



EERC

ENVIRONMENTAL &
ECONOMIC RESOURCE
CENTRE

HUMAN RESOURCE MANAGEMENT POLICY

Background

The Human Resource Management Policy of the ENVIRONMENTAL AND ECONOMIC RESOURCE CENTER (EERC) hereinafter refers as Human Resource (HR) Policy represents the basic rules and procedures for staff management and administration within the Organization.

The policy also incorporates rules, regulations and guidelines which are fundamental to the Human Resource policy. The document state in clear terms policies that apply to all employee of EERC regardless of position and category of employment. The policy is designed to serve the best interest of both the employer (EERC) and its employees.

The Finance and Administration Department will own the responsibility for making the policy available to all the employees for reference purposes and provide all necessary clarifications and interpretations, from time to time, and when required. If any employee has any question concerning the applicability of a policy or procedure, he/she should address the specific questions to the Finance and Administration Department.

The policies and procedures described here may be altered, modified or discontinued as well as new policies and procedures may be introduced from time to time as required by the organization. Any such amendment will be communicated to the employees and incorporated in the Primer. Such amendment(s) will be effective from the date of communication to employees.

Where an employee feels that any policy needs to be amended, he/she may submit a request to the Finance and Administration Department with proper reference of law and / or rationale for consideration. The Governing Body and the Management may consider the appropriateness of the request and will take actions accordingly depending upon the circumstances considering the practical aspects. This is aimed at promoting the image of the Organization and to ensure effective work-life balance among the staff.



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1.0 CHAPTER 1: INTRODUCTION

1.1 Legal Status

Environmental and Economic Resource Centre (EERC) is a legal non-profit Scientific Research Center focusing on sustainable practices and development in agriculture, environment, and natural resources in Africa. EERC is based in Nigeria with regional offices across the West, East, North and Central Africa. The Organization works in partnership with governments, civil society organizations, and the private sector to develop scalable agricultural and environmental management practices with real impact on poverty reduction, food security, ecosystem health, conservation, and livelihood development. EERC is registered in Nigeria with Corporate Affairs Commission with the registration number: CAC/IT/124060.

1.2 Objectives of the organization

- 1. Agriculture Development and Environmental Management.
- 2. Natural Resource Management.
- 3. Livelihood and Economic Development.
- 4. Human Resource and Capacity Building.

1.3 Organization Work Environment

EERC maintains a working environment that encourages initiative and drive and promotes enjoyment and satisfaction at work.

EERC enables its employees to work effectively and successfully for the organization and supports its employees’ development.

2.0 CHAPTER 2: TERMS AND DEFINITIONS

The definitions of terms used in this Policy document are hereby discussed below:

- Organization:** Environmental and Economic Resource Centre with an acronym of EERC
- Management:** refers to the Governing Body, the Executive Director and respective Regional offices’ managers
- Branch Office:** refers to the regional offices of EERC spread across the West, East, North South and Central Africa.
- Concerned Employee:** refers to an employee to whom the rules and procedures being discussed in this policy applies.
- Salary:** refers to basic payment and allowances payable to staff on monthly basis on based on individual contract terms or otherwise subject to

terms of engagement.

Employee: refers to staff of EERC engaged by a contract under a fixed term or temporary appointment.

Fixed Term: engagement of employee by EERC under a contract agreement for a minimum of 12 months or more.

Temporary Appointment: engagement of employee by EERC under a contract agreement for at least 3 months but not up to twelve (12) months.

Consultant: refers to professional individual or firm engaged by EERC under a specific or defined term of contract.

Probation Period: refers to a 3-month period under which a freshly employed individual is placed under watch and coaching

Financial Year: the accounting year of EERC which covers a period of 12 months and usually from January to December. However, the month constituting financial year for different purposes will be determined by the Finance and Administration Department

Employee Record: refers to the separate files maintained for each of the employees by the Finance and Administration Department in order to preserve all the records regarding such employee.

Supervisors/ Line Manager: refers to the immediate superior of such employee who has the authority to supervise and delegate responsibility to the employee and to whom the employee is accountable for performance of such responsibility

Project Head: any qualified staff whose name is registered with the donor as the main contact person on a specific project per time.

Service Period: refers to the active period of duty of an employee with EERC and includes authorized and approved leaves and holidays but excludes unauthorized or unapproved leaves and absences.

Regular Staff: regular staff is the one who is employed by EERC under a fixed term contract, after satisfactory completion of probation period. Staff engaged under a fixed term contract are eligible to allowances and pension services being operated by the Organization.

Temporary a temporary employee is the one employed by EERC under a temporary

Staff: appointment for a specific task to be completed within a short period of time

3.0 TYPES AND CATEGORIES OF ENGAGEMENT

3.1 Classification of Engagement

The employees of EERC are classified into either regular staff or temporary staff. The classification shall be based on the terms of the contract of engagement.

3.1.1 Intern

An intern is a relevant individual engaged by EERC as a learner and is paid an allowance during the period of training.

3.1.2 Volunteers

A volunteer shall be any individual with expressed interest to work with EERC purposely for knowledge and capacity building. EERC shall have two types of volunteers.

3.1.4 Casual Employee

A casual employee is one who is employed in EERC for a service of casual nature

3.2 CATEGORIES OF EMPLOYMENT

Employees of EERC have been divided into the following categories based on the level, job responsibility and authority of the work. EERC will specifically mention the category under which any new employee is hired in his/her respective appointment letter.

