Lagos State

Human Resources Policies

Workforce Planning
Recruitment, Selection & Appointment
Terms & Conditions
Working Hours and Leave
Disciplinary, Grievance & Whistleblowing
Appeals
Sickness & Medical Provisions
Leavers
Career Development
Learning & Development
Data Management
Diversity, Gender & Social Inclusion
Foreword [include here statement from HOS. An EXAMPLE ONLY is noted below]

There is no more important job to develop our great State than to work in the Civil Service. What we do affects everyone in Lagos at some point in their lives and as such we aim to make a real difference in the way we deliver our services. We have a desire to build a public service that is well-structured, organised and whose staff have the right attitude, skills and motivation to deliver the vision of the Lagos State Government (LSG). As such we cannot remain stagnant or complacent; we must evolve and adapt in order to respond more effectively to the challenges faced by those living in our State and ensure that individual MDAs are empowered to be more responsive to the particular needs of their MDAs and their staff.

In keeping with this necessary evolution we are establishing a new professional Human Resource Management (HRM) model in Lagos State to help us achieve stronger leadership, build capability and support managers to get the best out of their people, while providing value-for-money services. By making the Civil Service work better we can make a difference to the many thousands of customers our MDAs serve.

The introduction of the new HR policies outlined in this document underlines our long term goal to improve organisational capability, which rests crucially on improving the performance of individuals within the Civil Service. These policies apply to all Lagos State Government permanent, active officers and those on probation in a pensionable post in all MDA, and are based on the internationally recognised HRM model of complimentary ‘shared services’ at the centre, and individual ‘centres of excellence’.

Critical shared service centres will continue to work with Admin Cadre officers to provide important common HR services across the civil service to individual MDAs however they will also work with new HR Cadre officers to perform a number of new key duties such as the following:

- Ownership and enforcement of all new HR policies
- Approval of HR decisions at PMB level to enhance ownership of decision making by individual MDAs
- Delivery of specialised guidance, consultancy and advisory support to HR professionals who will be expected to perform additional and customised HR activities/projects within their individual MDAs

I urge all Civil Servants to embrace these changes for the good of the Service and the public we have committed to serve.

{signed}

Mr. Adesegun Ogunlewe

Head of the Civil Service of Lagos State

Public Service Office

Office of the Head of Service

Alausa, Ikeja
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1. Workforce Planning

Principles:

- LSG plans to meet its capacity needs by nurturing skills within the Service, managing succession, career development and getting the right balance between recruiting new staff and developing its own talent pool.
- LSG will ensure the right people, with the right skills, are in the right place, at the right time in order to deliver Government’s strategic goals.

1.1 Workforce Planning

Workforce planning determines the structure and activities of the workforce. It is an integral part of people management and provides the context for most other activities concerned with the acquisition, development and deployment of people resources. Workforce planning flows from government strategy and links people management into the operational process. This planning process must take place across the service and requires effective communication between HR and the government as well as input from a variety of stakeholders.

Good-quality information is vital for good planning and this information must flow both from within the individual and across the relevant service wide MDAs. Workforce planning must address current and future needs, with information on outcomes feeding back into the planning cycle and continuously reviewed.

For further information on workforce planning and how it links with succession planning, development and recruitment contact the HR Director in your MDA.
2. Recruitment, Selection and Appointment

**Principles:**

- All recruitment activities shall be targeted to attract the right people to work in the Civil Service, according to requirements defined by the MDAs and based on merit.
- Strategic recruitment activities shall be carried out to attract workers with specific skills or those in hard to reach areas.
- All new roles shall be advertised internally as well as externally.
- Entry exams shall be role specific, administered by PSSDC/National Judicial Institute for all levels and any other recognised bodies.
- Interview questions shall be structured to assess how well each candidate matches the requirements outlined in the job description.
- Appointment shall be based on merit and determined by the MDAs to fill specific skills gaps.
- All appointments shall be approved by the relevant Commission or other approving authority.
- Temporary appointments shall be limited to medical interns and personal aides of State House of Assembly members.
- Fixed term contracts shall be offered only where a specific need has been identified that is not met by the existing Civil Servant population.
- Newly appointed officers shall be given a timely, structured induction to explain the requirements of the Civil Service, supplemented by on-the-job training in MDAs.
- Officers shall be confirmed once necessary conditions are satisfied, without waiting for security clearance [To discuss].
- Where security clearance is rejected appropriate disciplinary action may be taken up to and including dismissal, in line with the Disciplinary, Grievance and Whistleblowing and Appeals policies.
- The probationary period shall last a maximum of 2 years, unless extensions need to be granted to retake confirmation exams.
- Deployment shall be for a minimum of 2 years, linked to succession planning.
- Transfers shall be used where possible to fill the needs identified by the MDAs as part of the recruitment process.
- Secondments shall be used to fill a temporary, identified skills gap.
2.1 Recruitment

Recruiting and attracting the right people to work in the Civil Service is of paramount importance to the continued success of LSG. It is the goal of the LSG to ensure that the best people are recruited on merit and that the recruitment process is free from bias and discrimination. The objectives of the policy outlined here is to set norms, measures and guidelines that will allow the LSG to select the number and quality of officers with the necessary skills and competencies, to satisfy the current and future needs of the Service.

Preparation to Hire

Prior to initiation of the recruitment process PMBs within individual MDAs must:

- Confirm internally that the post is required to meet the MDA’s objectives and that existing staff are unable to perform or develop the necessary skills to execute the expected requirements of the post. This shall be done as part of a comprehensive Workforce Planning process carried out by the MDA.

- Ensure that sufficient pre-approved Personnel Budget is available for filling the post.

- Confirm that their HR Department has prepared a detailed job description and person specification for the post.

- For GL7+ hires, the job description and person specification must first be approved by the relevant Commission or delegated service wide authority.

Recruitment or Deployment

Deployment is intended to facilitate the strategic movement of officers within and across the Service. Where possible the Commission or delegated service wide authority, will attempt to find a suitable candidate within the Civil Service that meets the requirements outlined in the job description and person specification to deploy into the vacancies identified by individual MDAs during their workforce planning process.

It is also recognised however that at the same time there is a need to ensure that individuals spend reasonable lengths of time in each posting to develop their skills and knowledge, provide much needed operational continuity and contribute to effective succession planning within MDAs. Officers should not therefore be deployed more frequently than once every 2 years and these decisions should be taken by the Commission or delegated service wide authority in close collaboration with the PMBs.

Decision to Hire

If a candidate with the requisite skills and experience cannot be identified within the Service then approval will be sought from the Commission or delegated service wide...
authority to advertise externally for the role. All roles must also be advertised on the LSG intranet to encourage eligible officers to apply by a given date.

The Commission or delegated service wide authority is also responsible for monitoring and reviewing hiring requirements against the agreed Personnel Budget for the given MDA, based on pre-approved hiring plans.

Recruitment of all staff GL17+ is done by the Commission or delegated service wide authority.

2.2 Selection

**Pre-Selection Tests**

There will be regular advertised Civil Service Entry Exams for specific posts for new entrants and serving Officers wishing to transfer from another scheduled service. All applicants are required to complete a formal application form, including their personal details and curriculum vitae. To qualify for the examination candidates must possess the minimum qualifications outlined in the job description for the role advertised.

Entry exams will be conducted by PSSDC, or the National Judicial Institute where appropriate, in conjunction with the Commission or delegated service wide authority. Exams will be relevant to the specific post advertised. A series of psychometric tests (e.g. numerical and verbal reasoning tests) may also be required.

All candidates who successfully complete the pre-selection process will be invited to interview by the Commission or delegated service wide authority.

**Interviews**

All successful pre-selection candidates must be interviewed by the relevant panel, as outlined below, with representatives from the recruiting MDAs:

For GL1-6 hires: Commission or delegated service wide authority, junior PMB representatives, the recruiting manager, superior officers in the relevant recruiting MDA Unit/team, HR Director (or Head of Workforce Planning & Recruitment Division where available) of the recruiting MDA.

For GL7+ hires: Commission or delegated service wide authority, senior PMB representatives, the recruiting manager, superior officers in the relevant recruiting MDA Unit/team, HR Director (or Head of Workforce Planning & Recruitment Division where available) of the recruiting MDA, Permanent Secretary of the recruiting MDA.

All interviewing officers must be of a grade higher than that of the advertised role.

Interview questions must assess how well a candidate’s skills and competencies match those outlined in the role job description and person specification. The
The interview panel must use a structured and predetermined questionnaire specific to the role advertised provided by the HR Director (or Head of Workforce Planning & Recruitment Division where available). This questionnaire should be used to obtain information on training, skills, competence and assess whether the candidate has the ability to meet the inherent job requirements of the post.

It is the responsibility of the HR Director (or Head of Workforce Planning & Recruitment Division where available) of the recruiting MDA to work in conjunction with the Commission or delegated service wide authority to design and distribute an approved structured interview questionnaire and other relevant materials to all members of the interview panel well in advance of the interviews. The questions can be asked in a specific order however the format shall be flexible to allow questions to be added or altered if necessary, or to probe deeper into an issue arising from answers provided. It is imperative that all questions be are job related.

During the interview it is the responsibility of the interview panel to provide the candidate with further information about the job and LSG and to respond to the applicant’s questions in this regard.

All members of the interview panel must complete score sheets for individual candidates, immediately after the interview. These must be submitted, along with all other relevant recruitment and selection materials, to the Commission or delegated service wide authority for review and discussion with the hiring PMB of the relevant individual MDA.

2.3 Appointment

The PMB within the recruiting MDA must review the interview scores, feedback, pre-selection results, application forms and cv of each candidate to determine the most suitable candidate for appointment. The decision must then be documented including the reasons for selection and submitted to the Commission or delegated service wide authority so they can make a formal offer of employment and begin the on-boarding process.

