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**HUMAN RESOURCES POLICY MANUAL**

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# JULY, 2023

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**FOREWORD**

The Human Resources Manual of the Nigerian Safety Investigation Bureau (NSIB) is an internal document that provides the basic human resources policies, practices and guidelines in the Bureau. It explains the policies of the Bureau and regulates the kind of relationship that should be maintained between the organization and the employees.

The HR manual establishes the framework needed by the Directorate of Human Resources and Administration to execute its functions fairly and effectively, and it is a reference tool required by the Human Resources Staff in the performance of their duties.

Its goal is to provide a systematic approach to administering procedures, an effective tool for training of staff, written documentation of the Bureau’s compliance with various laws, and clear-cut procedures to implement employment and other human resources processes.

The manual is a dynamic document, and changes in legislation and within the industry, as well as new technology, may necessitate the need for revision and amendment. The Bureau therefore reserves the full discretion to add, to modify, or delete provisions of this manual as stipulated in the Amendment section.

The Director-General/CEO, identified in the footer of this manual, is accountable for approving the contents and amendments of this manual.

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**Engr. Akin Olateru (M.Sc. FCILT, FRAeS, FNSE)**

**Director-General/CEO**

**INTRODUCTION**

**Objectives**

The specific objectives of the staff policy manual are as follows:

1. To provide general procedures and guidelines about policies required to guide staff during the course of their employment in the Bureau.
2. Develop a self-explanatory staff policy manual in line with international labor and staff relations best practices and current realities that establish and communicate clear standards.
3. To ensure the Bureau’s risks are minimized, policies and procedures are legally defensible, and orient all staff with the Bureau ‘s Culture.
4. To ensure staff receive the same information about the policies of the workplace.
5. The staff policy manual therefore, will assist staff in becoming familiar with some of the privileges and obligations of their employment

**Note to All Staff**

Staff should ensure that they have read and understood this policy manual and if they have any question, or need further clarification regarding the policies and procedures described herein, they should contact their supervisor in the first instance and the Director, Human Resources and Administration (DHRA) where necessary.

The contents of this staff policy manual may be reviewed and amended periodically to align with government policy or business-related changes. It is therefore the responsibility of staff to familiarize themselves with the changes as they occur.

The highest standards of personal and professional ethics and behaviour are expected of all staff. Therefore, each staff will be issued with a copy of this Policy manual and they are expected to abide by the contents therein.

**Clarification on Application**

Any clarification on the application of any provision of this Policy Manual shall be referred to the Director, Human Resources and Administration (DHRA) and any disagreement thereafter shall be referred to the Management

# CHAPTER ONE

# OVERVIEW OF THE NSIB

# Overview of Nigerian Safety Investigation Bureau

## Nigerian Safety Investigation Bureau, (hereinafter referred to as “NSIB”) is an agency under the Federal Ministry of Aviation.

## The NSIB is charged with the responsibility to investigate any civil aircraft accident and serious incidents arising out of, or in the course of air navigation and occurring either in or over Nigeria, or occurring to Nigerian aircraft elsewhere.

## The fundamental objective of NSIB is to improve aviation safety by determining the circumstances and causes of air accidents and serious incidents, and providing safety recommendations intended to prevent similar recurrences. The NSIB is committed to its mission not to apportion blame but to prevent air accident and similar serious occurrences.

## **The Civil Aviation Act 2006 is** the primary law that established the NSIB as an autonomous agency that reports to the President of the Federation through the Honourable Minister of Aviation. The Bureau is headed by a Director General who is also the Chief Executive Officer.

## The NSIB is divided into four (4) Directorates namely Director-General/CEO’s Office, Directorate of Engineering, Directorate of Operations, and Directorate of Human Resources and Administration.

## All the Directorates work together in synergy to drive and accomplish the mission of NSIB which can be summed up as follows:

## Determination and classification of occurrences;

## Conduct of investigation into any accident, serious incident or incident arising out of or in the course of air navigation and either occurring in or over Nigeria or occurring elsewhere as applicable to an aircraft registered in Nigeria or operated by Nigerian operators;

## The gathering, recording and analysis of all relevant information on air safety data, in particular, for accident or incident prevention purposes,

## issuance of safety recommendations;

## The determination of the causes and/or contributory factors responsible for accidents or adverse incidents and occurrences.

## The compilation, completion and publication of rreports for reference and guidance;

## The conduct of safety studies in accident or incident scenarios, arising from observed trends and other safety related issues.

## Liaison with ICAO on Operational matters;

## Conduct research and safety studies on air safety data for accident prevention purposes and to maintain relevant statistics;

## Ensuring that relevant legislation, regulations, policies and procedures relating to accident investigations and prevention are updated regularly

## Reviewing and gazetting of the Bureau’s Civil Aviation (Investigation of Air Accidents and Incidents) Regulations.

## Monitoring and ensuring compliance with the Convention on international Civil Aviation

## Ensuring that Nigeria fulfils her oobligations under the Convention on Iinternational Civil Aviation

## Implementing the Bureau’s administration including coordinating and overseeing the Directorates’ effectiveness;

## Performing any other relevant and value-added duties as may be assigned by the Director-General/CEO. 

# VISION

# To be one of the foremost accident investigation bodies in the world striving towards improved aviation, marine, rail and road transportation safety.

# MISSION

* To carry out qualitative and timely investigation with competent transportation professionals applying best practices.

# CORE VALUES

# The NSIB holds dearly, and is driven by the following values:

# Efficiency

* + Consistency
  + Reliability
  + Dependability
  + Confidentiality
  + Professionalism

# Purpose of Human Resources (HR) Policy Manual

## The purpose of the NSIB HR Policy Manual is to state the rights, responsibilities and obligations of NSIB and her employees. All policy and procedure manuals, the Human Resources Policy and Procedures, Management Directives, the Conditions of Service and the Induction manuals issued by NSIB to employees are confidential and remain the property of NSIB.

## This manual is the basic policy document that defines and guides the relationship between NSIB and her employees.

## The manual is applied in combination with the specific job descriptions, individual letters of employment, and other written policies governed by the labour laws of Nigeria. A copy of this manual is provided to each employee who upon receipt of the manual is required to complete the acknowledgement form which confirms that the employee has read and understood the manual and undertaken to comply with all its provisions. The acknowledgement form should be returned to the Director, Human Resources and Administration to be kept in the individual Employee’s file. Where there is a conflict between what is contained in this manual and the letter of employment, the letter of employment shall take precedence.

## Employees of NSIB are responsible for reading, understanding, and complying with the provisions of this Manual. It is the objective of NSIB to provide her employees with a work environment that is conducive for both personal and professional growth and this policy Manual helps to accomplish that. Any provision not detailed in this manual shall be governed by the Nigerian Labour laws

# Amendment

# Any Policy amendment will be made in the manual on the recommendations of NSIB Management as they are needed and approved by the Director General/CEO. Any such changes will be communicated to all employees by memorandum and a hard copy retained by the Human Resources. Changes will be effective on the dates determined by NSIB, and after the effective date, all superseded policies will become null and void. No individual Supervisor, Manager or Director has the authority to change the policies at any time. Any employee who is not clear about any policy or procedure, should seek clarity from their direct supervisor or Human Resources.

**CHAPTER TWO**

# 2.0 ALLOCATION OF RESPONSIBILITIES

2.1: The responsibility to execute policy and procedures must be allocated in writing by the Management or the DIRECTOR-GENERAL/CEO as per delegation of Bureau to the respective NSIB employee.

2.1.1: The provisions of this Manual shall apply to all staff of the Bureau and requires that all HR staff shall have a copy each to read and comprehend for strict compliance.

2.1.2: The NSIB Management can re-deploy an employee to a position or re-assign new responsibilities to any employee where he/she is going to be more effective within the NSIB. This may be done in consultation with the employee concerned.

## 2.1.3: The following documentation is needed to execute proper control over the allocation of responsibilities to staff.

1. Delegation of Authority
2. Management Directives
3. Job Descriptions
4. Letters of Appointment
5. Policy and Procedure forms

2.1.4: The written allocation of responsibilities, per employee, must be available for Audit purposes. Care should be taken that all the Administrative Systems are operating properly at all times.

2.1.5: The influence of the following on the effectiveness of the administration controls must be considered at all times.

1. Schedule of duties
2. Rotation of personnel
3. Compulsory leave.

2.1.6: It is imperative that the execution of controls be substantiated by signatures of the executor(s) and must be dated. Working papers should also be kept for auditing purposes. Management information statements should be drawn as directed and reported upon.

2.1.7: “Responsible official” – the first instance the Director General/CEO in respect of the respective functions of personnel under his/her control, and secondly, persons to whom written delegations of the authority application policy and procedures have been conferred. Thirdly, such persons as have been appointed in writing by the Management.

2.1.8: In respect of the of the appointments of “Responsible Officials” the following must be adhered to:

Director General/CEO in respect of the respective functions of personnel under his/her control, and secondly, persons to whom written delegations of the authority application policy and procedures have been conferred. Thirdly, such persons as have been appointed in writing by the Management.