3.2.1 EXECUTIVE CATEGORY

Employees who are in any managerial, supervisory or administrative capacity or are engaged in management of the affairs of EERC fall under this category.

3.2.2 SUPPORT STAFF CATEGORY

Employees who are required to perform any skilled, unskilled, manual, technical, or clerical work and are not employed in any managerial, supervisory or administrative capacity or are not engaged in the management of any affairs of EERC fall under this category.

4.0 Employment policies

EERC is committed to execute its operation in a way that ensures compliance with legal requirements as well as conformity to ethical and moral values. In order to implement this philosophy into practice, EERC has adopted the following policies. These policies will be pursued

by the organization while recruitment as well as during the employment period of an employee with EERC.

4.1 Legal compliance

EERC will comply with all the laws and regulations of the land that applies to it without any exception. It will also comply with all donor rules and regulations that apply to its operation.

4.1.1 The HR and Administration Department of EERC will always be attentive and up-to-date regarding any new law or regulation or changes in any law or regulation that applies to it. As soon as any such incident occurs, the Board of Directors and the management will take immediate initiative to make necessary changes in its policies and practices and inform all the relevant parties.

4.2 Ethical business practice

4.2.1 In practicing ethical conscience and discipline in its operation, EERC can go even beyond legal requirements to fulfill its responsibility to all its stakeholders.

4.2.2 To build up a motivated and dependable work force, EERC pursues to provide additional facilities beyond the minimum requirement of laws that offers a human work condition and environment for its employees.

4.3 Equal employment opportunity

EERC is committed to provide equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, place of origin, ethnic origin, ancestry, age, disability, genetic information, marital status and financial ability.

4.3.1 It will ensure equal opportunity to every person except in cases where such characteristics are a bona fide occupational qualification.

4.3.2 Employment equality will be ensured regarding all terms and conditions of employment, including hiring, placement, benefits, facilities, promotion, transfer, leaves, training and separation from employment

4.4 Prohibition of child and adolescent labor

4.4.1 EERC will not employ any child or adolescent to work in any occupation under any circumstances. A child in this regard is defined as any person who has not completed the age of 14 years. An adolescent in this regard is defined as any person who has completed the age of 14 years but not completed the age of 18 years.

4.4.2 To implement this policy effectively, EERC will acquire proof of age of candidates in the manner prescribed below before employing them and preserve a copy of it.

4.5 Prohibition of forced labor

Forced Labor is defined as any work or service which is extracted from any person under the threat of penalty for its non-performance and for which the employee does not offer himself voluntarily. Forced or involuntary labor includes physical coercion, punishment, threats, undue influence, debt bondage etc.

- 4.5.1 EERC will not use forced or involuntary labor of any kind. To ensure that this policy is properly implemented, EERC will conduct the following actions.
- 4.5.2 It will not force or influence any potential employee to join the company. It will also allow any employee to dissociate himself / herself from employment any time as per own will, according to the prescribed separation policies.
- 4.5.3 It will acquire prior consent from its employees before utilizing them to work any overtime. If any employee denies working overtime, EERC will under no circumstances force him/her to do so.

4.6 Prohibition of harassment and abuse

EERC is committed to fostering a safe, pleasant and supportive work environment where all individuals are treated with respect, professionalism and courtesy. It prohibits any kind of harassment or abuse to any of its employees by any fellow employee or by any policies, rules, procedures or practices of its own.

EERC recognizes that sexual or any other harassment or abuse is a serious offence. It ensures that such activities will not be tolerated and appropriate disciplinary actions will be taken against the perpetrator.

4.6.1 Harassment or abuse to any person includes

- 1. Corporal punishment or physical discipline Strip search.
- 2. Verbal teats.
- 3. Withdrawal of basic privileges.
- 4. Misbehavior such as yelling or insulting a fellow employee.

4.6.2 Requests of sexual favor in exchange of actual or promised job benefits.

- 1. Coerced sexual acts.
- 2. Unwelcome sexual advances.
- 3. Sexual gestures.
- 4. Language considered inappropriate by the person it is aimed at.
- 5. Comments on clothing or physical appearance.

6. Unwelcome leering.
7. Whistling.
8. Teasing etc.

4.6.3 If any employee is exposed to any such harassment or abuse he/she has the right to complain to the EERC authority through the prescribed grievance procedure and seek redress.

4.6.4 If EERC gets any complaint from any of its employees in this regard, it will conduct a proper investigation. It ensures that all allegations will be considered seriously, investigated objectively and responded appropriately, irrespective of the accused person.

4.6.5 If any accused employee is found to be guilty of such conduct, EERC will take appropriate disciplinary actions immediately in compliance with law.

4.7 Prohibition of nepotism

EERC intends to avoid situations that create conflict of interest or favoritism.

4.7.1 It will not employ anyone in a position where he/she might have a reporting or supervising relationship with an immediate family member, close relative or someone with dating relationship.

4.7.2 If employees of EERC who have reporting or supervising relationship among themselves engage in a dating relationship or become immediate family members or close relatives, such employees are obligated to formally inform the management and HR and Administration Department about the relationship.

4.7.3 EERC reserves the right to move any employee having familial or dating relationship with any other employee with direct reporting relationship to any suitable position in order to eliminate the conflict of interest

4.8 Prohibition to employ any person charged with conducted felony

EERC will not employ any person who is or has been charged or convicted for any criminal offence, even if he/she has served the sentence. However, this will not apply in case of convictions for minor charges which does not pose a risk towards the organization.