All first appointments to the pensionable establishment in posts other than trainee posts will be on probation.

If the successful candidate refuses the offer, the next most suitable candidate (provided he or she meets the requirements of the post) must be offered the job, after consultation with the PMB Chair.

On-boarding Checks

No candidate will be appointed to the LSG Civil Service without prior and specific approval of the Commission or delegated service wide authority if the officer has
been convicted of a criminal offence or if they have previously been dismissed or retired from the Civil Service.

Similarly, the following criteria must be met for each applicant prior to appointment:

- They must be between 18-50 years of age
- They must possess the requisite qualifications relevant to the proposed role, outlined in the job description
- They must be certified as medically fit by an authorised Government Medical Officer
- They must hold legitimate references of good conduct from their last employer or, if not previously employed, from their last school or college

The Commission or delegated service wide authority are responsible for ensuring all applicants meet these criteria.

When an on-boarding check results in a decision to withdraw an offer of appointment, the areas of concern and their relevance to the job requirements must be documented by the Commission or delegated service wide authority and submitted to the relevant PMB.

Concealment of any relevant facts or false statements in an application for employment will be regarded as grounds for non-employment, or for subsequent termination of appointment without notice if the dishonesty is detected after engagement.

The Commission or delegated service wide authority must inform the relevant PMB and recruiting manager in writing once the on-boarding process has been completed and a start date has been confirmed.

### 2.4 Other Types of Appointment

From time to time LSG recognises that other categories of appointment may be deemed necessary, for example trainees, temporary staff, those on non-pensionable contracts to a pensionable post, or those on fixed term contracts.

Prior approval for other categories of appointment must be sought by the Commission or delegated service wide authority.

**Temporary Appointments**

Temporary appointments shall be limited to medical interns and personal aides of State House of Assembly members.
Fixed Term Contracts

Fixed term contracts shall not be awarded as a matter of course; with submissions for contract appointments made only where it has been established that a specific skills set is needed and that does not exist within the existing Civil Service population.

For further details of other types of appointment contact the HR Director in your MDA.

2.5 Induction

LSG realises that in order to maintain effective and efficient service delivery, all employees must be taken through a comprehensive and structured induction process. This shall be in 2 parts: administrative and practical.

As soon as a newly appointed officer assumes duty they will be required to complete the relevant personnel forms and documents which will be held on file for the duration of their service and scanned into the Oracle data management system by the Commission or delegated service wide authority. These scanned and certified documents will then be accessible to the HR Director (or Head of KPIs & Accountability Division where applicable) who will have ongoing access to these approved Oracle records and documents to be printed as needed at a future date.

The newly appointed officer is also required to attend a formal Service Induction before being released to start work in their assigned MDA. The purpose of the Service Induction is to outline the requirements and expectations of the Service. Each officer will be provided with an Induction Pack and materials including the Public Service Rules, the Civil Service Handbook, Guides to Administrative Procedure, the Revised Schemes of Service, Published Circulars, Gazettes and Regulations, The Financial Instructions and Treasury Circulars.

Service Induction will be supplemented by practical on-the-job training from their supervisor on arrival at their new MDA.

New appointees are responsible for familiarising themselves with the procedures, tasks and Departments/Divisions relevant to their role and seeking clarification from their superior officer as necessary, as well as completing the required tasks listed in their Induction Checklist.

2.6 Probation

The probation period is intended to give officers new to the Service the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to acquire detailed knowledge of the Service and what is expected from a Civil Service officer. Supervising officers are responsible for the day-to-day supervision of officers on probation and on-the-job training.
The probationary period shall last a maximum of 2 years. Extensions to the 2 year probation period may be granted only where officers have failed their confirmation exam and are studying for a retake. After 3 consecutive attempts at the confirmation exam officers must either be confirmed, upon successful completion, or their employment terminated.

If after 2 years or at any time during the probation period it is established by the relevant PMB that the officer is not qualified for efficient service, the officer’s appointment may be terminated without further compensation. Provided the termination is not due to misconduct on the officer’s part it will be effective by means of a month’s notice.

If an officer relinquishes their appointment within the period of their probationary service they may be required to refund any expenditure by government at the discretion of LSG over and above their normal monthly emoluments e.g. transport costs, special allowances.

2.7 Confirmation

Prior to successful completion of the probationary period officers must submit evidence of the following:

- A performance evaluation form must be completed by their superior officer which provides feedback on their performance, guidance on future direction and specific objectives for the next SPADEV round. Feedback may also be sought from colleagues as well as examples requested of work produced
- Successful completion of the relevant confirmation exams. For further details of mandatory exams or interviews, dependent on cadre, contact the HR Director (or Head of Workforce Planning and Recruitment Division where applicable). Officers who fail the requisite confirmation exam on 3 consecutive attempts will be required to leave the service
- Officers on probation must pass a medical examination appropriate to the officer’s appointment
- Submission of an application for police clearance

Confirmation can be awarded prior to the completion of police clearance but documentary evidence must first be provided that this process has been initiated. However, where security clearance is rejected (whether during probation or after confirmation) LSG reserves the right to take appropriate disciplinary action, up to and including dismissal, in line with the Disciplinary, Grievance and Whistleblowing and Appeals policies.
Following the submission of appropriate documentary evidence of these assessments confirmation letters will be issued by the HR Director of the relevant MDA.

2.8 Deployment

New Hires

Newly appointed officers will be immediately deployed to the Parent MDA they were recruited to upon completion of the formal Service Induction.

Pooled Cadre

Pooled cadre officers will be deployed to their Parent MDA within 4 weeks of their start date. The Commission or delegated service wide authority will confirm the location of first appointment based on the specific needs identified by individual MDAs, communicated as part of the Recruitment process. Refer to Section 2.1 above.

They may continue to be deployed to other MDAs on a rolling basis, as specified by the Commission or delegated service wide authority. However each period of deployment must be for a minimum of 2 years to enable effective career development and succession planning.

In cases where an officer has been notified of deployment, as agreed by the Commission or delegated service wide authority and PMB, it is the responsibility of their current MDA to provide them with a Release Letter by the given deadline. A detailed handover document must be produced prior to release outlining standard operating procedures, current work and immediate actions.

Non Pooled Cadre

Non pooled cadre officers may also be redeployed from one MDA to another within their existing Commission to fill the needs identified as part of the Succession Planning process. However deployment must be for a minimum of 2 years to ensure that individuals spend reasonable lengths of time in each posting to adequately develop their skills and knowledge, provide much needed operational continuity and contribute to effective succession planning within MDAs.

For further information on deployment contact the HR Director (or Head of Workforce Planning and Recruitment Division where applicable).
2.9 Transfers

An intra State transfer is a permanent release of an officer from one Commission to another to meet a specific need, identified as part of the Recruitment process. Officers must have served a minimum of 2 years in their existing MDA before seeking transfer to another Commission to fill an advertised vacancy. In exceptional circumstances officers may be transferred to another Commission sooner than this where the PMB has determined that they are unable to meet the minimum performance requirements of their current role.

Officers requesting intra State transfer must demonstrate that they meet the requirements outlined in the job description and person specification of the new role applied for. Whether or not the applicant has the skills and competencies of the applied post is subject to confirmation by the PMB as per the normal Selection process. In all instances confidential performance reports covering the last 3 years will be furnished and permission must be given by the Permanent Secretary of both the giving and receiving MDA.

Inter State Transfers are handled by the Commission or delegated service wide authority with officers deployed to their Parent MDA as per the normal Recruitment process.

2.10 Secondments

Secondment is the temporary release of an officer to the service of another MDA to provide defined skills for a specified period (not more than 2 years) approved by the giving and receiving PMB. During the period of secondment the receiving MDA will be responsible for the officer’s emoluments. Posting of officers to posts outside their professional cadre is prohibited.
3. Terms and Conditions

Principles:

- Payments shall be made on a timely basis
- LS shall conduct salary and benefit reviews every 3 years, with increases considered in line with LSG’s own salary policy
- Non-statutory allowances shall be afforded only where a legitimate claim has been identified
- Increments shall be added every year at the discretion of the LSG, except where it must be withheld or deferred in accordance with the Disciplinary, Grievance and Whistleblowing and Appeals policies
- There shall be group life insurance cover for all staff
- Personal accident insurance shall be provided for defined workers
- Indemnity cover shall be provided for health workers

3.1 Payment arrangements

Salaries are due monthly in arrears on the last day of each calendar month. However for convenience the officer will actually be paid on the 25th or nearest working day of the month in which the salary is due. Salaries will be paid by direct transfer into the officer’s bank account.

It remains a term of the officer’s contract with the LSG to deduct any sums owing by the officer to the LSG from their salary at an agreed time, if applicable (e.g. embarkation of unpaid leave without sufficient notice being given). This may also include deductions in respect of salary when the officer has taken more holiday than they are entitled to at the point at which they resign from the LSG.

Questions about salary payments, tax or pension contributions shall be directed in the first instance to the HR Director in your MDA (or Head of the KPIs and Accountability Division where applicable).

3.2 Salary

LSG conducts benefit and salary reviews every 3 years to review pay structures.

The value of an officer’s salary or benefits may therefore be increased on any such review, but this is at the discretion of LSG, in line with the legal framework outlined by the National Income Salaries and Wages Commission and in line with LSG’s salary policies.
3.3 Allowances

An allowance is a monetary benefit other than salary granted to an officer for a special purpose. If an officer is eligible for additional allowances legitimately incurred in accordance with LSG’s procedures, they will receive the relevant sum paid monthly with their salary.

The following non-statutory allowances are payable to officers in the LSG where a legitimate claim has been identified:

- Kilometres allowance
- Disengagement allowance
- Hotel accommodation allowance
- Duty tour allowance
- Transport and local running allowance
- Estacode allowance
- Estacode supplementation allowance
- Warm clothing allowance
- Local course allowance
- Books allowance
- Projects allowance
- Responsibility allowance
- Overtime allowance
- Uniform allowance
- Call duty allowance
- Acting allowance
- Resettlement allowance
- Teaching allowance

For further details on the above or guidance on how to claim allowances contact the HR Director (or Head of KPIs and Accountability Division where applicable).