1. All appointments and withdrawals shall be recorded in writing and retained in the personal file of the staff.
2. Job descriptions must be provided for such appointments
3. Letters of Appointment must state whether such responsibilities may be further delegated;
4. No - sub-delegation may be issued in conflict with the powers set out in the general “Delegations of Authority” approved by the Management.

**CHAPTER THREE**

**3.0 CONTROL OF THE HUMAN RESOURCES POLICY MANUAL**

3.1.1: It is the policy of NSIB that all Human Resources Policy and Procedures be finalized or verified by the Director, Human Resources & Administration.

3.1.2: That all Human Resources Policy and Procedures be approved by The Management. Proposed changes to the Human Resources Policy and Procedures may be suggested by staff to the Director, Human Resources & Administration who will recommend the amendments to Management for approval after consultation with the Trade Unions.

3.1.3: That all Human Resources Policy and Procedures accepted by The Management be implemented by the Department of Human Resources & Administration.

3.1.4: That the final responsibility for compliance with, interpretation of the Human Resources Policy and Procedures and the maintenance there of, is vested on the Director General/CEO, subject to the law establishing the Bureau and subsequent changes or alterations made by the Management.

## 3.1.5: The following documentation is needed to execute proper control over the

## allocation of responsibilities to staff.

1. Delegation of Authority
2. Management Directives
3. Job Descriptions
4. Letters of Appointment
5. Policy and Procedure forms
   * 1. All Policyand procedures are registered and indexed. Revised Hu man Resources Policy and Procedures should bear the same index number as the original, except for the date of registration and implementation.

3.1.7 Old outdated Human Resources Policy and Procedures should be withdrawn from the Human Resources Policy and Procedures Manual use, but should be safeguarded in a separate manual for reference purposes.

3.1.8: Staff listed in the Distribution List must acknowledge the receipt and their acceptance of all Policy and Procedures in writing and forward acknowledgement to the Director in charge Human Resources & Administration.

3.1.9: Proposed policy procedures must be submitted to the Director General/CEO for verification and processing (including consultation with staff/staff association/organized labour) by Director, Human Resources & Administration. All circulars, Acts, Orders and other documents amending or giving further details and or explanations of this manual, hereto form part of them and are binding

3.1.10: All policy statements must be submitted to the Management for approval.

3.1.11: All Policy and Procedure Manual will be registered and distributed within the Bureau.

3.1.12: All approved Policy Manuals signed by officials will be safe guarded at the Human Resources & Administration department and are available for perusal.

3.1.13: Updated Policy and Procedure Indexes will be distributed by the Director in charge of Human Resources & Administration

3.1.14: Management will ensure that Policy and Procedures in their manual will agree with Policy and Procedures indexes.

3.1.15: Management will acknowledge receipt and acceptance of all policy and procedures in writing to the Director in charge of Human Resources & Administration.

3.1.16: Management must interpret and apply all valid and relevant policy and procedure in their respective Units/Components, taking due cognizance of the spirit, nature and meaning of NSIB’s Human Resources & Administration philosophy. The Director-General/CEO has discretionary authority to resolve any uncertainty or deviation if and when required.

# CHAPTER FOUR

# EMPLOYMENT MANAGEMENT

# 4.1 RECRUITMENT

4.1.1The Bureau shall carry out recruitment based on the approved plan and budget and shall be in the following two main categories namely Contract and Permanent Staff. However, recruitment can be done outside the approved budget subject to the approval of the Ministry of Aviation and the Federal Character Commission (FCC) with appropriate justification.

In each of the cases above, the recruitment process should not exceed 90 days from the date of approval from the Ministry of Aviation and FCC.

## 4.1.2 Minimum Entry Requirement

The following minimum entry requirement shall apply for employment by the Bureau**:**

|  |  |  |
| --- | --- | --- |
| S/N | Employee Category | Minimum Entry Requirement |
| A | **Junior Staff – GL 4** |  |
| **Clerical** | Completion of Senior Secondary School.  O’Level/WASSCE Certificate or equivalent qualification from a recognized institution. |
| **Motor Mechanic/Drivers** | O’Level/WASSCE Certificate or the equivalent qualification from a recognized institution.  Professional Certificate - Trade Test I, II and III. |
| B | **Assistant Executive Officers –**  **GL 06** | OND or equivalent professional qualification from a recognized institution and work experience may be an added advantage. |
| C | Senior Staff – GL 08 |  |
|  | i. Higher Executive Officer  ii. Higher Works Superintendent | Higher National Diploma (HND) or equivalent professional qualification from a recognized institution and work experience may be an added advantage. |
|  | **Air Safety Officer cadre** | Bachelor’s Degree or equivalent professional qualification from a recognized institution with relevant discipline or appropriate experience to the operations of the Bureau. A Master’s degree may be an added advantage. |
|  |  | Bachelor’s Degree or equivalent professional qualification from a recognized institution with relevant discipline or appropriate experience to the operations of the Bureau. A Master’s |

**Please see other details in the Scheme of Service.**

## **4.1.3: Entry Age Limits** at the point of entry into the Bureau, employees shall not be below 18 years or above 50 years.

For specific positions and departmental requirements, refer to the Job Descriptions as set in the Bureau’s Staff Terms and Conditions of Service or Schemes of Service.

# 4.1.4: The Staffing Plan The staffing plan shall be based on the NSIB staffing organogram created and maintained by Human Resources Management and approved by the Director-General/CEO. The staffing organogram is created at the onset of NSIB by HR and approved which shows all the positions available for recruitment within NSIB.

# To create the staffing organogram, the Directorates will submit their staffing needs based on the workload available in their respective directorates and the skills set required.

# 4.1.5: Equal Opportunity Employer NSIB Recruitment shall be in accordance with the existing recruitment as provided in the Nigerian Safety Investigation Bureau Act 2022, Public Service Rules, Federal Character Commission (FCC) Act or any other Act of the Federal Republic of Nigeria relating to employment.

## NSIB is an Equal Opportunity Employer. Employment decisions including promotions and transfers are made based on merit. NSIB recruitment policy guarantees an effective, transparent and fair recruitment process in order to identify, attract and retain the most competent employees. Employees are recruited on the basis of fair, measurable criteria that are based on job descriptions, candidates’ qualifications, merit and non-discrimination. On no account are qualified applicants to be excluded from consideration for employment because of race, ethnicity, colour, religion, nationality, gender, marital status, disability, HIV/AIDS status, political affiliation, or any other characteristics protected under Nigeria Labour Laws.

## All recruitments, selection and appointments must comply with NSIB. Situations may arise that are necessary to balance diversity and inclusion by encouraging applicants of a particular diverse group to apply for vacancies. In all cases, such exceptions must be authorized by the Director-General/CEO and be compliant with the Nigeria labour laws and NSIB recruitment policy. The recruitment process is based on competitiveness and transparency while the selection process is based on the applicant’s comparative merit for the position based on evaluation of their CV, interview, competency tests and reference checks.

# 4.1.6: The Recruitment Process NSIB Recruitment process describes and guides the engagement of new staff. Supervisors are required to adhere strictly to the recruitment process detailed below:

# 4.1.7: Staffing Requirement the Technical departments will develop a methodology from time to time to ascertain the number of qualified staff required to carry its statutory functions.

## **4.1.8 Methodology for Determining Investigation Staffing Needs**

1. For the purpose of determining the number of qualified Investigators required within th**e** Bureau, a calculation is made to assess the total regulatory commitment. Thisis a method based on the number of expected Investigation activities to be conducted over a particular reporting cycle, typically one (1) year.
2. The calculation of required staff shall be reviewed after three (3) years, however in case of need as a result of staff capacity building, acquired experience and the change of the level of activities, review can be done within three (3) years.
3. The output of the calculation is an overall approximation of the Investigation resource requirement. This is expressed as the total number of Investigators required to deliver the Investigation task. The Bureau will ensure, through recruitment, training, and investigation recommendations, that from the total available resource, individual functional areas are adequately resourced. This may involve the use of Investigators working in more than one functional area where their qualifications and training make it appropriate to do so.
4. The formula for determining the required number of Air Safety Investigators is: *The Total Investigator Annual time required divided by the Investigator Available Hours per year plus, ten percent (10%) of unpredicted task.*
5. The output of this calculation is the anticipated investigation resource requirement for routine and steady Bureau Investigation activities. The process also captures those unpredictable tasks required to be undertaken by Bureau staff that support the routine Investigation program.
6. When the outcome of the staffing needs calculation is a whole number and half e.g., **1.5**, the figure will be rounded up to the next whole number e.g., **2.0** which implies the need for two staff. Below a whole number and half e.g., **1.4** may not necessarily require two staff but someone can be contracted to perform some specific tasks.
7. The other details of the methodology to determine staffing needs requirement are as stated in the Investigation Policy and Procedures Manual

# 4.1.9: Job Descriptions for a new staff to be employed, there must be a job description for the position. The Director-General/CEO must approve the job description. Job descriptions must clearly state the goals of NSIB, the duties and responsibilities of the incumbent, and the desired personal qualifications and attributes. Job descriptions shall be evaluated and graded according to NSIB standards. Revisions of job descriptions shall be made between the substantive employee and their supervisor during the annual employee review or as is desired by operational needs. Job descriptions shall be finalized and issued by the Director, Human Resources and Administration and signed by the employee and their supervisor. Job Description templates can be obtained from the HR Department.