Employees will be required to sign a Declaration Form while joining, which requires declaration regarding whether he/she is or has been charged or convicted for any criminal offence.

5.0 Conditions of employment

5.1 Working hours

The regular office hours for EERC are 8:00 am to 5:00 pm from Mondays to Thursdays (with a break of one hour for lunch from 1:00 pm to 2 pm). The operational hours for every employee will be eight (8) hours a day and during the operational hours employees are supposed to be available for service unless he/she is assigned outside work for any official purposes. While on Fridays employees are to work from 8:00 am to 2:00 pm.

5.2 Employee ID cards

EERC will provide each of its employees with ID cards embedded with unique employee ID number, at its own cost at the time of their employment. The responsibility of issuing ID Cards lies on the EERC authority.

5.2.1 Every employee must wear the ID card during his/her stay in the premise.

5.2.2 If an employee loses his/her ID card, he/she must immediately inform the EERC authority.

5.2.3 If an employee damages his/her ID card, he/she must immediately inform the authority and apply for a new ID card via e-mail. He/she will also have to submit the damaged card to the Human Resource and Administration Department.

6.0 Attendance policy

The primary record attendance is to be filled by EERC employees. It should be used to record all information regarding attendance which includes Arrival time, Departure time, early leave, overtime, etc.

6.0.1 An employee will be considered late for work on a day if he/she fails to reach own workplace and record his attendance within 30 minutes from the start of the regular office time.

6.0.2 If an employee arrives late at work beyond 30 minutes for 3 days in a month, it will be treated as one day's absence and will be deducted from his/her casual leave.

7.0 Holiday policy

7.1 Festival holidays

EERC will follow the Government Holiday Calendar for festival holidays.

7.2 National holidays

EERC shall observe the national holidays (NOT optional holidays) as declared by the Government.

8.0 Leave policy

The employees of EERC will be entitled to the following leaves -

1. Sick Leave
2. Annual Leave

3. Maternity Leave (if any)
4. Paternity leave (if any)

8.1 Leave approval authority:

Any leave of an employee will have to be approved by proper authority. The authority to approve leave of any employee lies on the respective Department Heads. The authority to approve leave of Department Heads will lie upon the Executive Director. The authority to approve leave of the Executive Director will lie upon the Chairman. The respective Supervisor will recommend the leave and Executive Director will approve the leave.

An employee who remains absent for any period in excess of the period of leave originally sanctioned or subsequently extended will be liable to disciplinary action unless he/she is able to explain his/her overstay in a satisfactory manner to the authority

8.2 Sick Leave

1. Every employee will be entitled to sick leave for maximum 5 (five) days in a calendar year with full pay.
2. Unutilized sick leave cannot be carried forward to the succeeding years and accumulated.
3. If an employee requires more than 5 days of sick leave to recover and join work, the additional days of leave required by him/her will be deducted from the respective employee's annual leave (if any left). In the event where sickness continues beyond entitled sick leave and annual leave. The management may allow leave without pay.

8.3 Annual leave

- 8.3.0 Every employee (except probationer) will be entitled to annual leave according to the following manner, with full pay.
- 8.3.1 EERC employees enjoy 20 days mandatory annual leave in a year.
- 8.3.2 An employee willing to avail annual leave will have to apply one week prior to the expected date of commencement of such leave.
- 8.3.3 Any other leave (casual leave and sick leave) taken in conjunction with annual leave will be treated as annual leave.
- 8.3.4 The authority will not refuse any application of annual leave of an employee unless there is a requirement of service. If an application of annual leave is refused by the authority for official requirements, such leave shall be carried forward to his/her credit.
- 8.3.5 If an employee wishes to extend his/her annual leave while already enjoying an annual leave period, he/she will have to forward an application via email to the concerned Department Head before expiry of the leave previously approved.

Such employee can avail an extended leave only after receiving approval from such authority.

- 8.3.6 Employees are encouraged to take their leave within the period in which it is earned, in so far as is compatible with the requirements of the service.

8.4 Maternity leave and Benefit

EERC supports the policy of promoting maternal health during pregnancy and after childbirth.

- 8.4.1 Maternity leave refers to 3(three) months of unpaid maternity leave provided to female employees.
- 8.4.2 Each employee entitled to maternity leave is given the flexibility by EERC to select the time frame of 3 (three) months around her delivery time that she wants to avail as maternity leave, as per her convenience. However, such an employee has to specify in writing her desired starting date of the leave in the application for leave.
- 8.4.3 A female employee willing to avail maternity leave will have to apply one months prior to the expected date of commencement of such leave.

8.5 Paternity leave

- 8.5.1 A male employee is entitled to 8 (Eight) days of unpaid paternity leave around the date of his childbirth. Any weekly holiday or public holiday falling between the approved paternity leave will be inclusive in calculating the leave period.
- 8.5.2 An employee willing to avail paternity leave will have to apply one week prior to the expected date of commencement of such leave.

8.6 Procedure for applying for leave

The following procedure will be followed by the employees to avail any entitled leave. This procedure also applies for application for granting of casual and sick leave already availed without prior approval.

step1-:The concerned employee will submit an application for leave to his/her Supervisor via email or hardcopy with a copy to the HR and Administration Department. The Supervisor shall then forward the leave application to the Executive Director with his/her recommendation.