3.4 Emoluments

On first appointment, emoluments will, as a general rule, be paid as from the date of assumption of duty. An emolument is the total remuneration package as conveyed in an officer’s letter of appointment.

3.5 Increments

Increments will also be added to the annual emolument of an officer every calendar year at the discretion of the LSG, except where an officer is under investigation for criminal charges or in cases of suspension or disciplinary action.
The incremental date of an officer appointed or promoted to a post will be 1<sup>st</sup> January of the year following at least 6 months of service or promotion.

The granting of an increment may be deferred or withheld in accordance with the Disciplinary, Grievance and Whistleblowing and Appeals policies. In deciding which penalty to impose or recommend, the Permanent Secretary of the officer’s MDA will take into account the gravity of the shortcoming and the quality of the officer’s previous service.

The period of any deferment must be fixed at the time the increment is deferred. Increments can be withheld for a period of not less than 3 months and not more than 6 months. When a deferred increment is eventually granted it does not become effective until the day following the expiration of the specific period of deferment. However the recipient retains the officer’s original incremental date for subsequent increments. If a deferred increment is not granted at or before the expiration of 6 months from the date it was originally due it must be withheld.

An officer’s increment is withheld when it is decided not to grant it and that they will cease to be eligible thereof until the officer’s next incremental date. The withholding of an increment thus results in the emolument of the officer in question remaining for the rest of the officer’s incremental service one increment behind what it would have been had the increment not been withheld.

3.6 Life Insurance

Life insurance is a contract between an insurance policy holder and an insurer, where the insurer promises to pay a designated beneficiary a sum of money (the "benefits") upon the death of the insured person.

When a pensionable officer dies in the Service of Government the family of the deceased shall receive financial assistance subject to the maximum amounts determined by the officer’s grade level to facilitate the necessary burial arrangements.

3.7 Personal Accident Insurance

Personal accident insurance covers against accidents and injuries. The following categories of worker are entitled to personnel accident insurance:

- Dispatch riders
- Traffic officers
- Demolition men
- Fire fighters
- Life guards
- Destitute camp workers
- Mortuary attendants
- X-ray attendants
- Boiler room workers
- Health disease workers
- Zoo attendants
- LASTMA
- LASEMS
- LASAMBUS
- KAI
- LAWMA
- SEHMI

3.8 Indemnity Cover

Indemnity cover is a form of liability insurance that helps protect professional advice- and service-providing officers from bearing the full cost of defending against a negligence claim made by a client, and damages awarded in such a civil lawsuit.

Indemnity cover shall be provided to certain health workers as determined by the Health Service Commission.
4. Working Hours and Leave

**Principles:**

- Officers **not eligible** for **overtime**, but required to work outside their normal hours from time to time, shall be permitted to **work flexibly** at a future date equivalent to the amount of additional time worked, as agreed with their superior officer.
- **Overtime** shall be clearly **scheduled** and **rotated** where possible.
- Officers working 8 hours consecutively shall be entitled to a lunch break of up to but not more than **1 hour**.
- **Annual leave** shall be considered an **entitlement** and be **planned** in advance to take place within the calendar year at a time convenient to the individual and their superior officer, with sufficient arrangements made for **cover** in line with succession planning.
- **Maternity leave** of **16 weeks** shall be granted to all female officers, beginning not less than 4 weeks from the expected delivery date with full pay.
- Any **nursing** female officer shall be entitled to **2 hours off work** each day for a maximum period of **6 months** from the date they return from maternity leave.
- Male officers responsible for their new child's care shall be entitled to a maximum of **5 consecutive days paid paternity leave** per calendar year, to be taken within 10 days of the birth date of the child.
- Parents **adopting** a child under 12 months shall be entitled to the same rights as biological parents to maternity and paternity leave, providing necessary legal documentation can be provided.
- **Examination leave**, **sabbatical** and **study leave** shall be granted on a **merit** basis where the proposed activities are directly relevant to the officers’ position and **linked to career progression** and approved courses of instruction.
- Officers not requested to go on official assignment but still wishing to go on **religious pilgrimages** shall be required to make an application to use part of their **annual leave** for such purposes, at the discretion of the superior officer.
- **Compassionate leave** shall be granted for a maximum of **2 weeks** per calendar year.
- Additional **leave of absence** may also be granted in appropriate circumstances subject to approval and compliance with HR guidelines.

### 4.1 Working hours

Full time officers are normally expected to work Monday to Friday, 8am to 4pm. Actual hours may vary, depending on the role. Details of an officer’s specific working hours are outlined in their Letter of Appointment. Officers not eligible for overtime but required to work outside these hours from time to time may be entitled to work flexibly at a future date equivalent to the amount of additional time worked, as agreed with their superior officer.
Please contact the HR Director in your MDA (or Head of Employee and Industrial Relations Division where applicable) for further details.

4.2 Overtime

Overtime is additional time spent outside the approved time of work which shall be clearly scheduled and rotated where possible.

Overtime allowance is paid to officers GL14 and below, as authorised and approved by the Accounting Officer on recommendation by the HR Director (or Head of KPIs and Accountability Division where applicable) in each MDA.

Officers can work overtime if attached to senior superior officers or officials, are on special assignments, are working on a period of budgetary or annual accounts preparation, or on another assignment approved by the HR Director (or Head of the KPIs and Accountability Division where applicable).

Payment for overtime on normal working days will be at the rate of 1% of the hourly rate of the monthly emolument of each entitled officer, subject to a maximum of 45 hours in 1 month.

No officer qualified for overtime payments will work overtime in excess of 45 hours in any month unless this is authorised in special circumstances by the Accounting Officer and HR Director (or Head of the KPIs and Accountability Division where applicable). As such all overtime shall be clearly scheduled, monitored and rotated as appropriate.

4.3 Annual leave

Annual leave shall be considered an entitlement and be planned in advance to take place within the calendar year at a time convenient to the individual and their superior officer, with sufficient arrangements made for cover in line with Succession Planning.

The holiday year starts on January 1st and ends on December 31st. Holiday entitlement is confirmed in the Letter of Appointment and is based on level i.e.

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of Days</th>
</tr>
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<tbody>
<tr>
<td>GL7+</td>
<td>30</td>
</tr>
<tr>
<td>GL4-6</td>
<td>21</td>
</tr>
<tr>
<td>GL3 and below</td>
<td>14</td>
</tr>
</tbody>
</table>

An officer will qualify for annual leave not less than 6 months after the previous leave within a leave earning service year.
Holiday requests must be submitted every 6 months to an officer’s Head of Department, prior to approval by the HR Director (or Head of the Employee and Industrial Relations Division where applicable), within an officer’s MDA. A holiday calendar is encouraged to be circulated prior to approval to ensure absences can be adequately managed and planned. While every effort will be made to accommodate requests, alternative arrangements may have to be made if the proposed absence is likely to cause operational difficulties. [To discuss]

Occasionally an officer may be required to return to duty before the expiration of the officer’s authorised leave by the Permanent Secretary of their MDA. Any portion of the officer’s leave so shortened will be taken immediately and not later than ninety days after the completion of the relevant assignment.

Any leave not taken within the calendar year concerned will be forfeited unless a period of deferred leave is granted by the Permanent Secretary under exceptional circumstances.

It is the responsibility of every officer embarking on leave to ensure that necessary arrangements are put in place prior to their departure to ensure that day to day operations can continue during their absence.

### 4.4 Proportionate or Pro-rated leave

Proportionate leave is a vacation granted to a new or retiring officer in proportion to the number of days they have put into the service. Those with less than 30 days service are not entitled to leave. Similarly an officer who resigns or is dismissed will forfeit all claims to vacation. The table below shows how proportionate leave is calculated:

<table>
<thead>
<tr>
<th>Month of Joining</th>
<th>Proportionate Leave Entitlement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GL7+</td>
</tr>
<tr>
<td>12 months</td>
<td>30</td>
</tr>
<tr>
<td>11 months</td>
<td>28</td>
</tr>
<tr>
<td>10 months</td>
<td>25</td>
</tr>
<tr>
<td>9 months</td>
<td>23</td>
</tr>
<tr>
<td>8 months</td>
<td>20</td>
</tr>
<tr>
<td>7 months</td>
<td>18</td>
</tr>
<tr>
<td>6 months</td>
<td>15</td>
</tr>
</tbody>
</table>

### 4.5 Maternity leave

Maternity leave is the authorised absence from duty of a serving female officer granted by a superior officer on account of pregnancy covering the prenatal and
postnatal periods. The officer is entitled to 12 weeks continuous maternity leave beginning not less than four weeks from the expected delivery date with full pay.

A medical certificate showing the expected due date must be given to the HR Director (or Head of the Employee and Industrial Relations Division where applicable) not less than 2 months before the due date.

The annual leave for that year will however be regarded as part of the maternity leave. In circumstances where this annual leave has already been taken prior to embarking on the period of maternity leave this annual leave equivalent will be taken without pay during the period of maternity leave.

No female officers will be required to resign their appointment or retire by reason of pregnancy, but if their condition interferes with the efficient performance of their duties they may, at the discretion of management, be given lighter duties.

Return to Work

Any female officer nursing a child will be entitled to 2 hours off work each day for a maximum period of 6 months from the date they return from maternity leave.

On her return to work it will be the responsibility of the superior officer to hold a return to work meeting with the female officer who has been recently absent to update her on relevant activities and changes in her absence and to agree and prioritise suitable immediate duties.