# 4.1.10: Job Requisition NSIB Managers wishing to employ a new team member must complete a job Requisition prior to the employment demonstrating that a position exists and that a budget exists to support the position. Supervisors must process the job Requisition through HR to obtain the signature approval of HR and the Director-General/CEO. Job Requisition templates are developed and issued by HR.

# 4.1.11: Job Openings and Announcement On approval of the completed job requisition, HR must announce open positions internally and/or externally as the Director, Human Resources and Administration may determine with the Director-General/CEO. New or vacant positions must be advertised internally through email, notice boards, and externally in one or more Nigerian newspaper(s), relevant networks and/or through appropriate websites as the Director-General/CEO may approve. Application for employment is open to any qualified Nigerian citizen and permanent resident within the legal working ages of 18 and 59 years. In some cases, circumstances (such as hard-to-fill positions) may warrant use of internal job postings, referrals by incumbent staff, head hunting and recruitment agents. In special circumstances, suitably qualified employees can be shortlisted to compete for a vacant position on a higher grade. The approval of the Director-General/CEO must be obtained before such procedure is undertaken.

# 4.1.12: Receiving, Processing and Shortlisting Applications HR must receive and log in all applications received, evaluate and make a shortlist of suitably qualified candidates in conjunction with the head of user department and approved by the Director-General/CEO. Shortlisted candidates are invited for tests and/or oral interviews, as the case may be. HR shall then send candidate invites, coordinate and implement the job interviews and entire recruitment. Short listing must be undertaken by at least two individuals from the recruitment team, who will go on to be involved in the interviewing process.

# 4.1.13: Interview Panels the Director, Human Resources and Administration must constitute an interview panel for all recruitments which must be approved by the Director-General/CEO to interview short-listed candidates to fill all vacant positions. The panel members shall consist of Director, Human Resources, Head or chosen representative of the hiring department, and one or two members from other department(s). The panellists are required to conduct the interviews process by assessing and ranking the appointable candidates based on an Interview/Evaluation form provided by the Director, Human Resources. The Director, Human Resources and Administration is required to collate scores of candidates’ performances as entered on the evaluation forms by panellists, compile and submit the interview report including recommendation of candidate(s) to be employed based on the interview outcome.

## Where it is deemed necessary by Interview panel and the Director-General/CEO, a recruiting team will assemble the candidates together and questions that require reasoning will be thrown open for their responses. The manner of speaking, reasoning and character shall then be scored for each candidate.

# 4.1.14: Reference Checks on Candidates selected for Hire HR shall conduct reference checks and obtain reports from minimum of three professional referees for candidates that have been selected for employment and only those with favourable reference reports will be hired. The Director, Human Resources and Administration will generate the offer document for the recommended candidates which the Director-General/CEO shall sign final approval. Thereafter, the Director, Human Resources and Administration shall make a verbal offer followed by a formal written offer of employment to the candidate.

## HR shall prepare and dispatch the contract or employment letter on behalf of NSIB and request the candidate to return signed acceptance within two weeks. If the candidate declines the offer, then the position can be offered to the next best candidate, or the position can be re-advertised and filled as deemed by the Director, Human Resources, Director-General/CEO and Hiring Manager.

# 4.1.15: Internal Candidates Internal candidates applying for positions within NSIBNigeria must inform their supervisors of any such applications which they wish to make.

# 4.1.16: Offer of Appointment Based on successful completion and fulfilment of all the above employment requirements, new employees shall be given a letter of appointment signed by the Director-General/CEO or designated authority as soon as is feasible. HR shall send emails of regret to unsuccessful candidates. The Appointment letter shall include the following:

## Position title

## Place of Employment

## Start date

# 

# 4.1.17: Types of Employment Notwithstanding the type of employment, all NSIB employees are required to adhere to the policies and procedures contained in this Manual. Any questions or clarification needed by the employee should be addressed immediately with the employee’s immediate supervisor or Director, Human Resources and Administration. There are basically three types of employments in the Bureau Namely Permanent, Contract and Temporary and the details are as follows:

## .

# 4.1.18: Permanent Staff employees are issued contract letters without an end date. Full time employees are eligible for NSIB compensation package and are required to provide at least three months’ notice if they wish to terminate employment without cause; or pay three months’ salary in lieu of notice. Full time employees are paid terminal benefits in line with NSIB provisions in this manual.

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# 4.1.19: Contract Staff A contract appointment is a temporary appointment to a post to which appointment is made by the Bureau for a specific period as opposed to appointment on pensionable terms.

The Conditions of Service of a contract officer are those provided for in his

contract and the privileges, emoluments or allowances described in the Bureau’s

Staff Conditions of Service do not apply to him unless they are specifically so

stated in the contract itself.

(b) Nigerians may be appointed on contract terms if:

(i) They are pensioners;

(ii) They are 50 years of age or over at the time they are being appointed;

1. The candidate possesses specialized competencies or skills.
2. If they so request to be engaged on contract.

(c) Contract appointments may be offered to expatriates only when suitable Nigerians are not available.

For non-Nigerians, the provisions of the Public Service Rules regarding contract appointment shall apply in all cases, except for those persons married to Nigerians.

1. The duration of a contract appointment is limited to the period specified in the contract itself which shall not exceed 2 years in the first instance and renewable only once (2 years) subject to satisfactory performance and no more.
2. An appointment or contract may be terminated by the Bureau at any time in accordance with the terms specified in the contract itself.
3. The termination of a contract appointment by the holder is subject to the terms of the contract.
4. An officer serving on contract who desires re-engagement, shall so inform the Bureau in writing, not less than four months before his leave is due.

In the absence of such notification, it may be assumed that an officer serving on contract does not desire re-engagement.

# 4.1.20: Temporary Staff in exceptional circumstances, NSIB may have need to hire temporary staff. If this becomes inevitable, the supervisor shall complete a form and submit same to the Director, Human Resources and Administration for consideration and approval by the Director-General/CEO. If approval is granted, NSIB may engage them directly in line with relevant labour laws. Contract employees are non-salaried wages personnel, hired on a day-to-day basis to do specified work or operation.

# 4.1.21: Consultants Consultants are independent contractors who are hired to work on specific tasks that cannot be undertaken by any existing employee either because NSIB requires an expertise that is not available in-house or in cases where extra work needs to be done within a limited time frame. Consultants are not NSIB employees and neither are they entitled to NSIB employee benefits.

# 4.1.22: Interns and National Youth Service Corps (NYSC) Members Interns are generally NYSC members or college/university graduates or undergraduates doing a practical course under an educational institute. Internships should be mutually beneficial for NSIB and the Intern. Interns are supervised by a designated supervisor/coach within the relevant department. The Director-General/CEO may approve a monthly stipend for Interns. However, Interns shall not be provided medical insurance cover except in cases of accident in the workplace. Except for NYSC, the maximum period of an internship shall be One Year Any extension must be approved by the Director-General/CEO.

Interns shall receive a suitable NSIB orientation and must read, understand and agree to comply with applicable provisions of the NSIBHR policy manual and relevant agreements.

## **4.1.23: Pre-Employment Medical Examination**Successful candidates at NSIB employment interviews are required to undergo pre-employment medical examinations of fitness at NSIB’ expense and designated health professional or facility. Obtainment of a medical certificate of fitness for employment shall be a condition for assumption of duty of the new employee.

## **4.1.24: Issuance of Identification Card**NSIB Nigeria shall provide new employees with an identification Card which they must wear and display conspicuously and always while in NSIB office premises and which serves as access to passage within NSIB offices and locations. Loss or damage must be promptly reported to HR for replacement; however, the employee shall be required to support his claim of loss with an affidavit from a Court of Law to serve as record and to protect the employee in situations where the ID card is found and used illegally and unauthorized by a third party.

## NSIB Nigeria shall retrieve the identification cards from employees immediately they cease to be employees of NSIB. If the circumstances of an employee changed while in service, such as promotion or transfer to another department/location, a new identification card shall be issued to the employee to reflect such changes at NSIB expense. No employee is authorized to keep multiple identification cards. Temporary staff may be provided temporary identification card as the Management deems necessary.

## **4.1.25: New Employee Orientation**

## All employees on resumption of duty at NSIBshall undergo the NSIB new employee orientation program to get them to become properly acquainted with their job and with the culture at NSIB. The Director, Human Resources and Administration shall coordinate and prepare the venues and circulate induction schedule including the set of employees for each induction session to relevant team members at least one week before the due date. The schedule shall include a detailed agenda program specifying and allotting timelines, breaks and dates. The NSIB Nigeria new employee orientation pack shall be applied to facilitate the orientation exercise. Each employee shall be given a hard copy for signing and reference throughout their employment with NSIB. The process formally welcomes the new employee and ensures that they are sufficiently informed about NSIBand prepared to perform in their position.

