standard of living.

### 12.2 SEVERANCE GRATUITY:

The gratuity is paid as a lump sum to all Nigerian members of staff at the time of leaving the employment of the Evo Schools Board. However, **gratuity is not payable in cases of dismissal as a disciplinary measure**. This payment is additional to the other end of service benefits referred to in other parts of the section.

In calculating terminal benefits, the principle of total emolument shall be used. Total Emolument consists of Basic Salary, Housing Allowance and Transport Allowance

The gratuity is based on completed/pro-rated years of service and is calculated on the Total Emolument (TE) at the time of departure for all grades.

**The amount of gratuity is equivalent to one and a half times the Total emolument per completed year of service. The maximum gratuity is equivalent to thirty months' salary based on Total Emolument.**

Gratuity is paid to any employee having completed at least one-year service in case of termination, resignation, retirement, redundancy or death.

### 12.3 EX-GRATIA AWARD (MEDICAL INCAPACITY BENEFIT)

The Evo Schools Board may make an ex-gratia, cash lump sum award to an employee who becomes unfit as a result of ill-health or a non-industrial accident. The payment of the lump sum award would however be dependent on the extent of the employee's incapacity, and whether or not he/she would be able to take up other employment.

The basic guideline for determining the maximum ex-gratia award in cases of total disability is as follows:

Length of Service

Maximum Ex-Gratia Award

Less than 5 years

3 months Basic Salary



5 years to 10 years  
Above 10 years

6 months Basic Salary  
1 Years Basic Salary

It should be noted that the maximum ex-gratia award can only apply to total disability, i.e. where the employee is not only unfit for his present job, but is medically unfit for any other form of employment. All other cases will attract such lower level of ex-gratia award as the degree of disability may indicate based on the Medical Assessment of the percentage disability.

#### **12.4 DEATH-IN-SERVICE**

If an employee dies intestate while still in the service of the Evo Schools, payment of his entitlements will be made, upon presentation of the Letter of Administration, to his beneficiary as advertised by the employee in the Nomination of beneficiary Form completed by each employee, or the approved beneficiary.

If an employee who dies in service has made a Will, the lump sum payment will be made according to the instructions in the Will. The employee should ensure that instructions are left for the executors of the Will to notify the Evo Schools of the existence of the Will.

The Evo Schools will pay to the designated beneficiary of a deceased permanent employee the following:

- i. Service Gratuity, if qualified.
- ii. Ex Gratia payment equivalent to three months' basic salary of the deceased.
- iii. Pension is contributory. The beneficiary will consult with Pension Fund Administrators (PFAs) on how to handle.

#### **12.5 TERMINATION**

Termination of employment can be at the instance of either the Evo Schools or the employee. The Evo Schools reserves the right to terminate the appointment of an employee without assigning any reason if, in the opinion of the Evo Schools Board, the continued employment of the employee(s) is detrimental to the interest of the Evo Schools.

Upon termination of employment, the following benefits shall apply:

1. Gratuity
2. Pension contribution.

In event of termination, the bursary shall deduct any outstanding salary advances or cash reimbursements that has been submitted from the above mentioned benefits.

#### **12.6 RESIGNATION**

This is termination of employment at the initiative of the employee concerned. The employee will submit in writing his resignation through his Head of Department for on forwarding to the Principal. It is proper for the Principal or designate (VP Admin.) to hold an exit interview with the employee to document the reason(s) that informed the employee's decision. Then a letter accepting the resignation and specifying the separation terms should be prepared by the Secretary to the Board and handed over to the employee.

Upon Resignation of employment, the following benefits shall apply:

1. Gratuity
2. Pension contribution
3. Any other benefits mentioned in other sections of this policy that are applicable.

## **12.7 SUMMARY DISMISSAL**

The penalty is reserved for any act which the Evo Schools Board considers to be prejudicial to its interest or amounts to gross misconduct. Such a measure must be preceded by thorough investigations of all facts by the Evo Schools' Disciplinary Committee.

Where the investigations may take some time to complete or the presence of the employee concerned may prejudice the investigation, the employee should be suspended with or without pay pending the outcome of the investigations. The decision to suspend in this case should be endorsed by the Principal and conveyed to the employee by his/her Head of Department.

When a case of dismissal has been established, the decision to dismiss will be approved by the Evo Schools Board.

A dismissed employee is not entitled to any benefit except the Pension contribution.

## **12.8 REDUNDANCY/RETRENCHMENT**

Redundancy means involuntary and permanent loss of employment as a result of excess manpower or recession in the school's activities.