4.6 Paternity leave

Male officers who have or expect to have responsibility for their child’s upbringing, are entitled to a maximum of 5 consecutive days paid paternity leave, providing they meet the following criteria:

- Biological father of a child
- Mother’s husband or partner who expects to have responsibility for the child’s upbringing

A medical note must be submitted to the Employee & Industrial Relations Division in advance of the request for paternity leave confirming the male officer’s partner is pregnant and their expected due date.

Leave can start on any day of the week on or following the child’s birth but must be completed within 30 days of the actual date of birth of the child. Paternity leave cannot be taken after this date.

One period of leave is available to employees irrespective of whether more than 1 child is born as the result of the same pregnancy. Male officers are not entitled to more than 1 weeks’ paternity leave in a single calendar year. Officers wishing to
spend time with additional children born in the same calendar year shall use part of their annual leave for such purposes.

4.7 Adoption leave

A mother legally recognised as an adoptive parent is also entitled to take 16 weeks maternity leave with full pay from the day the adoption is legally recognised, provided the child is less than 12 months old at the time of the adoption. She is not however entitled to take 2 hours off work each day for a maximum period of 6 months from the date she returns from maternity leave.

A father legally recognised as an adoptive parent is entitled to take up to 5 consecutive days off work from the day the adoption is legally recognised, provided the child is less than 12 months old at the time of the adoption.

4.8 Examination leave

An officer may be granted examination leave for the purpose of taking a compulsory and approved examination which they are required to pass by condition of their appointment.

Under certain circumstances an officer may also be granted special leave with full pay to take a non-compulsory examination, providing permission is first granted by the Permanent Secretary of the officer’s MDA and the examination meets the following criteria:

- That the officer has a strong performance record
- That the passing of the exam will enhance the value of the officer to the Service
- That evidence of course admission is first provided
- That the exam is directly relevant to the officers role
- That evidence of the timetable for the examination is first provided

Contact the HR Director in your MDA (or Head of Learning and Development Division where applicable) for more information on examination leave and advice on professional development.

4.9 Sabbatical leave

Sabbatical leave is the absence of a GL15(+) officer from duty for the purpose of research within or outside Nigeria, closely linked to their career progression in the Service.

The officer on sabbatical leave must have a strong performance record and be qualified to undertake organised study in areas relevant to their position and in the
interest of the Service or national development. The sabbatical must not exceed 12 months. Only one period of sabbatical leave may be taken every 5 years.

Contact the HR Director (or Head of Learning and Development Division where applicable) for more information on sabbatical leave.

4.10 Study leave

Study leave is the leave granted to a confirmed serving officer to undertake an approved course of study within or outside the country, relevant to their profession and in the interest of the Service. All applications for study leave will be considered on a merit basis, in conjunction with the applicant’s performance record, and must be directly relevant to the role the officer is currently performing.

There are 3 types of study leave:

- In-service training
- Study leave with pay
- Study leave without pay

In-service training will be granted for a period not exceeding 2 years with normal emoluments, allowances and course fees. The period of study will count towards gratuity and pension.

Study leave with pay will be granted to an officer with normal emoluments and allowances. The duration of study leave with pay will not exceed 2 years.

Officers are granted study leave without pay where the proposed courses of study are not contained in the approved training proposals for their MDA.

Contact the HR Director (or Head of Learning and Development Division where applicable) for more information and conditions of approval.

4.11 Religious leave

Officers not requested to go on official assignment but still wishing to go on religious pilgrimages shall be required to make an application to use part of their annual leave for such purposes and should be made to the HR Director (or Head of Employee and Industrial Relations where applicable) in your MDA.

This application will be considered in the same way as any other leave application and will be granted at the discretion of the superior officer, taking into account the necessary work requirements during this period and resources available.

This application process does not apply to officials assigned to cover such activities.
4.12 Compassionate leave

An officer may be allowed special leave from duty on full pay on compassionate grounds for a period of up to 2 weeks in any given calendar year for the burial of a spouse/child/parent or parents of a spouse.

4.13 Unpaid leave

Leave requested for purposes other than those explicitly outlined here must be taken as unpaid leave. Unpaid leave may be awarded under certain special circumstances but only after consultation with their superior officer and approval from the Permanent Secretary of their MDA. Examples of circumstances where unpaid leave might be considered appropriate would include the following:

- Leave to care for a seriously ill dependent
- Leave to deal with an incident which involves the unexpected disruption or termination of arrangements for the care of a dependant. In this instance the amount of leave granted will be 1 or 2 days at the most

The leave shall be sufficient to deal with the immediate problems and arrange alternative longer term care if necessary and does not mean, for example, that an officer is entitled to take 2 week's unpaid leave to look after a sick dependant.

If agreed, the duration of unpaid leave granted must be confirmed in writing prior to the officer’s departure.

4.14 Pre-retirement leave

Officers are required to give 6 months notice in cases of statutory retirement. 6 months prior to the date of retirement officers shall then attend a 1 month pre-retirement workshop. For the remaining 5 months retiring officers are expected to take necessary measures to put their records in order to facilitate the speedy processing of their retirement benefits.

Officers taking non compulsory retirement are required to give 3 months notice.

Retirement check lists can be obtained from the HR Director (or Head of the Employee and Industrial Relations Division where applicable) in your MDA. These check lists outline the pre-retirement activities that must be completed prior to the officer’s last day in office.
### 4.15 Leave calculations

Annual leave will be calculated based on working days only. The period of any other leave outlined above will be inclusive of weekends and public holidays occurring therein.

For further information on leave contact the HR Director (or Head of Employee and Industrial Relations) in your MDA.
5. Disciplinary, Grievance and Whistleblowing

Principles:

- All **disciplinary** procedures shall be completed within **3 months**, except where it involves criminal cases, in exceptional circumstances
- All disciplinary action (except dismissal) shall be approved by the relevant **Commission** or other approving body at **PMB level**
- If **dismissal** is recommended then this shall be approved by the relevant **Commission** or other approving body
- If it is decided that a GL1-12 level officer’s **increment** shall be **withheld** or deferred, then **approval** shall be granted by the PMB
- If it is decided that a GL13+ level officer’s **increment** shall be **withheld** or deferred, then this must be ratified by the relevant Commission and Accounting Officer of the MDA
- For cases of poor performance or misconduct the PMB shall be able to set agreed **review periods** for the officer to reassess any required improvements. The disciplinary process shall be initiated again if these improvements are not made
- **Suspension** shall last not more than **3 months** in the first instance without pay
- **Interdiction** shall last not more than **2 months** except in exceptional cases
- In cases of **criminal convictions**, the relevant Commission or other approving body shall immediately initiate **disciplinary proceedings** against the officer
- A **grievance** policy shall be introduced to allow officers to **raise issues** to their superior officers which fall outside the normal decision making appeals process e.g. harassment, gender discrimination. These issues shall be investigated by the PMB
- A **whistleblowing** policy shall be introduced to **protect** officers raising suspicions of unlawful conduct, malpractice or criminal negligence from reprisals or victimisation. These suspicions shall be **investigated** by the relevant **PMB**

5.1 Disciplinary

Officers are expected to meet LSG’s standards for attendance, work performance and professional conduct at all times. The purpose of this procedure is not primarily to act as a means of imposing sanctions but rather as an incentive for improvement by discussion, advice and positive action.

If officers have difficulty meeting these standards they will normally be made aware informally of any minor shortcoming in their conduct or performance by their superior officer. Only if such shortfalls in performance persist, or if the matter is more serious, will the disciplinary procedure be brought into operation.

Where disciplinary action is considered necessary, the measures taken will depend upon the gravity of the offence. In most cases, these measures will occur sequentially but, in certain circumstances, where the nature of the offence so dictates, the disciplinary procedure may be advanced.
As part of the disciplinary procedure LSG reserves the right to suspend an officer pending the outcome of any disciplinary investigation and/or procedure.

The HR Director in your MDA (or a representative from the Employee and Industrial Relations Division where applicable) will be involved to guide officers and their superiors through the process.

All disciplinary procedures must commence and be completed within a period of 3 months, except where it involves criminal cases or in exceptional circumstances.

**Poor Performance**

Complaints of poor performance will be outlined to the PMB who will ask both the officer involved and superior officer(s) to state their case. After investigation and a review of the relevant documentation, evidence and SPADEV forms the PMB will then reach a decision as to whether or not disciplinary action is appropriate.

If dismissal is recommended, following 3 written warnings, the decision must be additionally presented to the Commission or delegated service wide authority for approval, depending on the level of the officer.

In certain circumstances the officer’s Permanent Secretary may decide to withhold or defer the officer’s increment. Shall such a recommendation be made this would be in writing, confirming the reason for withholding the increment or, in the case of deferment, the period of deferment. If the officer is GL13+ additional approval must be sought from the Commission or delegated service wide authority and Accountant General.

In all cases of termination for inefficiency, notice of termination shall be given. The period of notice will typically be 1 calendar month. If it is decided that the officer shall leave the service immediately, they will be paid 1 month’s salary in lieu. The period of notice will include any leave to which the officer is entitled.

**Misconduct**

Misconduct is a specific act of wrong-doing or improper behaviour. Examples include the following:

- Immoral behaviour
- Unruly behaviour
- Drunkenness
- Foul language
- Assault
- Battery
- Refusal to proceed on transfer or accept a posting
- Habitual lateness for work
- Deliberate delay in treating official documents
- Failure to keep records
- Unauthorised removal of public records
- Dishonest
- Negligence
- Sleeping on duty
- Improper dressing while on duty
- Hawking within office premises
- Insubordination
- Discourteous behaviour to the public
- Falsification of documents or acting in an unauthorised official capacity

As soon as a superior officer becomes dissatisfied with the actions or behaviour of the officer a complaint shall be put in writing to the officer who will be required to respond within 72 hours upon receipt of the query. The query and response will then be forwarded to the Permanent Secretary who will determine whether the offence is serious enough to be put to the PMB.