## The new employee orientation is conducted in conjunction with relevant departmental heads and managers and includes induction on NSIB Nigeria’s history, core values, vision, mission, goals and objectives. It further provides the new employee with an overview of benefits, tax and completion of necessary paperwork on, but not limited to details of contributory pension and personnel records capturing. Employees are further presented with information and policies they need to function effectively and appropriately at NSIB including reviews of job description, scope of position and helping the new employee get started on specific functions. Activities include the following:

## **Day One**

## Showing new employees their office space

## A presentation on the strategies, operations, ethics and organizational structure of NSIB

## Issuance of Job Description in hard copy or soft copy

## Introduction to other employees

## Obtaining of salary account

## Obtaining of identity card

## Assigning the employee to the supervisor who will mentor and be responsible for coaching the entrant throughout the probation.

**Day Two**

* Review Human Resources Manual, Policies, procedures and benefits of NSIB.
* Code of conduct/Agreements

Conflicts of Interest agreement

Employee Non-Disclosure Agreement,

Use of Computer Resources, network and Software Agreement

* Internal Communications: email etc.
* Review Reporting lines and JDs
* Review NSIBfinancial Structure, Processes, Policies, Procedures
* Any other subject or activity as the Director-General/CEO may determine.

## **4.1.26: Probation** All new NSIB employees accepting a position shall be engaged for a probationary period of one (1) year.

Within the first two weeks of employment, the Supervisor and employee must jointly review the responsibility of the position and agree on probation objectives, including defining the development needs for the period, documenting and submitting to Director, Human Resources and Administration by the Supervisor for the Personal Filing.

At the end of the probation period, the Supervisor must complete a Probation Review, advise the Employee of the result and send the results to the Director, Human Resources and Administration for action.

Based upon the recommendation from the supervisor, the Director, Human Resources and Administration will issue a letter indicating confirmation of appointment, extension of probation period or termination of appointment.

The decision to extend the probation shall be notified to the employee in writing and clear objectives and support needed for the extended period agreed with the employee. If performance is still not satisfactory at the end of the extension, the employment shall be terminated.

An employee’s probationary period can be extended by one year upon request of the supervisor and approval by the Director-General/CEO. If a decision is made to terminate employment, the Director-General/CEO may approve a notice payment in lieu of working through the end of a one-month period.

**4.1.27: Re-employment of Ex-Staff** Former employees of the Bureau who voluntarily resigned their positions in the Bureau in good standing to accept employment elsewhere, or for other reasons (foreign relocation, etc.) may be re-employed after going through the normal recruitment process for an existing vacancy within the Bureau.

# 4.1.28: Staff Personnel Records and Information The HR department maintains all employee records including Personnel files in line with NSIB Nigeria’s filing guidelines and procedures. Personnel Records are maintained with strict confidentiality and kept under lock and key to be accessed only by the Director, Human Resources and Administration and the Director-General/CEO. It is the employees’ responsibility to inform HR of any changes to their personal records and HR shall ensure that such information is updated and all documents relating to each employee are kept on the file. The following documents shall be maintained in the employee personal files:

* + 1. Application letter, Curriculum vitae, Certificates and testimonials
    2. Duly signed letter of employment
    3. Employee’s personal data form
    4. 1 passport size-coloured photograph
    5. Emergency contact and next of kin information
    6. Birth certificates of employees’ dependents and certificate of marriage where applicable.
    7. Conflict of Interest agreement
    8. Use of Computer Resources agreement
    9. Non-disclosure agreement
    10. Acknowledgement of HR Manual
    11. Performance Evaluation reports
    12. Staff movement records such as transfers, promotion, and similar.
    13. Records of conduct and discipline matters
    14. Other necessary documentation required by the Director-General/CEO.

## **4.1.29: Employment Records**

1. The Bureau shall seek to confirm all information provided by all staff. It will ensure confidentiality of such records and conform to best practice.
2. The Bureau shall maintain personnel records on each of its current and former employees, ensuring that complete, up-to-date and accurate personal and job-related information about employees are kept with the required level of security and confidentiality.
3. The Bureau shall treat personnel information about employees as confidential and respect the need to protect individual staff privacy.
4. All employees’ records shall be well secured and accessible by the Director Human Resources and Administration.
5. Employee records kept at HR (Registry) includes the following among others:
6. Job Advert (where applicable)
7. Application letter
8. Appointment letter
9. Acceptance of offer
10. 2 recent passport photographs
11. Medical Certificate/report
12. Bio-Data
13. Birth certificate
14. Curriculum Vitae
15. Salary and promotion history
16. Job Description
17. Police Clearance
18. Oath of Secrecy
19. Access to all personnel records besides personal records can only be authorized by the Director-General/CEO.
20. Personnel records for senior staff shall be kept in the office of the Director, Human Resources and Administration.
21. All personnel files shall be kept in electronics and/or printed formats.

When staff is in active service, employment records are not archived. Archiving is only done after the death, resignation or termination of staff. The duration for which records of former staff (employment records) of the Bureau shall be kept before archiving will be a minimum of five (5) years.

## **4.1.30 Updating Personnel Records**

1. It is important that the personnel records of staff are updated regularly.
2. The Bureau expects all staff to promptly notify HR Manager of any change of circumstance. For example, name, home address, telephone number, marital status, number of dependents change of beneficiary or next of kin (where applicable) or any other pertinent information.

## **4.1.31: Access to Personnel Records**

1. Employment records are restricted to all members of staff except the individual employee, Director Human Resources and Administration and the Bureau.
2. Staff may be allowed access to specific information or documents from own personnel records but on no account should a member of staff alter his/her information or document file without prior approval from the Director Human Resources and Administration.
3. If the information or document is on manual file, such requests shall be made to the Director Human Resources and Administration who shall arrange for the employee to see the records under strict guidance and control.

(d) If the record is on the Bureau’s HR Information database, the employee may access his/her personal record up to the authorized access level as stated in the ICT Policy.

(e) Access to Other Records is on a need-to-know basis.

(f) Access to training records is restricted to the individual employee, Divisional Manager and Training Coordinator.

## 

## **4.2: Request for Information** Any request received for information about present or former employees should be referred to the Director Human Resources and Administration. Response to correspondence must be within 48 hours after receipt.

## **4.3: Archiving of Personnel Records** the Bureau maintains a centralized archiving system kept within the stores unit. All electronic records are archived as per the ICT Policy.

## **4.4: Training Records** for archiving of training records, please see Training Records in Article 3.9.3

## **4.5: Other Records** Records that fall under the other category archiving shall be done annually.

# 4.6 Internship and Volunteerism

## **4.6.1: Background** The Bureau believes that an internship and volunteerism is an important path of the career preparation. An internship should be used to help one identify a career path in their respective field of discipline, and to gain experience and expertise.

## **4.6.2: Requirements** The Bureau makes provision for students and graduates in the following areas; -

1. Aviation Industry related Courses.
2. Public Administration, Management and Corporate Services related Areas.
3. Aircraft Accident Investigation Related Courses.

For Student Internship the Human Resources Department expects all educational institutions to formally write and request permission for their students to be accommodated within the Bureau for an Internship programme clearly stating the stipulated time period. The Bureau will in turn send a letter of acknowledgement to the Institution(s) concern granting or not granting approval.

## **4.6.3: Selection Criteria and Duration** The number of accepted interns shall not exceed 5 (five) persons per year. The maximum period of internship shall not exceed 6 (six) months.

## **4.6.4: Expectations from Interns** The following are expected from interns wishing to gain work experience with the Bureau:

1. They must make themselves readily available and willing to learn at all times.
2. They must report for duty at 8:00 a.m. and be neatly dressed at all times within the confines of the Bureau.
3. They must inculcate good interpersonal relationship with Staff.
4. They must be obedient and take official instructions from assigned offices within the Bureau.
5. They must stay away from all sorts of activities that can damage the integrity of the Bureau.
6. They must abide by the policies of the Bureau.
7. The Intern shall submit a report at the end of his/her internship

## **4.6.5: Responsibilities of the Bureau to Interns** the Director Human Resources and Administration shall take responsibility for the welfare and reporting requirement of interns.

The Bureau shall do the following to or on behalf of its interns:

1. Upon Arrival the Intern(s) shall be issued a temporal ID Card.
2. Upon arrival, the intern(s) must be introduced to all staff in various units within the Bureau for familiarization.
3. Must create an atmosphere for intern(s) to gain the necessary experience needed to fulfil their internship goals.
4. Interns must be attached to various Divisions/Units under the supervision of Divisional/Unit Heads.
5. All interns must be given a monthly stipend to be determined by Management.
6. The Director Human Resources and Administration shall write a report on the performance and conduct of the intern(s) at the completion of their internship programme.

**CHAPTER FIVE**

# CODE OF CONDUCT

# Nepotism in order to align the recruitment practice to the Code of Conduct, relatives of NSIB employees are considered for employment in general terms based on their qualifications. However, hiring of relatives must be approved by the Director-General/CEO upon written recommendation of the Director, Human Resources and Administration. Relatives of substantive NSIB employees applying for positions must inform the Director, Human Resources and Administration of the existing relationship with the substantive employee before attending any recruitment interview. Employees who know of relatives applying for positions with NSIBmust notify the Director, Human Resources and Administration who will ensure that the recruitment is transparent and fair, and that any potential conflict of interest is addressed prior to the selection. Failure to disclose such can result in disciplinary action as deemed by NSIB.