The concerned employee will also inform the address where he/she will be staying during the leave applied for, for the purpose of emergency contact by the organization.

Step2-: The HR and Administration Department will inform the concerned leave approval authority regarding the leave status of the applicant via email.

Step3-: The concerned leave approval authority will decide in consultation with the concerned reporting officer whether to approve / disapprove the applied leave to the concerned employee and inform the concerned employee via email with a copy to HR and Administration Department.

The concerned leave approval authority may disapprove any leave only on the ground of requirement of the service of the concerned employee on the dates for which leave is applied for.

Step 4-: The HR and Administration Department will preserve copies of the emails in the personal file of the concerned employee and update the database of leave status.

8.7 Recall from leave

8.7.1 EERC reserves the right to call back an employee from any leave availed for any official exigency such as sudden illness of any key employee, national emergency etc.

8.7.2 EERC will not take undue advantage of this option and will make every possible effort avoid such call back from leave.

8.7.3 In cases where an employee is called back from a leave, he/she will be provided with the remaining days of originally approved leave as soon as the official exigency is resolved.

9.0 Performance appraisal policy.

EERC shall ensure performance appraisal of its employees in a most professional manner. While making appraisal, the management will take into cognizance of the employee's knowledge, punctuality, quality of work, integrity & ethics, pro-activeness, problem solving skill, communication skill, writing skill, leadership, etc.

9.1 Performance appraisal

The procedure of performance appraisal for all the employees will be conducted at the end of every service year.

9.1.1 The concerned reporting officer will be responsible for evaluating the performance of an employee under his/her supervision. The Department Heads and Project Heads will be evaluated by the Executive Director.

9.1.2 The authority will circulate the Performance Appraisal Form to the appraisers in the last month of the service year. After completion of the appraisal, the forms will be forwarded to the Executive Director for review. After completion of the review, the forms will be preserved in respective personnel files.

10.0 Development and training Policy

- 10.0.1 EERC is committed to enhance the capacity and efficiency of its entire staff by way of providing adequate training under Staff Capacity Building Activities (SCBA) to all levels at regular intervals.
- 10.0.2 EERC will organize different formal or informal staff capacity building trainings and development activities of varied durations, both within the country or abroad.
- 10.0.3 EERC will organize SCBA on need basis. SCBA may be targeted to any particular employee or a group of employees. EERC management will conduct a yearly assessment of employee capacity building needs and make an annual Staff Capacity Building Plan. Executive director will be responsible for approval and execution of the plan depending on fund position.
- 10.0.4 The first and foremost principle of staff capacity building is to focus on the benefit of the organization. Any SCBA that does not serve the purpose of the organization will not be encouraged or approved.

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10.2 Orientation program

EERC will organize a 3 or 4days orientation program for every newly joined employee. The objective of such orientation will be to make the new employee acquaint with the following:

1. Organization vision, mission, goals, functions, activities and culture.
2. Policies and procedures.
3. Respective job responsibilities.
4. Reporting officer and colleagues.

11.0 Separation policy

An employee may be separated from the employment of the EERC through one of the following methods

1. Termination by organization
2. Resignation by employee
3. Discharge
4. Dismissal
5. Retrenchment
6. Retirement
7. Death

11.1 Final settlement procedure of a separated employ

Step1:

The separated employee will submit his/her ID card, keys, office stationeries and other properties provided by EERC to the Human Resource and Administration Department.

He/she will also submit his/her official documents, passwords, etc. to the concerned Department Head.

Step2:

If the concerned employee has no obligation left, the concerned Department Head will send a clearance certificate to the Human Resource and Administration Department via email.

Step3:

After getting clearance from the concerned Department Head, the Human Resource and Administration Department will issue Final Settlement Memo to the Executive Director.

Step4:

The Executive Director will review the memo, approve it and forward it to the Accounts Department.

Step5:

The Accounts Department will make the final payment to the concerned employee within 15 working days of separation.

Step6:

The Human Resource and Administration Department will issue a Certificate of Service at EERC along with a clearance certificate during the final payment to the separated employee.

11.2 Disciplinary code

EERC puts extreme significance on discipline of its employees.

11.0.2 If an employee is convicted for any criminal offence, he/she may be dismissed immediately without any prior notice or pay in lieu thereof.

11.0.3 To maintain discipline and control in the organization, EERC will take necessary disciplinary actions against any employee who is found to be guilty of any misconduct.

11.2.0 EERC has divided the type of misconducts of employees into two categories according to their characteristics and severity. Separate procedure of disciplinary actions will be taken for these two categories of misconduct.

11.2.1 In case of issuance of notice, letter, charge sheet, order or any other related documents of any kind against an employee, such documents will be handed over to the employee personally where possible. If an employee refuses to accept any of such documents, a copy of it will be sent to the address of the employee by registered post. Doing so would be considered as communication of such document to the employee.

11.2.2 In awarding any punishment, the previous record of the concerned employee, the gravity of the misconduct

and his/her achievement and contribution during employment will be considered.

11.2.3 In case of a proceeding involving suspension, the proceeding must be completed within such period so that the period of suspension will not exceed the time giving.

12.1 Level 1 Misconduct

1. Absence without authorized leave,
2. Late attendance (late attendance for more than 3 days in a month)
3. Negligence or neglect of work

12.2 Disciplinary action against Level 1 Misconducts

Step-: 1 If an employee conducts the mentioned acts for the first time, the concerned Reporting Officer will give verbal warning to the employee.