Cases put to the PMB will be reviewed and additional verbal and written submissions requested as necessary by the officer and the officer’s superior officer. The Commission or delegated service wide authority and PMB will then determine and record the appropriate disciplinary action up to, but not including, dismissal.

Depending on the nature of the case and at their discretion the PMB may feel it is in the best interest of LSG to suspend the officer until the case against them has been decided.

If dismissal is recommended, following 3 written warnings, the decision must be additionally presented to the Commission or delegated service wide authority for approval, depending on the level of the officer.

In certain circumstances the officer’s Permanent Secretary may decide to withhold or defer the officer’s increment. Shall such a recommendation be made this would be in writing, confirming the reason for withholding the increment or, in the case of deferment, the period of deferment. If the officer is GL13+ additional approval must be sought from the Commission or delegated service wide authority and Accountant General.

Any disciplinary proceedings against a female officer which might otherwise have been taken during the period of her maternity leave will be postponed until her leave has expired.

In cases of termination for misconduct, notice of termination shall be given. The period of notice will typically be 1 calendar month. If it is decided that the officer shall leave the service immediately, they will be paid 1 month’s salary in lieu. The period of notice will include any leave to which the officer is entitled.
Disciplinary Outcomes

Depending on the seriousness of the issue, the following levels of disciplinary action may be taken where the PMB feel there is a case to answer:

- Verbal warning
- Written warning
- Dismissal, termination or retirement
- Reduction in salary, withholding or deferment of increments
- Loss of pay for days spent absent from the officer’s duty post without authority
- Demotion

For cases of poor performance/misconduct the superior officer may set review periods for the officer at which they will review any improvements. If the officer then commits a further act of misconduct or fails to improve to the required standard within one year of this ruling the disciplinary procedure will be implemented again.

At any stage during the process, if LSG considers it appropriate, the officer may be subject to other disciplinary penalties such as demotion, deployment, transfer or retirement.

Depending on the severity of the issue, the officer may be subject to anyone of the above levels of disciplinary action, notwithstanding the fact that no previous warnings have been given. For example, if a single instance of misconduct is sufficiently serious they may be given a final written warning. Similarly, their employment may be terminated, subject to additional Commission or delegated service wide authority approval as appropriate.

A copy of any warning will be placed on an officer’s file and the notes of any PMB meetings held on record.

Gross Misconduct

Certain conduct is regarded by LSG as so serious as to warrant summary dismissal. Summary or immediate dismissal will take place if an act of gross misconduct is committed. Gross misconduct is any act by an officer that is discreditable, dishonourable or detrimental to the good conduct of the business of LSG.

The following are examples of gross misconduct. However the list is not exhaustive and LSG reserves the right to treat any case of misconduct as gross misconduct depending on the severity and frequency of occurrence.

- Gross negligence or incompetence
- Gross insubordination
- Falsification of records
- Suppression of records
- Withholding of files
- Absence from duty without leave
- Engaging in partisan political activities
- Unauthorised disclosure of official information
- Bribery
- Corruption
- Embezzlement
- Misappropriation
- Violation of the Oath of Secrecy
- Fraud
- Holding more than 1 full-paid job
- Sabotage
- Receiving gifts or money in recognition or anticipation of service rendered
- Wilful damage to public property
- Criminal activity where, in the opinion of LSG, it is relevant to an officer’s work or impacts on the reputation of LSG. This includes theft, fraud, falsification of records and irregular practices concerning cash, vouchers, records, accounts or false claims for expenses, overtime and other benefits (or any action circulated to assist others in any such activity)
- Provoking or being engaged in any form of violence when representing the LSG
- Indecent behaviour
- Refusal to renounce membership of a secret society or cult
- Unauthorised disclosure of LSG’s confidential information
- Unauthorised signing of documentation committing LSG to any financial obligation
- Use for personal gain of confidential LSG information or knowledge of affairs
- Conduct likely to damage the reputation of LSG
- Direct or indirect discrimination or harassment
- Inappropriate use of LSG’s resources for personal purposes
- Possession, use or abuse of unlawful drugs or other unlawful substances whilst at work, or being severely under the influence of alcohol, drugs or similar in the course of work
- Malicious damage, misuse or unauthorised use of LSG property
- Removal or transfer of any confidential documentation or data pertaining to the business of LSG without the proper authorisation
- Giving false and/or misleading information on an officer’s application form for the purposes of gaining employment
- Serious breach or non-compliance with LSG’s rules, regulations, policies or procedures

Cases of serious misconduct shall be investigated by the PMB as per the normal misconduct procedure outlined above but disciplinary recommendations leading to dismissal shall be deferred to the Commission or delegated service wide authority as appropriate. The Permanent Secretary of the officer’s MDA reserves the right to
suspend an officer pending the outcome of any disciplinary investigation and/or procedure.

In certain circumstances the officer’s Permanent Secretary may decide to withhold or defer the officer’s increment. Shall such a recommendation be made this would be in writing, confirming the reason for withholding the increment or, in the case of deferment, the period of deferment. If the officer is GL13+ additional approval must be sought from Commission or delegated service wide authority and Accountant General.

In all cases of gross misconduct no notice or emolument in lieu will be given to the officer involved. The dismissal will take effect from the date on which the officer is notified of their termination.

**Suspension**

If an officer is suspended they will be informed of such in writing and the suspension will take effect from the date the officer is so informed. Suspension will be without pay and will not last more than 3 months in the first instance.

A suspended officer must notify the officer’s Permanent Secretary of their intention to leave their station and provide details of the address at which instructions can be delivered. At no time must the officer leave the country without the specific written approval of the Head of Service.

If the officer fails to respond to instructions delivered to them at the address given within 7 days of delivery the officer will be regarded as absent from duty without leave.

Emoluments may be restored in full, subject to the outcome of any investigation.

**Retirement**

If the Commission or delegated service wide authority considers that it is desirable in the public interest that a GL7+ officer shall be required to retire from the service on grounds which cannot suitably be dealt with by the procedures laid down in the Disciplinary, Grievance and Whistleblowing and Appeals policies outlined here it will call for a full report from the Permanent Secretary in the MDA in which the officer has served. The report will then be considered and the officer given an opportunity of submitting a response to the complaints by reason of which the officer’s retirement is contemplated. If the Commission or delegated service wide authority is satisfied, having considered the circumstances of the case that it is in the public interest to retire the officer, their service will be terminated accordingly on such a date as the Commission may specify. In every such case, the question of pension and gratuity will be dealt with under the normal pension rules.
Criminal Charges and Interdiction

An officer must, under pain of disciplinary action, promptly report to their Permanent Secretary whenever they are convicted of a criminal offence, and must report the outcome of the charge.

If an officer is convicted on a criminal charge, the PMB will escalate the case to the Commission or delegated service wide authority who will decide whether disciplinary action shall be initiated or whether the officer shall be immediately dismissed. Under these circumstances an officer may be dismissed without any of the procedures described here previously being followed.

Nothing will prevent LSG initiating disciplinary proceedings, regardless of whether criminal proceedings have been instigated separately or not. If an officer has however been acquitted of a criminal offence they will not be penalised by a subsequent LSG disciplinary investigation. This does not however prevent the officer being dismissed or disciplinary action being taken against them, providing the complaint does not raise substantially the same issues as those of which they have been acquitted.

Interdiction is the process whereby an officer under investigation for criminal charges is placed on half pay until the final determination of the case. If the officer is found guilty of the charges, they will be dismissed leading to the loss of all rights, subject to the approval of the Commission or delegated service wide authority. If the officer is not found guilty all salaries and allowances will be restored in full.

Interdiction shall not last more than 2 months except in exceptional cases.

Powers of Surcharge

If at any time the public revenue sustains a loss by reason of the neglect or fault of any officer they will be liable to be surcharged with the amount and any sums due to that officer from LSG may be withheld in satisfaction of such surcharge. Refer also to Section 3.8.

5.2 Grievance

LSG recognises that from time to time an officer may wish to seek redress for grievances relating to their employment which fall outside the normal decision making appeals process. In this respect, the policy of LSG is to encourage communication between an officer and their superior officer to ensure any questions or problems that arise during the course of employment can be aired and, where possible, resolved quickly and to the satisfaction of all parties concerned. The grievance procedure shall therefore only be invoked if informal means of solving work-related problems have failed, and discussions and guidance sought from the HR Director (or Head of the Employee and Industrial Relations Division where applicable).
Where informal discussions with management have failed to resolve the issue a complaint by an officer shall be made in writing and submitted to the HR Director (or Head of the Employee and Industrial Relations Division where applicable) of the officer’s MDA, including details of the complaint and desired outcome. An officer must also advise their superior officer that they are invoking the grievance procedure.

The objective of LSG is to deal with any issue as quickly as possible. The ability of LSG to respond satisfactorily to the complaint however is dependent on the officer bringing it to its notice as soon as practically possible. Any delay in reporting a grievance may hinder a thorough investigation.

If an officer chooses to initiate the grievance procedure LSG will address the matter as confidentially as possible. If an officer raises a grievance, they are asked to keep the matter confidential to ensure any investigation remains unbiased. Raising a grievance will not prejudice an officer’s employment or future career prospects.

Officers raising a grievance will be invited to a PMB grievance hearing, accompanied by a representative from the HR Department (or Employee and Industrial Relations Division where applicable) of their MDA. At the hearing the officer’s grievance will be discussed and they will be given the opportunity to explain their grievance and desired outcome.

The PMB will then investigate the grievance and make any relevant enquiries before providing the officer with a letter in writing confirming whether or not the grievance has been upheld, subject to approval by the Commission or delegated service wide authority.

5.3 Whistleblowing

All officers have the opportunity to raise concerns should they have a reasonable suspicion that unlawful conduct, malpractice or criminal negligence is occurring, has occurred or is likely to occur. Officers raising a genuine concern will not suffer a detriment or any form of retribution.