Notwithstanding the above, NSIBprohibits and shall not consider or accept employments where the employment of a substantive employee’s family member results in the following prohibited employment relationships:

1. A supervisory/subordinate relationship between family members exists. If a direct supervisory or managerial relationship would be established, family members of a current employee cannot be considered for employment.
2. An actual conflict of interest exists or is perceived to exist, such as employment of an employee’s family member where an auditing or control relationship can exist.

# 

# 5.2: Employee Confidentiality/ Nondisclosure Agreement During employment at NSIB, an employee may have access to confidential information such as financial data, computer programs, proposals, documents, procedures, and information in a formative stage. This information may be the property of NSIBor its client. Employees are prohibited from disclosing such information other than in the course of their NSIB employment duties. If confidence is broken it shall be grounds for discipline not excluding termination of appointment. NSIB employees must protect the confidentiality of proprietary or restricted information that NSIB considers confidential. Upon commencement of employment, all NSIB employees are required to sign a Non-Disclosure Agreement. This Agreement expires five years after the date employee ends his/her employment with NSIB.

## **5.3: Intellectual Property** All intellectual property developed by employees during their employment with NSIB, including discoveries or inventions made in the performance of their duties related in any way to the activities of NSIB shall remain the property of NSIB. Employees may be given access to business property, keys to premises or any other business-related property/information in the performance of their duties. This must be protected and used only in the interests of NSIB. Failure to comply with this policy may result in disciplinary actions not excluding dismissal and further legal measures deemed necessary by NSIB.

## **5.4: Drug-Free Workplace** The use, manufacturing, sale or distribution of illegal drugs, or working under their influence on NSIB premises or while operating a NSIB vehicle is strictly forbidden and is ground for immediate dismissal. Employees should not operate a NSIB vehicle while under the influence of a legal drug which may cause drowsiness or other side effects that can be dangerous under certain circumstances. This policy does not apply to taking of prescribed drugs for medical purposes but is directed at instances where other drug dependence or abuse affects the job performance and or/safety of any employee. Driving under the influence of any illicit drug is illegal and any employee found in possession of illegal drugs may be subject to disciplinary action, including dismissal and possible legal action.

## **5.5 Smoke-Free Workplace** Smoking is prohibited in all NSIB owned, leased or controlled facilities and vehicles. Smoking is not permitted on any NSIB machines, property, offices or cars at any time. Smoking is accepted to be harmful to the health of those who smoke and those around them. Consequently, smoking in any of the above-mentioned areas will be considered as gross misconduct and will render an employee liable to disciplinary action. Smoking is only allowed in designated areas meant for smoking.

**5.6: Haras­sment and Discrimination** NSIB Nigeria employees have the right to a workplace that is free from any type of harassment (sexual or nonsexual) or discrimination (verbal or nonverbal) resulting in fear, pressure, or discomfort that is caused by another employee. Behavior that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal. Direct discrimination occurs when someone is treated unfavorably because of a personal characteristic that is protected under human rights. Indirect discrimination occurs when a rule seems neutral but has a discriminatory impact on certain people. Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated.

Workplace bullying may include behavior that is directed towards an employee or group of employees. Workplace bullying creates risk to health and safety through physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Employees who are found to engage in any form of such harassment or discrimination including the retaliation as a result of a formal complaint being filed shall be subject to immediate disciplinary action up to and including termination. Complaints involving harassment and/or discrimination are to be directed immediately to the attention of the Director, Human Resources and Administration and the Director-General/CEO. In collaboration with the Director-General/CEO, the Director, Human Resources and Administration shall review the situation and determine if there is merit to the employee’s complaint. A summary of findings and decisions shall be communicated to the concerned employees within five (5) working days of the complaint being filed or as soon as it is practical. NSIB requires that employees must not be victimized or treated unfairly for raising or reporting genuine issues of harassment and/or discrimination. All employees are required to report harassment immediately to the Director, Human Resources, whether they are a victim or an observer.

## **5.7: Workplace Violence** NSIB shall not condone any act or threat of violence against NSIB employees or visitors on NSIB premises or at client locations at any time or while engaged in business with or on behalf of NSIB. Any employee carrying firearms or other weapons, concealed or otherwise, in NSIB offices shall be subject to immediate dismissal.

## **5.8: Dress Code**NSIBrequires all employees to be appropriately dressed at work for safety, image and protection. Men are required to wear clean shirts on clean well-ironed trousers. Female employees can dress in neat frocks, skirts, trouser, suits, blouse/shirt with neat skirts. It is permissible for staff to dress in neat traditional attires or casual wears.

## *Warehouse/Service Engineers/Drivers and Technicians:* NSIB Nigeria provides options for high visibility uniform consisting of NSIBT shirts, reflective jackets, overall, caps and safety boots. All engineers, and must always wear their reflective jackets while working for NSIB. NSIBstaff must consider this as a necessary safety requirement.

## **5.9:** **Health, Safety and Environment** NSIB is committed to providing and maintaining a safe work environment for the health, safety and welfare of staff, customers, suppliers and members of the public who may be affected by the work of NSIB. Consequently, relevant staff must ensure that NSIB develops and maintains safe working environment as well as provide information at all levels within NSIB. NSIB staff must assess all risks prior to engaging in new areas of operation, purchasing new equipment, and implementing new work methods and that these risks continue to be reviewed. NSIB requires her employees to ensure that only authorized and qualified persons operate equipment and only authorized drivers handle the company’s vehicles.

NSIB employees who are responsible for the work activities of other employees will be held accountable for identifying practices and conditions which could injure employees, clients, members of the public or the environment. Relevant employees are required to implement steps to control such situations and to report such to their superior if unable to control such practices and conditions.

NSIB demands positive attitude and performance with respect to health, safety and the environment by all employees, irrespective of their position.

**5.10: Children at Work** NSIB recognizes that “occasional” circumstances may necessitate bringing children to the workplace. Employees are asked to refrain from bringing their children to work if they have a known or suspected communicable disease and/or are a distraction to others performing their duties or if the child will be at a safety/health risk.

## **5.11: Injury at work** NSIB requires staff who sustain injuries during working hours to seek medical attention as a priority. Any injuries must be reported to the office of the Director, Human Resources and Administration through the NSIB incident report. All NSIB employees are eligible for workers’ compensation benefit in the event of an injury arising from, or in the course and scope of their employment. The injured worker or nearest colleague should initially contact one of his/her supervisor in the event of a serious injury and the injured employee should be taken to the hospital as soon as possible

Any employee who sustains an on -the-job injury, experiences a safety incident or near miss must report the incident to the supervisor. The manager must then complete a report on the incident for documentation and action and forward to the Director, Human Resources and Administration for necessary action. The standard report must include:

* Employee details
* Time, location and description of the injury / incident that occurred
* Details of the injury including;
  + - Part of body injured
    - Time lost
    - Hospital taken to
    - Details of first line treatment
    - Details of any investigation of the accident
    - Suggestions for avoiding a repeat or similar incident

NSIB shall take the necessary steps to inform the relevant authorities if it is required by law.

## **Use of Official and Personal Vehicles** Personal use of official project vehicles by NSIB employees is strictly prohibited. Employees using NSIB vehicles are expected to abide by all traffic laws of Nigeria (e.g., seatbelts, speed limits, etc.). If an employee commits a traffic violation, he is responsible for payment of any and all fines and may be subject to disciplinary action as deemed appropriate by the Director-General/CEO.

If an employee needs to use their personal vehicle for official business, then prior approval must be obtained from the supervisor. The employee should fill in a personal vehicle log sheet, which is available in the human resources department. Transport allowance shall be paid to staff who undertake approved official journeys where air travel is not available at approved government rate.

## 

## **CHAPTER SIX**

## **WORKING CONDITIONS**

## **6.1** **General Rules and Regulations**

The Bureau requires that all employees comply with all its rules and regulations.

## **6.2 Identity Card**

All employees shall be issued with an Identity Card after successful completion of Indoctrination. He/she must display this ID card on his/her person whiles on official duties. Should an employee lose his/her ID card, a police report will be required before a new one is issued to him/her at his/her own cost.

Identity Cards shall remain the property of the Bureau and shall be returned to the Bureau when an employee leaves the employment of the Bureau.

## **6.3 Working Hours**

Normal working hours of the Bureau will be as follows:

Monday to Friday 8:00 a.m. - 4:00 p.m.

Official lunch, break – 1 hour from Monday to Friday (from 1:00 pm – 2:00 pm)

The Bureau will observe a 5-day week (Mondays – Fridays) and will remain closed on weekends and all gazette public holidays except essential operational areas.

Employees may be required to work on public holidays and weekends as may be required with a commensurate incentive.

## **6.4 Punctuality**

Every employee shall strictly observe the working hours, prescribed by the Bureau and shall always be regular and punctual in their attendance. The Investigation Department may have flexible working hours to suite their relevant work plans.

Employees shall report promptly for work and sign the Attendance/biometric register.

The office of the Director Human Resources and Administration shall submit attendance report to the various Bureau at the end of every month.

## **6.5 Conduct during working hours**

1. Employees leaving the office during working hours for personal business must secure the approval of their immediate Supervisors.
2. Any employee, who leaves either the place of work or the Bureau’s premises without permission from their supervisors shall be considered as having been absent from work and shall be treated as such.
3. Employee found skiving during working hours shall face disciplinary actions.