Step-: 2 If the employee conducts the mentioned acts twice, the Reporting Officer will inform the HR and Administration Department. The Human Resource and Administration Department will issue a warning letter to the concerned employee.

A copy of the warning letter will be sent to the concerned Department Head, Executive Director and another copy will be preserved in the personal file of the employee.

Step-: 3

1. If the employee conducts these acts more than twice, it will be considered habitual. In such case the Reporting Officer will inform the Human Resource and Administration Department.
2. The Human Resource and Administration Department will issue a warning letter on such occurrences.
3. A board will be arranged which will consist of the concerned Department Head, Executive Director and a representative of the Board of Directors.
4. The Board will fix a date for hearing after 7 days. If the board is not satisfied with the explanation provided by the employee it will decide on any of the following punitive measures as deemed appropriate to be imposed along with the warning letter -
5. Reduction to a lower post, grade or scale of pay for a period not exceeding one year
6. Withholding of increment for a period not exceeding one year.
7. Suspension for a period of seven days In case of imposition of any penalty, a letter evidencing imposition of such penalty will be issued by EERC to the concerned employee.

Step4

The Human Resource and Administration Department will preserve such warning letters and Letter of Penalty in the personal file of the respective employee.

12.3 Level 2 Misconduct

Willful insubordination or disobedience, whether alone or as a part of a group, to any lawful or reasonable order of superior

1. Theft, misappropriation, fraud or dishonesty in connection with company's business or property
2. Taking or giving bribes in connection with his/her or any other employment under EERC employee'
3. Habitual breach of any law or rule or regulation applicable to the organization
4. Disorderliness, riot, arson or ransacking the establishment
5. Falsifying, tampering with, damaging or causing loss of records.
6. Absence without leave for more than 10 days (discrete or continuous manner, but employee intends to continue employment with EERC)
7. Breach of any rule of employment, conduct or discipline as stated anywhere in this Primer

12.4 Disciplinary actions against Level 2 Misconducts

Step1

An employee may be immediately suspended if he/she is involved in any of the misconduct categorized under level 2. A Suspension Letter will be issued against such employee by

registered post or by hand delivery or through e-mail. Besides communicating in the conventional method, the order of suspension will be posted on the notice board.

Step2

A panel will be made consisting of the Executive Director, concerned Department Head and a representative of the Board of Directors.

1. The panel will make an investigation team whose responsibility would be to investigate the incidence in depth and will provide a fair report based on the facts.
2. The panel will fix a date of hearing on which the investigation team will submit their report and the accused employee will be given chance to be heard. The hearing date will be fixed giving scope of minimum seven days for investigation and the accused employee to prepare himself/herself.

However, the maximum time limit allowed for investigation will be the time giving by the board of directors.

Step3

On the day of hearing, the accused employee will be enquired based on the investigation report.

1. The accused employee will be given a full chance to present his/her case in own defence. In this process, the accused employee may be guided by a fellow employee of EERC nominated by him/her.
2. If the evidence presented in the hearing is not conclusive, then the judge panel may decide to fix another hearing date in the same process described above.

Step 4

After the hearing, the judge panel will decide whether the accused employee is guilty of the charges or not based on the case presented.

1. If the accused employee is found to be guilty, he/she may be dismissed immediately. The Human Resource and Administration Department will take necessary steps to carry out the final settlement of the dismissed employee.
2. If the accused employee is found not to be guilty, then the board will withdraw the suspension order and ask him to rejoin his/her duty.

Step5-: A notice of the verdict of the enquiry will be provided to the concerned employee. A notice of verdict will also be posted on the notice board

Step6-: The Human Resource and Administration Department will preserve all the documents related to the proceedings in the personal file of the concerned employee.

Step7-:

If the accused employee is found to be not guilty, then he/she will be deemed to have been on duty for the period of suspension and the Human Resource and Administration Department will reimburse the salary adjusted with the subsistence allowance of the concerned employee while payment of next month's salary.

13.0 Grievance handling procedure

Step1

The concerned employee will inform the Executive Director regarding his/her grievances via email with a copy to the Human Resource and Administration Department.

In case of grievance against the Executive Director, the concerned employee will inform the Board of Directors regarding his/her grievances via email with a copy to the Human Resource and Administration Department.

Step2

The Executive Director or Board of Directors will start proceedings within 3 days of receiving such complaint to investigate the grievances, consult with the respective Department Head and take necessary actions.

Step3

The Human Resource and Administration Department will record the actions taken and preserve it in the personal file of the concerned employee.

14.0 Health, safety and security policy

14.1.0 Definition of security

In the NGO context security is achieved when all staffs are safe and perceive themselves as being safe, relative to an assessment of the risks to staffs and the organization in a particular location.

NGO security is achieved when organizational assets are safe and when the organizations name and reputation are maintained with a high degree of integrity.