Officers shall, in the first instance, raise their concern verbally with their immediate supervisor who will arrange for an initial interview to be held to ascertain the area of concern within 7 working days. If requested this interview will be kept confidential.

If the concern relates to the officer’s immediate supervisor then it shall be referred to the next level of management.

During this interview the officer will be reassured about protection from possible reprisals or victimisation. They will also be asked whether or not they wish to make a written or verbal statement. In either case, a representative from the HR Department (or Employee and Industrial Relations Division where applicable) in the
officers MDA must be in attendance and make a brief written summary of the interview, which will be agreed by both parties.

If sufficient grounds are reported the concerns discussed must then be formally submitted in writing to the PMB.

If a situation arises where the PMB will not be able to appropriately investigate the concern without revealing the officer’s identity then their request for confidentiality must be waived and they will be asked to attend a PMB hearing.

Investigation

The PMB investigation into the concerns raised may need to be carried out under the terms of strict confidentiality i.e. by not informing the subject of the complaint until (or if) it becomes necessary to do so. This may be appropriate in cases of suspected fraud. In certain cases however suspension from work may have to be considered immediately.

If the result of the investigation is that there is a case to be answered by any officer then appropriate disciplinary action will be taken, subject to approval by the Commission or delegated service wide authority.

Where there is no case to answer, but the whistleblower held a genuine concern and was not acting maliciously, the PMB shall ensure that the officer suffers no reprisals.

LSG cannot condone abuse of this procedure and if, following investigation, an officer is found to have raised concerns maliciously, then appropriate disciplinary action will be taken.

Investigation Outcome

Following investigation by the PMB the HR Director (or Employee and Industrial Relations Division representative where applicable) will arrange a meeting with the whistleblower to brief them on the outcome of the investigation (this will not include details of any disciplinary action, which will remain confidential to the individual concerned). The outcome of any investigation must be approved by the Commission or delegated service wide authority. Feedback on the investigation will be provided to the officer on a date set by the PMB.

If the whistleblower is not satisfied with the outcome of the investigation they may appeal in writing to the Commission or delegated service wide authority.

LSG will not tolerate the harassment or victimisation of anyone raising a genuine concern under this policy and shall such treatment be detected and proven formal disciplinary action up to and including dismissal may be taken.
6. Appeals

Principles:

- It shall be the entitlement of every officer to have the opportunity to request that a decision or investigation outcome is reviewed if the officer feels there are sufficient grounds for an appeal.
- Senior appeals shall be decided by the relevant Commission and junior appeals by the relevant delegated representatives.

6.1 Appeals

If an officer is not happy with a decision made which affects them personally or the outcome of a grievance or whistleblowing matter raised by the officer, they must make representations to their superior officer or Permanent Secretary of their MDA. If these representations are not successful a formal written appeal can be made. An advance copy shall be sent to the Commission or delegated service wide authority as appropriate, with duplicate copies provided to the officer’s superior officer and Permanent Secretary, submitted to the HR Director (or Head of the Employee and Industrial Relations Division where applicable). Appeals shall be in writing and clearly set out the grounds for the appeal, including the provision of any necessary documentation.

Officers will be required to attend an appeals meeting at which they will be given the opportunity to make representations which will be considered. The superior officer hearing the appeal will decide whether or not to uphold or substitute the original decision or outcome.

Appeals submitted under the following circumstances will not be considered:
- Where the appeal is submitted more than 6 months after the decision complained of or outcome reached has been given.
- Where the appeal deals with legal action, pending in a Court of Law.
- Where the appeal is illegible or meaningless.
- Where the appeal is worded in abusive, improper or foul language.
- Where suitable reasons why the original decision should be reviewed cannot be provided.

The decision of the appeal will be final and binding and will be confirmed in writing.
7. Sickness and Medical Provisions

Principles:

- Every officer working within the Civil Service shall be confirmed every year as being medically fit to work by a Government Medical Officer.
- Medical leave shall be granted in cases where treatment cannot be provided by the local Government Medical Officer and adequate documentation provided to support the request.
- In cases of illness, LSG shall consider claims for the refund of medical expenses incurred by officers at government hospitals, provided this is not attributable to the neglect of the officer.
- Guidance shall be given by HR on how superior officers shall monitor and manage sickness absence.
- Officers absent from work on grounds of ill health shall be required to notify their superior officer not later than their expected start time on their first day of absence.
- Officers absent from work for more than 2 days shall be required to submit an Excuse Duty certificate from a Government Medical Officer (not exceeding 3 days in the first instance).
- An officer not fit for duty after 6 weeks shall be examined by a Government Medical Board.
- Officers shall be allowed up to 3 months paid sick leave in a single calendar year, determined and approved by the Medical Board.
- If an officer is hospitalised for a period of more than 3 months then the Government Medical Board will decide on the appropriate course of action.

7.1 Medical on appointment

An officer on first appointment will be examined by a duly appointed Government Medical Officer (in accordance with the National Health Insurance Scheme (NHIS)) who will certify that the officer is in sound health for employment in the pensionable establishment and fit to perform the duties of the officer’s appointment or any appointment to which they may later be transferred.

7.2 Medicals for confirmed staff

All officers will be subject to examination by a Government Medical Officer every year to certify that they continue to be in sound health and to continue in service. All medical records will be treated as strictly confidential by the LSG.

Hospital bills in respect of pre-approved and authorised medical check-ups will be settled by the relevant MDA.
7.3 Special medical tests

From time to time it may be necessary for the Permanent Secretary of an officer’s MDA to call upon them to present themselves to an approved Government Medical Officer to ascertain whether they are physically capable of performing the duties of their appointment.

An officer on leave of absence may also be required to present themselves for examination to an approved Government Medical Officer with a view to obtaining a report on their physical fitness to return to their duties or to take up a fresh appointment.

7.4 Disclosure

The report of any medical exam will be furnished to the LSG and may be communicated to the officer concerned at the discretion of the Government Medical Officer. The officer will however be informed at the earliest possible date of the decision reached upon the officer’s case by the LSG after consideration of the report. If the officer is unsatisfied with the decision they will be at liberty to make a representation to this effect, in which event the LSG will decide at its discretion whether any further medical evidence will be called for.

7.5 Medical leave

An officer may be granted leave by their Permanent Secretary for the purpose of visiting a medical specialist/dentist, but only if it is certified by a Government Medical Officer that they are unable to deal with the case themselves and that it will definitely affect the health of the officer if consultation is postponed. If no medical certificate is given the affected officer will need to apply for annual or unpaid leave if they wish to seek independent treatment.

7.6 Medical facilities

The medical facilities in Nigeria provided to all officers and their families will be determined by the National Health Insurance Scheme (NHIS). An officer who prefers to be treated by a private practitioner instead of utilising the services of an authorised Government Medical Officer must bear all expenses incurred themselves through such treatment.

7.7 Medical treatment on official government business

LSG will consider claims for the refund of medical expenses incurred by officers and their families on official, approved government business. This applies only in cases of
serious illness, provided this is not attributable to the neglect of the officer or the officer’s family. It is also subject to the following conditions:

- That the officer first sought treatment from the local National Health Service (where applicable) and could not obtain the requisite attention within a reasonable timeframe
- That the officer informed the nearest accredited representative from the LSG at the earliest date possible that they were unable to obtain the requisite attention through the National Health Service
- That the officer showed reasonable diligence, expedition and economy in seeking and obtaining medical attention

7.8 Absence from duty on account of illness

If an officer is ill and unable to report to duty they must notify their superior officer before their expected start time on their first day of absence. Any absence from duty for more than 3 days on grounds of ill-health shall be supported by a Medical Certificate or Excuse Duty Certificate which shall be submitted to the HR Director (or Head of the Employee and Industrial Relations Division) of the officer’s MDA.

In cases of serious illness where the MDA reports to the Government Medical Officer that an officer is too ill to present themselves for medical examination, the Government Medical Officer will, where appropriate, either arrange for the officer to be brought to hospital for examination and treatment or visit the officer to examine and treat them directly.

Excuse Duty Certificates will not exceed 3 days unless the Government Medical Officer has examined the officer, in which case the period may be for up to 7 days. Each period of extension thereof, will not exceed 7 days and not more than a total of 6 weeks will be allowed on such extension.

If the officer who is not hospitalised and has been absent from work for an aggregate of 6 weeks in a single calendar year on grounds of ill health shall be examined by a Government Medical Board. Any officer who fails to comply with this rule will render themselves as having been absent without leave.

An officer who is hospitalised shall be granted up to 3 months paid sick leave in a single calendar year, on the certificate issued by a Government Medical Officer.

If an officer is hospitalised for a period of more than 3 months then the Government Medical Board will decide on the appropriate course of action.

7.9 Sickness on leave

An officer on vacation who is prevented from resuming duty at the expiration of the officer’s authorised leave by reason of ill-health, duly certified by an approved Government Medical Officer may be granted an extension of leave.
7.10  Sick pay

The maximum aggregate paid sick leave allowed during any 12 month period is 6 weeks. Where an officer has been absent from duty for a period longer than 6 weeks they will be made to appear before a Medical Board with a view to deciding whether or not that officer shall be invalidated from service.

Any period of absence on grounds of ill-health that exceeds 6 weeks in any 12 month period will be without pay and will not be eligible for the purposes of pension increments.

LSG reserves the right to withhold payment of any sick pay and benefits, particularly if it feels an officer is abusing the pay scheme. If this is the case, disciplinary action (up to and including dismissal) may result, subject to approval by the Commission or delegated service wide authority.

It is important to note that sick days have a significant impact on colleagues and the ability of an MDA to perform. It is considered unprofessional conduct to take periodic sick days for relatively minor ailments and LSG reserves the right to have an officer medically examined by a Government Medical Officer. Such a medical examination will not preclude LSG from taking appropriate disciplinary action against an officer.