## 

## **6.6: Attendance Records**

Attendance Register/Biometric will be provided for each employee to sign or clock in/out. Every employee is expected to indicate in the Attendance Register the time he /she resumes and closes for work each day.

Staff of the Bureau are required to sign the attendance register except management staff on Grade Level 15 and above.

## **6.7: Lateness**

Employees arriving late for work will be cautioned by their immediate supervisors.

## **6.8 : Absence from Duty**

1. Absence from duty without permission shall be dealt with in accordance with the Bureau’s disciplinary code.
2. In exceptional circumstances a staff member may request in writing a leave of absence from his/her immediate supervisor for approval.
3. If an employee is unable to come to work because of illness, he/she must immediately inform his/her immediate supervisor.
4. Absence without permission, among others, includes failure to return to work at the end of an approved leave.

## **6.9: Medical Certification**

It is the policy of the Bureau that absence due to illness must be covered by a medical certificate issued by an authorized medical practitioner.

## **6.10: Personal Conduct**

Employees are expected to always represent the Bureau professionally by maintaining high standards of professional conduct/personal behaviour in and outside the office.

## **6.11: Personal Hygiene**

Employees shall present themselves in a manner that is representative of the Bureau, and this means being clean, well-groomed and without the tendency to cause discomfort to co-workers and the public through lack of personal hygiene.

## **6.12: Ingratiation to Employees**

It is contrary to the general policy of the Bureau for employee or members of their families to accept gifts or other rewards from anyone for performing their official duties.

## **6.13** **Conflict of Interest**

**6.13.1** No employee shall enter or maintain a relationship with another business or financial concern or individual when such a relationship is in conflict or prejudicial to the interests of the Bureau.

**6.13.2**  In cases where the Bureau has staff seconded from a service provider the formal arrangement established and implemented should exclude the seconded person from performing their function from the service provider that employs them.

**6.13.3** In cases where the Bureau has staff seconded to a service provider the

formal arrangement established and implemented should also effectively

mitigate the risk of perceive or potential conflict of interest

**6.13.4** If an employee has any business in conflict with the operation of the

Bureau, he/she must declare.

**6.13.5** There are certain circumstances that could lead to a real or perceived conflict of interest which includes but not limited to:

1. Take part in or attempt to influence any Bureau decision or any business dealings with a current or potential supplier or entity in which you have a direct or indirect interest.
2. Use the premises, equipment, supplies or services of other employees of the Bureau to promote their personal interests.
3. Use confidential information for their personal benefit during or after employment with the Bureau.
4. To be in a position where they could benefit directly or indirectly from the Bureau’s business transaction (e.g. supplier of goods or services, contract, or partnership)
5. Give preferential treatment to any supplier or other person doing business with Bureau in order to serve their personal interest.
6. Invest in, own, have an interest in, or be an employee of organization that might have interest direct or indirect in any Bureau operations or transaction, except in the case of a widely held public organization were dealing with Bureau do not represent substantial portion or its total business.

**6.14: Relationship and Favouritism**

Employees shall not grant or appear to grant preferential treatment to a person with whom they have a close personal or professional relationship. In some situations, past relationships may also give rise to a perceived conflict of interest and should be treated as such.

## **6.15 Prohibited Activities**

**6.15.1:** While on the premises of the Bureau, or on official duty anywhere, an employee must not:

1. Consume alcoholic drinks, non-medical drugs, or other intoxicating substances.
2. Gamble in any form.
3. Cause disorder or impede the work of other employees.
4. Use violent, abusive language, threaten, or intimidate colleagues.
5. Use inappropriate language, view, or distribute pornographic materials manually or electronically via phone, SMS, email, or any other devices to another employee.
6. Sleeping on duty.
7. Engage in illegal activities of any sort or misrepresentation of the Bureau
8. Sell, canvass, or perform other commercial activities not related to the official business of the Bureau during official hours
9. Using official hours for personal business
10. Removal or destruction of official materials
11. Using official property other than it intended purpose
12. Striking or attempting to strike with stick or dangerous weapon against another employee or visitor within the workplace
13. Deferring senior personnel’s instructions to carry official duties.

**6.15.2:** The Bureau expects the highest level of ethical, professional, and legal conduct from all staff. Therefore, any staff engaged in any form of activity that is illegal shall face the appropriate disciplinary actions.

## **6.16: Assistance to Other Organisations**

The Bureau may contribute to charity and non-profit making organizations of a non-political nature and shall make provision for such assistance.

Such assistance shall be void of conflict of interest inimical to the image and operations of the Bureau.

## **6.17: Other Employment/Income from Other Sources**

Employee may not enter another occupation or employment, paid or unpaid, or conduct any trade or business during official hours without prior written approval.

## **6.18: Use of the Bureau’s Branded Stationery**

The use of the Bureau’s stationery including letter-head, notepads, stamp and/or seal, and envelopes shall be limited to the official business of the Bureau only.

## **6.19: Use of the Bureau’s Assets**

1. The use of the Bureau’s assets shall be limited to official purpose.
2. The Bureau’s funds shall not be converted into personal use in any way unless authorized by the Bureau.
3. The Bureau’s premises are for official purposes only.

## **6.20: Dress Code**

1. Employees are encouraged to dress appropriately. Any appearance deemed inappropriate for office is not allowed.
2. Employees required to wear uniforms shall be provided as may be determined by the Bureau.
3. Employee who misplaces or lose their uniform will be surcharged with the cost of replacement.

## 

## **6.21: Diversity at Work**

The Bureau has a diverse culture and heritage which contribute to its overall success and development. It is prohibited to practice any form of discrimination among staff but rather encourage and accept fair play and mutual respect at all levels. Therefore, the Bureau shall provide a conducive work environment.

## **6.22 Public Holidays**

The Bureau shall observe all public holidays as declared by the State.

## 6.23: Unscheduled Official Closure for safety and security of staff, the Director General/CEO may officially delay opening, close early, or close the office for the entire day due to unplanned events or circumstances that would prevent employees from safely or effectively or appropriately performing their duties (e.g. inclement weather, sustained power failure, fire, political unrest, national mourning, force majeure etc.). Normal remuneration applies in such instances.

## **6.24: Security** NSIB follows security guidelines and assigns threat levels in accordance with guidelines from the security officer. Different security levels may be assigned in various parts of the country depending on the danger in the situation at any point in time. NSIB employees are to direct and/or raise security concerns with the security officer, Director-General/CEO and Director, Human Resources and Administration. The Director-General/CEO and Security officer are required to put a safety and security management plan in place for staff at the various locations to ensure safety of life and property of NSIB which they must communicate and familiarize all employees with. To assist in maintaining office security, the last employee to leave the office should ensure that all entrances are locked. No money or valuable property should be left unattended as profile insurance coverage does not extend to personal property

## 6.25: Visitors to NSIB Offices: Unscheduled Visitors are allowed to NSIB premises only during the lunch hour of 12pm – 1pm. All visitors must be attended to at the reception area. Business visitors will be escorted from the reception into the back-office by the employee they are visiting. All visitors coming to NSIB will sign in and out of the office at the security post. Access to the offices will be strictly controlled and visitors will be permitted access through the front desk and the security. All visitors to the premises will be issued with visitors’ badges at the security. Badges must always be displayed in the premises. Employees should escort any person on the premises who is not displaying an identification badge back to the reception. Visitors will remain at the reception until the appropriate member of staff is available to escort them in and out of the office area.

# CHAPTER SEVEN

# 

# 7.0 STAFF WELFARE

# 7.1 HEALTH INSURANCE SCHEME

7.1.1 Staff welfare is for the purpose of seeking the wellbeing of every employee of the Bureau.

## **7.1.2 Beneficiaries**

1. Immediate Relatives
2. Parents
3. Spouse
4. Children/Dependents

## **7.1.3 Medical Facilities/Health Insurance**

1. The Bureau shall provide a medical insurance scheme for all employees and their dependents consisting of one registered spouse and a maximum of four dependents below age 18 years and up to the age of 23 years for dependents on further education.
2. However, such medical facilities shall not cover
3. Cosmetic surgery;
4. Weight loss/gain programme;
5. Rest at home or other institutions that are not hospital;
6. Abortion not approved by the retained medical practitioner.

## **Medical Provision**

Medical provision shall be in-line with the terms and conditions of the contracted medical scheme service provider.

**7.1.5 Procedure for Medical Visits**

On falling sick or an accident, the following procedure must be followed

1. Inform your supervisor and the Director Human Resources and Administration;
2. take along a medical insurance ID card issued by the service provider;
3. Inform the Director Human Resources and Administration if hospitalization or surgery is recommended.

## **7.1.****6 Medical Emergency**

1. In the event of any emergency when an employee may have to consult a Doctor other than any outside the medical insurance scheme, the expenses shall be covered under the National Health Insurance Scheme (NHIS).
2. In emergency cases, especially after working hours and on weekends, any bill so incurred should be submitted to one of the Insurance Medical Retainer for endorsement in order for a refund to be provided.
3. An employee who seeks an emergency treatment shall within 48 hours inform the Bureau medical retainer who will take over the case where necessary.
4. In the case where the cost for the treatment of a staff’s illness exceeds the approved limit provided by the scheme, the cost shall be covered by the NHIS.