14.1 EERC, SAFETY AND SECURITY POLICY

14.1.1 EERC's safety and security policy covers the Health and physical Safety & Security, management and volunteers. It ensures safe and secure engagement of person concerned and premises & serviceable assets of EERC. This policy will ensure safe and secured stay and positioning of a person deployed by EERC Health, safety and security policy

- 14.1.2 EERC is committed to maintain a work environment that protects and promotes the health and hygiene of its employees. It also gives high significance and priority to the safety and security of its employees.
- 14.1.3 The HUMAN RESOURCE and Administration Department will be responsible for maintaining healthy and safe work environment for the employees by developing, implementing and administering a Health, Safety and Security Policy.
- 14.1.4 The HUMAN RESOURCE and Administration Department will organize periodic awareness and training sessions on Health, Safety and Security Policy of the organization, fire safety procedures, drills during an incident of fire, handling of office equipment, hazards of prolonged use of office equipment and other aspects as it deems fit.
- 14.1.5 If an employee notices anything that poses any danger to the health, safety and security of the employees of EERC, he/she is responsible to inform it to the HUMAN RESOURCE and Administration Department immediately.
- 14.1.6 Adequate number of first aid boxes will be provided at the premises. The first aid boxes will be readily accessible by the employees during all working hours.
- 14.1.7 Adequate numbers of fire safety equipment will be provided at the premises. The fire safety equipment will be readily accessible by the employees during all working hours. Fire exits at the premises will be identified and maintained with such exits being appropriately marked.
- 14.1.8 A visitor will only be permitted to enter the premises after getting approval from the staff with whom he/she wants to meet. The concerned staff will be aware of hospitality and avoidance of any inconvenience
- 14.1.9 A specific employee will be identified by the Executive Director and such employee will be vested with the responsibility of opening and closing of the office premises and will be provided with the keys. A set of spare keys will also be maintained at a different safe place identified by the Executive Director. The persons vested with the responsibility of handling the office keys should maintain utmost caution to ensure safe-keeping of the keys.
- 14.1.10 The Human Resource and Administration Department will be responsible for ensuring that access to various area of the office premises (except for common facilities) are restricted to only authorize personnel who require such access for the purpose of their duties. Appropriate access control and other security measures will be installed to prevent unauthorized access to any restricted place.
- 14.1.11 The IT Department will be responsible for maintaining data backup at a safe off-site location for the purpose of recovery at an event of catastrophe. The back-up may be kept in electronic or hard copy form as appropriate. However, IT Department will be

responsible to instill security systems ensuring safe-keeping and confidentiality of such back-up.

14.1.12 If an employee is required to stay at office beyond normal working hour for official exigency, he/she will inform the HR and Administration Department ahead. The HR and Administration Department will arrange for an attendant and other required assistance for such events.

14.1.13 Smoking is prohibited in the office premises of EERC except for respective enclosed office room of an employee with proper ventilation provision. An employee willing to smoke otherwise can do so outside the premises of EERC. If an employee is found to be involved in violation of this policy, disciplinary actions will be taken against him/her.

14.1.14 Drug abuse in or out of the company and the consumption of alcohol before or during the work that might hamper work performance will be treated as violation of company ethics. If an employee is found to be involved in such abuse, disciplinary actions will be taken against him/her.

14.2 EERC'S General Committee, Executive Committee, staff, volunteers, interns, consultants and beneficiaries EERC comes directly to contact with.

14.2.1 Ensure that all the EERC staff, volunteers and other category of personnel deployed for development programs is provided with safety instrument/gear.

14.2.2 Vehicles used for program implementation should be subjected to the highest scrutiny for safety compliance and to avoid vehicle accidents. Vehicles should be of a recent model year, be licensed, properly maintained and regularly inspected and well equipped by safety instruments like fire ushers, first aid box etc.

14.2.3 While travelling in vehicle or air using sit belt is mandatory and abides by the security instructions. While travelling in water boat life jacket must be used. While riding on motor bike using helmet is must.

14.2.4 EERC staffs/concern person must not make official travel at night without emergency situation. They will not plan any travel in the stormy weather

14.2.5 Maintain cooperation with the members of law enforcing authorities, people representatives and other concerned parties while on duty in field operation.

14.2.6 Provide appropriate safety instrument, logistics and transport for its staff during turmoil situation like civil unrest, Hartal, blockage, etc.

15.0 Duties and obligations of employees

15.1 Ethics and compliance

Every employee of EERC is obligated to perform their job responsibility sincerely and efficiently in compliance with all the applicable laws, rules and regulations as well as strong ethical and moral value.

15.1.1 It is the duty of every employee to

15.1.2 Comply with all the relevant laws, rules, and regulations of the country

15.1.3 Conform to and abide by the policies, rules, regulations and procedures of EERC

15.1.4 Observe, comply with and obey all lawful orders and directions related to job responsibility given by the reporting officer and other superiors who has the authority to give such orders and directions

15.1.5 Serve the organization honestly and faithfully

15.1.6 Refrain from engaging in any kind of corruption, bribery or unethical practices

15.2 Confidentiality

Every employee has an obligation to conserve all information pertinent to work place. An employee cannot disclose to any external or internal person any information known to him/her by reason of employment with EERC, except if authorized to do so in the course of his/her duties.

Any violation of this policy will be considered as Level 2 Misconduct under the Disciplinary code and disciplinary action will be taken against such employee accordingly.

16.0 Attire and grooming

It is important for all employees to project a professional image Attendance and punctuality

Regular attendance and punctuality are vital for the smooth and uninterrupted operation of an organization. Every employee is required to conform to the attendance policy of EERC. Any violation to this policy such as tardiness, un-authorized absence or failure to report as required will be considered as Level 1 or Level 2 Misconduct (as the case may be) under disciplinary code and disciplinary actions will be taken against such employee accordingly.

16.1 while at work by being appropriately attired.

16.1.1 EERC employees are expected to be neat, clean and well- groomed while on the job. Clothing must be consistent with the standards for an official environment and must be appropriate to the type of work being performed.