7.11  Invalided/Incapacity

An officer who is incapacitated as a result of injury sustained in the course of the officer’s official duties will be entitled to draw full salary until discharged from sick leave or permanently invalided.

When a Medical Board deems that an officer is medically unfit to continue in service and for that reason be disengaged, they will immediately commence vacation leave prior to retirement. The length of leave granted will be the greater of either:

- The officer’s deferred leave, if any, plus the pro-rated proportion of the officer’s annual leave entitlement; or
- 2 months

The leave will commence on the day on which the Medical Board declares the officer unfit to continue in Service and retirement will take effect from its expiration.

Where an officer incapacitated in the course of the officer’s official duties has not completed the minimum qualifying service and is not, on the termination of their service, eligible for pension then the appropriate authority responsible for pension matters may, in lieu of gratuity, stipulate to grant the officer pension calculated at
the rate of 2% of the officer’s accrued pension from the date of the officer’s retirement. This is in addition to the injury pension stipulated in the Pensions Act.

7.12 Resignation on grounds of ill-health

If an officer is compelled by reason of ill-health (not caused by the officer’s own negligence) to resign their appointment, or if at any time an officer is certified by a duly qualified Government Medical Officer that they are not medically fit for service, the LSG will pay such salary as may be due up to the date of such resignation or the date on which a certificate in that respect was issued.

For further information about medical provisions, death in service or guidance on how to manage an officer on sick leave, contact the HR Director (or Head of Employee and Industrial Relations Division where applicable) in your MDA.
8. Leavers

Principles:

- The **notice period** required shall be **dependent** on the circumstances of the exit e.g. statutory retirement 6 months, non-compulsory retirement 3 months, resignation 1 month, dismissal immediate
- Officer exiting the Service shall be required to **repay in full** any and all outstanding debts to Government
- Officers shall be required to give **6 months** notice in cases of statutory retirement to ensure sufficient handover, with **structured pre retirement programmes** facilitated by PSSDC
- **Redundancy** occurs where the need for a specific job(s) diminishes or ceases completely
- Suitable **consultation** shall take place before officers can be confirmed as redundant
- The **selection** of officers for redundancy shall follow a **fair** and transparent process
- **Redeployment** shall be considered where possible as an alternative to redundancy

8.1 Notice Periods

All officers are required to give LSG 3 months notice in writing to their HR Director (or Head of KPIs and Accountability Division where applicable) of their intention to resign from LSG. This notice period may be reduced to 1 month subject to the reimbursement of 1 month’s salary to LSG in lieu of notice.

In cases of statutory retirement, 12 months written notice is required. In cases of non-statutory retirement 3 months written notice is needed.

Notice periods vary in the case of dismissal. Refer to the Disciplinary, Grievance and Whistleblowing policy for more details.

All emoluments and benefits cease on an officer’s effective last day of employment.

8.2 Reimbursement of Funds

All officers exiting the service are required to repay in full any outstanding debts owed to Government. In the event of any monetary damage arising from the officer disregarding or failing to comply with any order or instruction or from any neglect of duty, the officer may also be liable to a deduction from their salary to refund the cost of the damage caused. In such circumstances the amount will be determined by the officer’s Permanent Secretary.
8.3 Resignation

An officer who resigns will be liable to refund the LSG any sum of money which they may be owing to Government or which may be refundable on account of the officer not discharging the obligations set out in any prior agreement.

If an officer has taken more holiday than is proportionate at the date of resignation LSG will calculate the value of the excess days and deduct this sum from the officer’s final salary.

Resignation is necessary before seeking elective public office.

8.4 Redundancy

Redundancy is the termination of employment, caused by the need to reduce the workforce. It is the result of a strategic decision taken to withdraw a particular job or set of jobs, regardless of who is in those jobs and the quality of their work. As such it is about jobs, not people.

Reasons for redundancy might include the following:
- New technology or a new system is introduced which makes a particular job or group of jobs unnecessary
- The job the officer was employed to do no longer exists
- There is a need to cut costs and look for more efficient ways of working as a result, which may mean the need to reduce staff numbers
- A particular unit or MDA is being restructured, moved or closed down

Consultation

Government officials are required to consult with the appropriate representatives of any of the officers who may be affected (directly or indirectly) by the proposed redundancies or by any measures taken in connection with those redundancies.

The consultation will include ways of avoiding the redundancies, reducing the number of officers to be made redundant and mitigating the effects of the redundancies. The purpose of consultation is to reach agreement with appropriate representatives on these issues and to help those put at risk of redundancy understand why and how they were selected.
Redundancy Selection

Once a specific job or group of jobs have been identified as being ‘at risk’ evidence will be provided to explain why these jobs must cease before redundancy can be confirmed.

Where the size of the workforce performing a set of similar roles is to be reduced all those performing these jobs will be identified as being ‘at risk’ and pooled. A set of criteria will then be consistently applied to all officers within this pool to determine which officers in this at risk group shall be made redundant. Examples of selection criteria for pooled officers might include:

- Length of service and attendance record
- Disciplinary record
- Skills or experience
- Standard of work performance
- Aptitude for work
- Formal qualifications and advance skills shall also be considered

Redeployment

Where possible ‘at risk’ officers with skills required by other parts of the Service will be redeployed to fill these gaps as an alternative to redundancy.

Redundancy Notice and Pay

Officers confirmed as redundant will be given 3 months paid notice and receive a redundancy payment in line with the statutory requirements.

8.5 Retirement

The compulsory retirement age for all grades in the Service is 60 years old or 35 years of pensionable service, whichever is earlier.

8.6 Pensions

All officers will participate in the Contributory Pension Scheme as provided for in the Pension Reform Act 2004. Additional voluntary contributions may also be made, at the discretion of the officer.

Retirement savings cannot be drawn until an officer has 35 years of continuous service or is aged 60 years, unless the officer has been deemed unfit for service by a Government Medical Board or has a permanent disability.

A holder of a retirement savings account upon retirement will receive the following benefits:
- Monthly or quarterly withdrawals calculated on the basis of an expected life span
- Annuity for life purchased from a life insurance company licensed by the National Insurance Commission with monthly or quarterly payments
- A lump sum from the balance standing to the credit of the officer’s retirement account, payable 6 months after retirement as long as further employment has not been secured

For full details in the first instance contact the HR Director (or Head of KPIs and Accountability Division where applicable) in your MDA.

8.7 Certificate of Service

All officers will be issued with a Certificate of Service by the HR Director (or Head of the KPIs and Accountability Division where applicable) of their MDA on leaving the Service.

8.8 Gratuity

Officers leaving the LSG will be eligible for a gratuity on the satisfactory completion of a tour of service at the rate of 15% of their basic salary, provided that their engagement is not terminated for reasons of dismissal and that they are not in receipt of, or eligible for, any other retiring benefits. [To check]
9. Career Development

Principles:

- Performance shall be **actively managed** and reviewed on a **continuous basis**, with regular feedback provided
- Formal **discussion** and measurement of performance against agreed **objectives** shall take place twice a year, with the conversation documented in a **SPADEV form**
- Poor performers shall be given **SMART performance objectives** for monthly review until improvement is shown as part of the disciplinary process i.e. Specific, Measurable, Attainable, Realistic, Time-bound
- **Guidance** shall be given to superior officers on how to strengthen the quality of **appraisal conversations** and the identification of development areas, as well as SPADEV form completion
- **PMBs** shall be required to formally **review** and challenge **appraisal scores** e.g. in a large team might expect performance to follow a normal distribution curve (some high scores, the majority good/average scores, a small number of low scores)
- **Promotion** shall be on the grounds of **eligibility, merit and vacancies**, not eligible service alone i.e. all eligible candidates will be considered for promotion but only those demonstrating strong performance as defined by a promotion review exercise will be recommended for promotion to the PMB where a suitable vacancy exists
- Written and oral promotion **exams** shall be **specific** to the expected requirements of the new role/level they are being considered for
- Promotion marks shall be given the following **weighting**: SPADEV 50%, Interview 30% and Exams 20% [To discuss]
- **Continuous Professional Development (CPD)** may also form part of the promotion marks, defined by cadre and the relevant Commission
- Senior **promotion decisions** shall be approved by the relevant Commission and junior decisions by relevant **delegated** representatives at **PMB level**
- Criteria shall be established for **accelerated promotion** based on **merit** alone

9.1 SPADEV/Appraisals

Managing performance is a continuous process of reviewing, measuring and providing feedback on an officer’s performance. Officers shall seek verbal feedback from their superior officers and colleagues on a regular basis in order to ensure they reach their full potential.

Twice a year, LSG requires all superior officers to meet formally with their direct officers to do the following:
- Give verbal feedback on how well an officer has performed over the previous 6 months against the specific objectives set for them, citing examples
- Set and agree performance objectives for the next 6 months
- Discuss ways of improving performance
- Document the appraisal discussion in the SPADEV form
- Submit written copies of the appraisal form to the HR Director (or Head of the Learning and Development Division where applicable) in their MDA. SPADEV forms for officers GL15-17 will also be submitted on a confidential basis to the Permanent Secretary
- A copy of the agreed future objectives shall be retained by the officer for reference over the next 6 months

SPADEV forms can be collected from the HR Department (or Learning and Development Division where applicable) at the beginning and middle of the year.

For more information on appraisals, including advice on managing people, giving feedback, appraising officers and identifying training and development needs contact the HR Director (or Head of Learning and Development Division) in your MDA.

### 9.2 Seconded officers

When an officer is seconded to another MDA the Permanent Secretary of the MDA to which they are seconded is responsible for ensuring they report on the performance of the seconded officer in line with the normal bi-annual review process.

### 9.3 Confirmation of appointment

The final SPADEV report at the end of an officer’s probation period shall include a definite recommendation as to whether or not their appointment should be confirmed. It is important that an officer on probation is given regular feedback and support from their superior officer to ensure their skills and abilities are adequately tested and that they are given the fullest opportunity to induct themselves into the Service and understand what is required of them.