## 7.2 **Weddings**

1. Staff are entitled to a gift not worth more than N200,000 or as determined by Management.
2. Director Human Resources and Administration must ensure that the Bureau is well represented at all staff weddings.

## **7.3 Deaths**

1. Where an employee dies in the service, the severance benefit due to him shall be paid to his legal representative or any person designated by him as the next-of-kin as contained in his Record of Service

(b) In addition to the severance benefits, the following expenses shall be paid to the designated next-of-kin:

i) Refund of all medical expenses.

ii) Cost of burial expenses, preparation of the body for embalmment or cash in lieu settlement of mortuary bills and provision of casket/coffin at the following rates:

1. GL. 03-06 N100,000.00
2. GL. 07-14 N200,000.00
3. GL. 15-17 N300,000.00
4. Consolidated N500,000.00

(iii) Transportation of corpse and members of the family to his home town or burial ground as may be required by the deceased family. - The financial assistance shall be subject to the distance

of the location.

(iv) Payment of the cost to the family of the deceased, not exceeding one full page advert in one National Newspaper for the publication

of obituary at the prevailing rates.

## **7.4 End of Year Celebration**

1. There shall be a get-together at the end of the year wherein staff would have the opportunity to interact with each other.
2. Staff shall be recognized on their retirement or resignation with an award.
3. The Bureau shall recognize long services of employees by suitable gifts on their anniversaries following the completion of every 5 years in service.

## **CHAPTER EIGHT**

# 8.0 TEMPLATES OF INVESTIGATION OFFICIAL CREDENTIALS

## **8.1 Introduction**

The investigator's credential allows the investigator to exercise the powers, obligations, responsibilities and duties of investigation provided by the NSIB (Establishment) Act and the regulations in force. The credential issued to investigators shall

1. Make reference to the section of the NSIB Establishment Act that empowers the
2. NSIB and its investigators to have unhindered access and control over aircraft
3. accident/incident sites/ material evidence and responsibilities
4. Display photo of the holder
5. Validity date
6. Signature of the approving authority
7. Name, designation and signature of the holder
8. Contact information of the issuing authority

The NSIB credentials policy establishes categories of Investigators Credentials in line with the relevant sections of the Law namely:

1. Investigator
2. Investigator Trainee
3. Accredited Representative
4. Adviser
5. Observer
6. Expert
7. Participant

**8.2 Details of Official Credentials**

The credential requirements, scope of responsibility and procedures for the issuance of credentials are outlined below:

1. The **Investigator** **Credentials**

These are issued to trained and qualified Investigators. This credential is the property of the Bureau and must be returned when the personnel is relieved of his/her duty or is on another assignment that may cause conflict of interest during an investigation. Qualifications for the acquisition of an Investigator Credential:

(i) Must be an Investigation Division personnel assigned aircraft accident and incident investigation duties; and

(ii) Must have completed Indoctrination, Initial Investigation Trainings and Basic Aircraft Accident Investigation Training including On-the-Job-Training (OJT) in accordance with the Bureau’s Training Policy.

1. **Scope of Responsibility:**
   1. Assigned to duties of an Investigator as specified in the Job Descriptions

attached in the Bureau’s Staff Terms and Conditions of Service;

* 1. Shall be accorded any assistance to facilitate the performance of his/her official duties;
  2. Perform any other lawful duty assigned by the Bureau.

1. **Color and Features**

The colour for Aircraft Accident Investigator shall be mainly red for the title and validity sections with features as shown below:

**INVESTIGATOR OFFICIAL CREDENTIAL(TEMPLATE)**

**FRONT VIEW**

 **INVESTIGATOR**

The person whose photograph and signature appear on this card is a duly accredited INVESTIGATOR

assigned to duties of investigation Pursuant to Section 27(a), (b) and (c) of the Nigerian Safety Investigation

Bureau (Establishment) Act, 2022. He/she shall:

a) Enter into any premises where there is a reasonable ground that a transportation occurrence has occurred, or there may be at the place, anything relevant to the

Investigation or where wreckage from the occurrence is located;

b) In the Cause of The Investigation, have unhindered access to Own relevant materials or pieces of evidence, including on-board recorders, either in air, marine, rail or such relevant traffic records related to a transport safety investigation under this Act; and

(*c*) Have unhindered access to the site of any transportation occurrence, premises, location, facility, the transport vehicle, its contents or wreckage, constituting the subject of a safety investigation contemplated by this Act.

Signature: ……………………………

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL**

AFIX

PHOTO

HERE

**[NAME OF INVESTIGATOR]**

**T THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**

**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….



**NIGERIAN SAFETY INVESTIGATION BUREAU**

This is used for access to sites/premises for the purpose of investigation and for On-the-Job Trainings (OJT). This credential is the property of the Bureau and must be

**b) Investigator Trainee Credentials**

Investigator Trainee Credentials are issued to Technical Officers and Developmental Investigators who have undergone Indoctrination, Initial and Basic aircraft accident investigation trainings. Qualification for the acquisition of a Trainee Investigator Credential include:

(I) Must be an Investigation Division personnel assigned aircraft accident and

incident investigation duties; and

(ii) Must have completed Indoctrination and Initial Investigation Trainings

including On-the-Job-Training (OJT) in accordance with the Bureau’s

Training Policy.

**I) Scope of Responsibility:**

1. Assigned to duties of a Trainee Investigator as specified in the Job

Descriptions attached in the Bureau’s Staff Terms and Conditions of

Service;

1. Shall be accorded any assistance to facilitate the performance of his/her official duties;
2. Perform any other lawful duty assigned and supervised by an Investigator of the Bureau.

**II) Color and Features**

The color for **Trainee Investigators credentials** shall be mainly **purple** for the **title** and **validity** sections with features as shown below:

**TRAINEE INVESTIGATOR OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**

 **INVESTIGATOR TRAINEE**

The person whose photograph and signature appear on this card is a duly accredited INVESTIGATOR TRAINEE

aassigned to duties of investigation Pursuant to Section 27(a), (b) and (c) of theNigerian Safety Investigation

Bureau (Establishment) Act, 2022. He/she shall:

a) Enter into any premises where there is a reasonable ground that a transportation occurrence has occurred, or there may be at the place, anything relevant to the

Investigation or where wreckage from the occurrence is located;

b) In the Cause of The Investigation, have unhindered access to Own relevant materials or pieces of evidence, including on-board recorders, either in air, marine, rail or such relevant traffic records related to a transport safety investigation under this Act; and

(*c*) Have unhindered access to the site of any transportation occurrence, premises, location, facility, the transport vehicle, its contents or wreckage, constituting the subject of a safety investigation contemplated by this Act.

Signature: ……………………………

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL**

AFIX

PHOTO

HERE

**[NAME OF INVESTIGATOR TRAINEE]**

**T THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

Trainee Investigator after successful completion and approval of credential evaluation form, must display this Credential on his/her person whiles on investigation duties. Should an employee lose his/her credentials, a police report will be required before a new one is issued to him/her at his/her own cost.

**c) Accredited Representative Credentials**

These Credentials are normally accompanied with their Letters of Acceptance or Appointment. The Credentials should be returned to the Investigator-in-charge (IIC) upon completion of the investigation or when the participation of such holder of the credential in the investigation ends, or no longer required/suspended or terminated.

The Policy and Procedures Manual for investigation provides for the issuance and control of these credentials including the assigned responsibilities of the investigation team.

**I) Scope of Responsibility**

The Accredited Representative (ACCREP)’s responsibility is to participate in the investigation of accident to an aircraft of a maximum mass of over 2 250 kg, when requested to do so by the State conducting the investigation, regardless of whether the Bureau’s ACCREP will travel to that State or not. The ACCREP would be preferably a qualified senior investigator from the Bureau and who understands the international accident and incident investigation practices, particularly Annex 13, to represent the interests of Nigeria during the investigation led by another State.

**II) Color and Features**

The color for Trainee Investigators Credentials shall be mainly purple for the title and validity sections with features as shown below:

**ACCREDITED REPRESENTATIVE OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**



**ACCREDITED REPRESENTATIVE**

The person whose photograph and signature appear on this card is a duly accredited ACCREDITED

REPRESENTATIVE attached To the Bureau for Accident Investigation Activities

**Signature……………………**

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL AR 0……**

AFIX

PHOTO

HERE

**[NAME OF ACCREDITED REPRESENTATIVE]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**d) Adviser**

Advisers are technical specialists to assist the Accredited Representative. The advisers from the Bureau, the NCAA and the airlines operator shall be responsive to the leadership of the ACCREP.

**I) Scope of Responsibility**

Adviser’s responsibility is in assisting Accredited Representatives to participate in an investigation to the extent necessary in order to make the participation by the Accredited Representatives effective.