16.1.2 EERC is confident that employees will use their best judgment regarding attire and appearance. However, management reserves the right to determine appropriateness.

16.1.3 Any employee who is improperly dressed will be counseled or in severe cases may be sent home to change clothes. Continued disregard of this policy may lead to disciplinary actions which may result in termination.

16.2 Usage of office property

16.2.1 It is the duty of every employee to use any property that belongs to EERC with due care. An employee should not use any property provided by EERC for personal use unless such property is provided for personal use.

16.2.2 An employee cannot take any office property out of the premise unless he/she is authorized to do so.

16.2.3 An employee cannot copy any copyright protected software from any of the office computers.

16.2.4 An employee cannot copy or delete any software in the office computer.

16.2.5 If an employee comes to know about any official or personal property to be missing he/she must report it to the respective Department Head as well as the HR and Administration Department.

16.2.6 An employee cannot use office vehicles for personal use. an employee may be allowed to avail office vehicle upon approval of the Executive Director. However, such an employee will be responsible to reimburse the fuel cost and other relevant costs as determined by the HR and Administration Department. More over in such cases, utmost care should be taken by the concerned employee to ensure no damage to the vehicle happens.

16.3 Electronic communication and internet use

The employees should use the internet, company-provided cell phones and e-mail in an appropriate, ethical and professional manner.

- 16.3.1 Internet, equipment (cell phone, laptop, computer etc.) and services provided by EERC should not be used for transmitting, retrieving or storing any communications of a defamatory, discriminatory, harassing or pornographic nature.
- 16.3.2 Use of internet and equipment (cell phones, laptops, computers, etc.) provided by EERC for illegal activities including piracy, cracking, extortion, blackmail, copyright infringement, and unauthorized access is prohibited.
- 16.3.3 Employees must refrain from using any disparaging, abusive, profane or offensive language in official communications.
- 16.3.3 Employees must refrain from creating, viewing or displaying materials that might adversely or negatively reflect upon EERC or be contrary to the best interests EERC.
- 16.3.4 Employees must not use the system in a way that disrupts its use by others. Employees must not send or receive large files that could be saved / transferred via thumb drives. Employees are prohibited from sending or receiving files that are not related to work.
- 16.3.5 Employees should not open suspicious e-mails, pop-ups or downloads. If posed with any such incident, employees should immediately contact the IT Department.
- 16.3.6 Internal and external e-mails using office e-mail accounts are considered business records and may be subject to discovery in the event of litigation. Employees should be aware of this possibility when sending e-mail within and outside the company.
- 16.3.7 All technology supplied by company and company related work records belong to the company and not to the employee. EERC reserves the right to monitor the use of company supplied technology by any employee. Inappropriate or illegal use or communications may be subject to disciplinary actions which may lead to termination of employment.
- 16.4 Acceptable use of social media
 - 16.4.1 Employees are prohibited from posting any financial, confidential, sensitive or proprietary information about EERC or any of its partners, employees or applicants in any social media.
 - 16.4.2 Employees cannot any post obscenities, slurs or personal attacks in any social media that can damage the reputation of EERC or any of its partners, employees or applicants.

16.4.3 When posting on any social media site discussing job related matters employees must use the disclaimer that the opinions expressed on this site are my own and do not necessarily represent the views of EERC.

16.5 Financial obligation of employees

If an employee causes EERC to involve in any unnecessary liability by means of malice or culpable negligence or by failure to observe any law, rules, regulations, administrative procedure of the organization, he/she will be responsible for making good of such loss(es).

16.6 Prohibited activities

Employees are prohibited to engage in any of the following activities.

- 16.6.1 Associate with any political demonstration or activity or with such other demonstrations and activities which are disruptive to work performance. Employees may exercise the right to vote as a matter of their democratic right
- 16.6.2 Take privilege or immunity of any facility accruing from employment with EERC, to avoid any private obligation or to violate any law or rules and regulations
- 16.6.3 Be absent from duty or leave station without obtaining prior permission from the reporting officer or without giving prior intimation to the organization
- 16.6.4 Engage in any outside employment, whether remunerative or honorary, without prior approval of the management
- 16.6.5 Pursue or attempt to pursue any political or other outside influence on any fellow employee or management in support of any claim in connection with his/her employment, promotion, increment, transfer or for any other personal gain
- 16.6.6 Communicate with or make appearance in any media such as press, radio or television regarding any affairs related to the organization without prior approval
- 16.6.7 Engage in any activity which is incompatible with the proper discharge of own duties toward the company or which contradicts with their obligation of integrity, independence or impartiality

16.7 Involvement in outside activities

- 16.7.1 If an employee wishes to engage in any outside activity (other than activities prescribed above) of continuous or recurring nature and which does not pose any threat to the interest of EERC or reasonable discharge of own duty, he/she must get approval from the management. If such activity is of discrete nature, the employee does not need to take approval from the management.
- 16.7.2 Providing approval to such activities completely depends on management discretion. However, if such activity is not approved the management will inform the employee of such decision as well as the reasons for such decision.