### 9.4 Officers on leave

Officers who will be on leave at the time of any appraisal round must meet with their superior officer and subsequently submit the relevant forms prior to starting leave.
9.5 Promotion

The minimum number of years an officer must spend in a post before being considered eligible for promotion are as follows:

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>Number of Years in Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>GL1-6</td>
<td>Min. of 2 years</td>
</tr>
<tr>
<td>GL7-14</td>
<td>Min. of 3 years</td>
</tr>
<tr>
<td>GL15-17</td>
<td>Min. of 4 years</td>
</tr>
</tbody>
</table>

All eligible candidates will be considered for promotion but only those demonstrating strong performance, as discussed by the PMB, will be promoted as these decisions will be made strictly on the basis of competitive merit.

The HR Director (or Head of the Learning and Development Division where applicable) will highlight eligible promotion candidates to the relevant Department Heads and superior officers in their MDA on an annual basis. The relevant superior officer must then review the list of eligible candidates and make a recommendation as to which of these officers should be considered for promotion, based on the known strength of their performance and evidence recorded in the SPADEV forms.

In assessing the merit of officers, a clear distinction will be made between the records of performance or efficiency in lower grades and their potential for promotion to a more senior position i.e. ability and competence to perform the duties and responsibilities of the higher post efficiently.

Once the HR Director (or Learning and Development Division where applicable) have collated and reviewed all promotion nominations these will be put to the relevant PMB for consideration. The PMB will then organise the necessary written and oral exams as appropriate for promotion for nominated candidates only.

Promotion decisions are based first and foremost on merit, subject to candidates meeting the minimum criteria for promotion and vacancy availability. As such, where interview/examination is involved marks will be awarded as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance (PMB assessment/SPADEV)</td>
<td>50%</td>
</tr>
<tr>
<td>Job Specific Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Job Specific Interview</td>
<td>30%</td>
</tr>
<tr>
<td>Total Minimum Score</td>
<td>60% or more</td>
</tr>
</tbody>
</table>

Continuous professional development (CPD) may also form part of the promotion marks, defined by cadre and the relevant Commission.
Role Based Cadres

For the new role based cadres such as the new Procurement and HR cadres promotion will be based on the minimum number of years spent in a role, not at a certain level. Therefore promotion will be to the next role, not level e.g.

HR Cadre

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Years in Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Admin</td>
<td>Min. of 5 years</td>
</tr>
<tr>
<td>HR Manager</td>
<td>Min. of 6 years</td>
</tr>
<tr>
<td>HR Strategist</td>
<td>Min. of 7 years</td>
</tr>
</tbody>
</table>

Officers can still gain promotion to the next grade level within a role type but high performing officers shall not be required to spend a minimum period at the grade level immediately below that required for a given role type. [To discuss]
10. Learning and Development

Principles:

- **Training** shall be based on need and used to address a specific area for development highlighted by the superior officer as part of the bi-annual appraisal process.
- Informal **development interventions** shall be **offered within each MDA** in addition to **formal training** e.g. MDA specific knowledge sharing workshops/briefings, structured on-the-job training schedules, off-sites, mentoring/coaching, structured deployment/secondment.
- **Personal development plans (PDPs)** shall be created to provide structured **deployment goals** with the aim of developing a particular **skills** set or gaining **targeted experience**.
- **Guidelines** on relevant, **approved training courses** (including duty visits) shall be provided by the HR Director.

10.1 Training

Training shall be based on need and used to address a specific area for development highlighted by the superior officer as part of the bi-annual appraisal process. Development areas shall be formally recorded using the SPADEV form and highlighted by the superior officer to the HR Director (or Head of Learning and Development Division where applicable) on submission who can provide further guidance on which parts of the Learning and Development curriculum may be most appropriate.

It is possible that informal development interventions may be available for delivery by the HR Department of the individual MDA, however where appropriate a formal training application request will be made by the HR Director (or Head of Learning and Development Division where applicable) to the Commission or delegated service wide authority.

Officers on probation or not of pensionable service are not eligible for formal training.

10.2 Career Management

It is an officer’s responsibility to take ownership of their career development and to use the feedback provided by their superior officer to identify areas for improvement. To facilitate this, personal development plans (PDPs) can be created by HR to provide structured deployment goals with a view to developing a particular skills set or gaining targeted experience.
Speak to your HR Director (or Head of Learning and Development where applicable) for further guidance on career planning and writing a professional development plan.

10.3 Educational Development

For further details of examination, sabbatical and study leave refer to the relevant Working Hours and Leave policies.

10.4 Courses of instruction

For guidelines on relevant, pre-approved courses of instruction within and outside Nigeria including duty visits contact the HR Director (or Head of Learning and Development Division where applicable) in your MDA.
11. Data Management

**Principles:**

- A data management policy shall be introduced to reflect the importance of the effective management of information and data in order for LS to achieve its strategic objectives
- Guidelines shall be given on how to keep information up to date and secure, process personnel data correctly and maintain the confidentiality of information

### 11.1 Changes to Personal Details/Qualifications

Officers are required to report any changes in personal status to their HR Director in writing in a timely manner. Relevant documentation and evidence should also be provided.

The HR Director (or Head of KPIs and Accountability Division where applicable) will ensure these changes are captured in LSG’s central online HR MS records system, Oracle. This is particularly important because it may affect an officer’s pension, payroll arrangements, medical entitlements, promotion eligibility etc. Notification changes include:

- Change of address or telephone number
- Change of marital status
- Change of name
- Change of nationality
- Change of person to be notified in an emergency
- Change of beneficiary
- Change in the number of children
- Completion of professional qualification or acquisition of additional qualifications

### 11.2 Confidentiality

Both during and after employment with LSG, each officer has a responsibility to protect and maintain the confidentiality of information belonging or relating to LSG and its customers. Accordingly, an officer must not, except as authorised or required by their duties or Court of Law, disclose to any person whatsoever or otherwise make use of any confidential information in whatever form an officer may have acquired in the course of their employment concerning the affairs and finance of LSG or personal details of its staff. All officers must use their best endeavours to prevent
the unauthorised publication or disclosure of any such confidential information. This obligation continues after the termination of employment.

11.3 Information security and data protection

In order to operate efficiently, LSG has to collect and use information about the people with whom it works. These may include members of the public, current, past and prospective officers, clients and customers, and suppliers. In addition, it may be required by law to collect and use information in order to comply with the requirements of the Federal government. This personal information must be handled and dealt with properly regardless of how it is collected, recorded and used, and whether it be on paper, in computer records or recorded by any other means.

LSG regards the lawful and correct treatment of personal information as very important to its successful operations and to maintaining confidence between the LSG and those with whom it carries out its day to day dealings. Anyone processing personal data must comply with the following principles:

- Data will be processed fairly and lawfully
- Data will be obtained only for one or more specified and lawful purposes and will not be further processed in any manner incompatible with that purpose or those purposes
- Data will be adequate, relevant and not excessive in relation to the purpose or purposes for which it is processed
- Data will be accurate and kept up to date
- Data will be kept secure
12. Diversity, Gender and Social Inclusion

**Principles:**

- LSG shall be committed to promoting the inclusion and fair treatment of all people who share the values, aspirations and work ethic of LSG
- LS shall introduce a gender policy to ensure all officers and considered, consulted and invested in regardless of gender and make sure officers have the knowledge, skills and commitment to make a lasting improvement in this area
- LS shall introduce a social inclusion policy to protect people who may currently be excluded on grounds of ethnicity, religion, gender, indignity, physical disability, age and HIV status

### 12.1 Diversity

LSG is committed to providing excellent customer service and supporting public sector development in Lagos State by attracting and retaining the right civil servants to fulfil that commitment.

LSG promotes diversity to sustain success and therefore we:

**Seek** to build a workforce that reflects the communities in which we live and work so that we are best able to meet the needs of Lagos State.

**Strive** to ensure that the talents of our officers are fully utilised and that no job applicant or officer will receive less favourable treatment on the grounds of ethnic background, gender, or religion.

**Aim** to provide our officers with a working environment which encourages dignity and respect and is free from discrimination and harassment.

**Aspire** to be an employer that has a reputation for fairness, integrity and innovation in order to better deliver the required standards of LSG.

LSG is committed to promoting the inclusion of all people who share the values, aspirations and work ethic of LSG, as is underlined by the following Gender and Social Inclusion policies.

### 12.2 Gender

LS believes it is important to consider, consult and invest in men and women to ensure that all officers have the knowledge, skills and commitment needed to make a lasting change.
Not only must superior officers take action to eliminate sex discrimination and harassment, but MDAs must also demonstrate that they treat women and men fairly in decision making, policies and the provision of services. As such all LSG officers have a role to play in making sure that gender equality is taken seriously.

For more information on specific gender mainstreaming activities for promoting equality of opportunity contact the HR Director in your MDA.

12.3 Social Inclusion

Research has shown that the main drivers of social exclusion in Nigeria are ethnicity, religion, gender, indignity, physical disability, age and HIV status. As a centre of excellence LS prides itself on its ability to promote social inclusion and strives to ensure our policies address the needs of all officers who support the vision of LS.

12.4 Disability

The Special People’s Law came into effect on 24th June 2011. All public servants should be aware of the following provisions:

- It is now an offence for any person or institution to discriminate against a person with disability in any manner or circumstance whatsoever
- It is an offence to subject persons with disability to prejudice or harmful practices
- All Public Servants are expected to have trained officers in their MDAs to deal with customers with disabilities
- A portion of every parking lot shall be marked and reserved for persons with disabilities
- It is unlawful to construct any public or commercial building or roads that are not accessible to persons with disability

To find out more or to get involved contact the HR Director in your MDA. [To discuss]