In determining those employees to be declared redundant, the Evo Schools Board may apply the principle of "**last in, first out**" to those who, in the opinion of the Evo Schools, are of comparable skill and efficiency. The Evo Schools Board will also use its best endeavours to redeploy/find an alternative job for an employee before declaring him/her redundant. Redundancy will serve as a last alternative.

### **Redundancy Benefits:**

If the Evo School is unable to find a suitable alternative employment for an employee declared redundant, the employee shall qualify for a tax-free redundancy payment.

**The amount of Redundancy Payment is equivalent to one month's Total Emolument per completed year of service up to a maximum of thirty months' salary based on total emoluments.**

Such a payment is additional to the other end of service benefits referred to in other parts of the section including *Gratuity*. If employees are declared redundant without notice, they will receive one month's basic salary in lieu of notice.

**Where an employee declines an offer for alternative employment which is considered suitable by the Evo Schools, the employee will not qualify for the redundancy payment.**

## **12.9 RETIREMENT**

Legally, the normal retirement age is 60 years old for all employees. An employee's retirement date should coincide with the date the employee is 60 years old.

Early retirement may be considered when the employee has clocked between 50 years (women) and 55 years of age (men) and has served for at least 15 years. It is only granted at the discretion of the Evo School.

The Evo Schools will normally give employees due for retirement a 6 months' notice in writing.

### **Retirement Benefits/Years of Service:**

To be eligible for a pension, an employee must have put in a minimum of 15 (fifteen) years of Accredited Service and have attained the normal or early retirement age.

### **Benefits Include:**

- Pension
- Gratuity.

## **SECTION 13: LOSS OF LIFE**

### **13.1 PREAMBLE**

The Evo Schools employees have a duty to take reasonable care of their own and other people's safety and to co-operate with their employers as far as is necessary to enable them (the employers) to carry out their operations in a safety conscious manner. However, accidents do happen, 'accident' meaning any unplanned or uncontrolled event that result in injury or death of an employee.

Where an employee is injured or killed as a result of an accident, the family cannot be fully compensated. The Schools Board, however, has procedures in place for assistance in such cases, in addition to the legal obligations imposed by law.

Employees should know what Evo Schools provision will be made for their families in the event of death during employment. The section also looks at assistance available for the dependant family of an employee who dies in service.

### **13.2 ACCIDENTAL DEATH OR PERMANENT DISABILITY**

In the event of an employee being involved in a non-industrial work related accident resulting in death or permanent disability, the Evo Schools Board shall ensure it applies fully the content of the current Employee Compensation Act.

The balance of all school loans owed by the employee will be written off by the Evo Schools.

### **13.3 DEATH OF AN EMPLOYEE**

When a date for burial has been announced by the family of the deceased employee, the Evo Schools can assist with:

- The purchase of the coffin.
- If the deceased employee's location is different from his place of engagement, his body, family and personal effects will, at the request of his family, be transported at the Evo School expense to the family choice of either the deceased's place of engagement or home town.
- Provision of suitable vehicle(s) to transport The Evo Schools staff and students to and from the deceased's place of burial.
- Payment of mortuary fees.

### **13.4 DEATH OF AN EMPLOYEE'S DEPENDANTS**

The Evo Schools Board will make an ex-gratia payment to a bereaved employee towards burial expenses of his dependants.

For the purpose of this assistance, 'dependant' means the registered spouse, registered children and parents of the employee.

The bereaved employee may apply for a Compassionate Loan if he so decides.

## OTHERS

### SURRENDER OF SCHOOLS' PROPERTY

An employee must surrender all the School's properties which come into his possession in the pursuit of his normal work upon separation from the School.

### DAMAGE OR LOSS OF PROPERTY

Any employee will have to reimburse the Evo School for:

- Failure to account for money or property entrusted to his care by the Evo School
- Causing willful damage to property of the Evo School entrusted to him.

### ACKNOWLEDGEMENT

I confirm that I have read and clearly understand the provisions of the Evo Schools Human Resources Policy Manual. I am bound by the guidelines laid down herein, which could be amended from time to time. They shall constitute an agreement between the Evo School and me.

### EMPLOYEE

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### PRINCIPAL

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**AMENDMENT:**

This policy is subject to amendment by the Evo Schools Education Board in order to ensure its effectiveness in accomplishing the schools mission, vision and policy goals.

**Signed:**

**Chairman, Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date:.....**

**Secretary, Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date:.....**

**Performance Improvement Coordinator,  
Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date: .....**