CODE OF CONDUCT of ENVIRONMENTAL AND ECONOMIC RESOURCE CENTRE (EERC)

INTRO DUTION

Environmental and Economic Resource Centre (EERC) is a non-profit, scientific research organization focusing on sustainable practices and development in agriculture, environment, and natural resources in Africa. EERC is based in Nigeria with regional offices across the West, East, North and Central Africa. We work in partnership with governments, civil society organizations, and the private sector to develop scalable agricultural and environmental management practices with real impact on poverty reduction, food security, ecosystem health, conservation, and livelihood development. , EERC is committed to maintaining maximum standards of ethical conducts among all of EERC employees, and expects that all staff members act in a professional manner, considering the core values of respect, integrity, modesty, commitment and excellence while performing their organizational roles and responsibilities. This code of conduct is based on the very vision, mission and value of EERC. It provides a frame work of EERC expectations of employees in several important situations, as well as narrates general descriptions of all the major points mentioned in the document. This primer is a living document, meaning subject to change over time. Its practical value and importance lies in the ability and communication of each and everyone involved with EERC members of the Board, employees, committees, volunteers in applying these codes in their work.

17.0 CONDUCT OF STAFF MEMBERS

- 17.0.1 **Work Manner:** By accepting appointment with EERC all employees agree to work in a responsible, respectful, productive and dignified manner. All employees should be loyal to the organization and stay active to accomplish the organizational objectives.
- 17.0.2 **Corrective Measures:** EERC shall use some corrective measures to motivate its staff members to improve the behaviour as well as their performance.

17.1 GROUNDS FOR DISCIPLINARY ACTION

Without prejudice to the other provisions contained in these rules, a staff member who commits any or more of the following will be subject to disciplinary action:

- 17.1.1 Commits a breach of these rules/disciplines contained herein.
- 17.1.2 Is found to be negligent, inefficient or corrupt at work and in performing assigned responsibilities.
- 17.1.3 Contravenes instructions issued to him/her in connection with official work.
- 17.1.4 Is guilty of any other act of misconduct or insubordination.
- 17.1.5 Is convicted of a criminal offence by a court.

17.1.6 Is engaged, or reasonably suspected of being associated with others engaged in subversive activities and whose retention in service is, therefore, considered prejudicial to national security.

Is habitually absent without leave request or intimation for more than 5 (five) consecutive working days.

Is habitually late attendant for a long period of time

17.2.0 ANTI-FRAUD & CORRUPTION CONDUCT

Employees are expected to:

17.2.1 Act with integrity, honesty and propriety in all their dealings as an EERC representative and lead by example.

17.2.2 Carry out their duties to the best of their ability for the interest of EERC and not to take advantage of any situation for personal gain, for themselves, members of their family or friends.

17.2.3 Take the risk of both internal and external fraud seriously and to follow systems and procedures designed to prevent or detect fraudulent activities.

17.2.4 Secure all passwords, information, documents, money, equipment etc. in their control which can be stolen or used to perpetrate fraud.

17.2.5 As part of its culture, EERC will provide clear routes by which concerns can be raised by both employees and management in regard to fraud and corruption and necessary actions against them as per rules.

17.3.0 STAFF RELATIONS CONDUCT

17.3.1 EERC staff members will treat each other with respect, modesty, recognition and consideration, with special emphasis on gender equality and equality of each other irrespective of sex, faith, identity, status, professional category and any other criteria. They will communicate and consult with each other openly, honestly, modestly and collegially and in a manner that assists each of the staff members to fulfil their duties and responsibilities faithfully, effectively and efficiently, and with commitment. If any staff member behaves roughly, rudely and/or with disrespect, then he/she would be warned by the administration, if necessary, repeatedly. A constant behaviour of such kind may set the grounds for dismissal from the organization.

17.3.2 EERC staff members should respect the privacy and private lives of other colleagues when dealing with/discussing personal matters/information. All staff members should be committed to ensuring fullest possible participation of all staff members irrespective of status and position in planning and implementation of our work. Before making any

decision regarding any staff member, if it may impact upon that staff member, an adequate consultation must be done before reaching any conclusion.

17.4 VISITORS AT THE WORKPLACE

Official visitors at office are allowed, but personal visitors are discouraged. However, occasionally staff may receive personal visitors at office or at workstation. A staff should make sure that his/her visitor does not disturb the work of others. He/she will be responsible for the conduct of the visitor while the latter is at EERC premises. The staff receiving the visitor (s) for both official and personal is responsible for the visitor (s) conduct and to make sure that he/she does not move around in any direction/work stations other than the intended location. The staff members may sometimes need to bring their children to the office. Out of respect for other colleagues, employees are requested to keep this to minimum events. Children should be kept in the presence of their guardians at all times while he/she will be in the office premises.

17.5 RESPONSIBILITIES

All staff members of EERC will be responsible to follow the primer and cooperate with Admin department and their colleagues in other units for smooth operation of the office. Any intentional breach of and negligence in observing this primer will be taken very seriously by the management authority and necessary measures or actions will be taken in line with the existing relevant policy primers of EERC. All are encouraged and requested to follow the code of conduct articulated herein and avoid any unpleasant consequences by intentionally or unintentionally violating it.

EERC POLICY ACKNOWLEDGEMENT FORM

Name of the Employee: _____

Position: _____

Department/Unit: _____

I have received, read and I fully understand all policies, guidelines and procedures included in the EERC Human Resources Primer.

In particular:

I have read the EERC Safeguarding Policy and I fully understand its contents. I do hereby confirm that I am in complete compliance with all provisions of the policy and that I will continue to observe the spirit of the commitment in all my activities on behalf of EERC. I will comply with the guidelines set out in these policies and understand that failure to do so might result in disciplinary or legal action.