**II) Color and Features**

The colour for aircraft accident investigator shall be mainly blue for the title and validity sections with features as shown below:

**ADVISER OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**

 **ADVISER**

The person whose photograph and signature appear on this card is a duly accredited ADVISER

attached To the Bureau for Accident Investigation Activities

**Signature……………………**



**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL A 0……**

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**[NAME OF ADVISER]**

**T THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**e) Observer**

The Director-General/CEO in coordination with the investigator-in-charge may authorize designated military personnel, representatives of other public administrations or representatives of foreign governments to participate in the investigation as observers. Observers must have no personal interest in the investigation and are only permitted access to those parts of the investigation deemed appropriate by the Investigator-in-charge. Observer status is coordinated and approved in advance

**I) Scope of Responsibility**

Training and familiarization with the Bureau’s investigative process are the sole purposes of observer status.

**II) Colour and Features**

The colour for Aircraft Accident Investigator shall be mainly red for the title and validity sections with features as shown below:

**OBSERVER OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**

 **OBSERVER**

The person whose photograph and signature appear on this card is a duly accredited OBSERVER

attached To the Bureau for Accident Investigation Activities

**Signature……………………**

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL O 0……**

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**[NAME OF OBSERVER]**

**T THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**f) Expert**

An expert is a well-trained person who possesses tested expertise in a given area. In the event of aircraft accident, usually, the Director-General will appoint an experienced medical specialist, preferably a pathologist or a physician who specializes in Aviation Pathology as the Bureau’s Expert to participate in the investigation conducted by another State.

**I) Scope of Responsibility**

To assess the potential danger inherent in an area in consultation with the Investigator-in -Charge or the Bureau’s Site Safety and Security Coordinator. Experts assist in the identification of victims, meet with surviving passengers who are citizens of the expert’s State and receive a copy of the Final Report.

**II) Colours and Features**

The colour for Aircraft Accident Investigator shall be mainly red for the title and validity sections with features as shown below:

**EXPERT OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**

 **EXPERT**

The person whose photograph and signature appear on this card is a duly accredited EXPERT

attached To the Bureau for Accident Investigation Activities

The person whose photograph and signature appear on this card is a duly accredited EXPERT

attached To the Bureau for Accident Investigation Activities

**Signature……………………**

**Signature……………………**

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL E 0……**

AFIX

PHOTO

HERE

**[NAME OF EXPERT]**

**T THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**g) Participant**

A participant status is a privilege granted by the State conducting the investigation to a person having a direct interest in the investigation, who has the expertise to contribute to achieving the objective of the investigation or investigator who is undergoing training. Among others, the following persons may be granted participant status:

(a) persons representing a State department or agency,

(b) the aircraft owner and operator;

(c) union or employee associations;

(d) the flight crew involved in the accident

A participant would be a person authorized by the Bureau to participate in an investigation because in the opinion of the Bureau that person has a direct interest in the subject matter of the investigation and has the expertise to contribute to achieving the Bureau’s objective

**I) Scope of Responsibility**

To use their expertise to contribute to achieving the objective of the investigation.

**II) Colours and Features**

The colour for Aircraft Accident Investigator shall be mainly red for the title and validity sections with features as shown below:

**PARTICIPANT OFFICIAL CREDENTIAL (TEMPLATE)**

**FRONT VIEW**

 **PARTICIPANT**

The person whose photograph and signature appear on this card is a duly accredited PARTICIPANT

attached To the Bureau for Accident Investigation Activities

**Signature……………………**

**NIGERIAN SAFETY INVESTIGATION BUREAU**

**OFFICIAL CREDENTIAL P 0……**

AFIX

PHOTO

HERE

**[NAME OF PARTICIPANT]**

**THIS CREDENTIAL IS DECLARED VALID UNTIL [xx/xx/xxxx]**

**BACK VIEW**



**FORM: IOC-** Issued under Section 5.10.1 of the Civil Aviation (Investigation of Air Accidents and Incidents Regulation) in force.

If found return to: **NIGERIAN SAFETY INVESTIGATION BUREAU** P.M.B 7009, Area 1, Garki, Nnamdi Azikiwe International Airport FCT, Abuja or the nearest Police Station.

Director-General/CEO

Issued on: …………………………….

**NIGERIAN SAFETY INVESTIGATION BUREAU**

Prior to an investigation, the Bureau institutes an investigation team headed by an Investigator-In-Charge (IIC).

1. The Bureau also issues the above listed Credentials to other participants of its investigation team such as Accredited Representatives, Advisers, Experts, Specialists, Participants, Observers, etc. These Credentials are normally accompanied with their Letters of Acceptance or Appointment. The Credentials should be returned to the Investigator-in-charge (IIC) upon completion of the investigation or when the participation of such holder of the credential in the investigation ends, or no longer required/suspended or terminated.
2. The Policy and Procedures Manual for investigation provides for the issuance and control of these credentials including the assigned responsibilities of the investigation team.

Investigator Credentials shall remain the property of the Bureau and shall be returned to the Bureau when an employee leaves the employment of the Bureau. Further details on Credentials are found in the SL-AAIIB’s Policy and Procedures Manual.

# 

# CHAPTER NINE

## **9.0 PERFORMANCE MANAGEMENT**

**9.1 Introduction**

Performance Management is the process by which staff job performance is evaluated against set standards in order to provide specific feedback that will reinforce desired outcomes and behaviours as well as correct performance problems. The outcome of the appraisal is used as input to a number of other HR processes, including reward, training need identification, promotion, counselling and disciplinary action. This section is meant to articulate a framework for managing staff job performance in the Bureau. Also, to provide an objective basis for merit-based Human Resource Management. This policy shall apply to all staff of the Bureau.

**9.2 Annual** Performance Evaluation

## NSIB employees are subject to documented written Annual Performance evaluation. The employee’s supervisor is required to complete the annual performance evaluation using the NSIB standard performance Evaluation form. Annual performance evaluation shall occur once a year with an effective date of November 1. As standard practice, the supervisor is required to discuss performance matters throughout the year and not just during the formal annual evaluation process. Employees are expected to participate fully in the performance evaluation process. The annual performance evaluation provides a record of how well an employee is doing in their job. It is used to justify a merit increase as well as identify an employee’s career goals and training needs. It is also the basis for any promotions that might occur during employment. A copy of each performance evaluation is kept in the employee’s confidential file located in the Registry.

## 

At the completion of the review, the employee, supervisor, and next line Supervisor are both required to sign and date the evaluation form and forward it to the Director-General/CEO through the Director, Human Resources and Administration. The completed form becomes part of the employee’s personnel file. An employee that is evaluated to have performed below expectations successively for two years shall be terminated in their appointment.

Details and step-by-step guide are contained in the Performance evaluation form.

* + 1. **Some of the salient policy points to note are as follows:**

1. The Supervisors shall continually manage staff performance on a proactive basis using the staff performance appraisal system.
2. Overall employee performance in the Bureau shall be appraised on the measurable output/targets of individuals and teams, as well as competence–skills, knowledge and attitude annually.
3. Appraisal periods shall be done bi-annually.
4. Employee’s appraisal and performance is done on the basis of his/her work plan and key performance indicators.
5. Appraise shall be provided with feedback on their appraisals. The appraisals shall not be concluded until any disagreements to appraisal ratings/issues have been given fair hearing and resolved.
6. A staff that is not up to 6 months and above shall not be eligible for appraisal.
7. Director Human Resources and Administration shall have the responsibility of ensuring that performance appraisal issues affecting staff are proactively addressed.

**9.3 Transparency**

The Bureau shall ensure that appraisals are not used to intimidate employees in any way. To this effect, Heads of Units/Divisions shall be directly responsible for ensuring the transparency and objectivity of the appraisal system in their respective Units/Divisions.

**9.4 Confidentiality**

1. Documentation of staff appraisals shall be treated as confidential information accessible to only the appraised and authorized personnel.
2. The appraise shall have access to the appraisal up to the point the final recommendations are made.

**9.5 Sufficient Contact**

1. Sufficient contact must have been established between an appraiser and appraise before the appraiser can rate the appraise.
2. Where an employee has been in more than one Division within an appraisal period, appraisal from the department in which the employee spent more time shall carry greater weight.

**9.6 Appraisal Disputes**

1. Disagreements to appraisals shall be given fair hearing by an arbitration committee.
2. Employee who feels strongly against his/her appraisal should indicate it at the appraise comments space.
3. Arbitration on cases of dispute, shall reside with the Director Human Resources and Administration, relevant Heads of Units/Division to be chaired by the Bureau.

**9.7 Separation after Appraisal**

Disengagement for low/non-performance from the Bureau’s employment may also be based on performance appraisal outcomes.

### 9.8 Merit Increase

NSIB grants merit increases based on satisfactory performance as documented by the written annual performance evaluation and based on the availability of funds. Performance is measured against performance expectations (KPIs) established at the beginning of each review period. Performance expectations are jointly established by the employee and the supervisor at the beginning of each review period. Performance evaluations are conducted annually and performance evaluation circle commences from November to December each year. Employees shall complete a self-evaluation and submit the evaluation to the supervisor who will complete an employee performance evaluation and submit on or before the last date by the supervisor. Performance expectations are set for each job and job incumbent. The performance evaluation shall document the following:

**9.9 Promotion**

**9.9.1 Eligibility**

All staff that falls within the field of selection for any promotion exercise shall be considered except those who are under disciplinary action.

All promotions are subject to satisfying minimum requirement declared by the Bureau and availability of vacancies.

Employees will be considered for promotion on the basis of merit. In determination of merit, prescribed qualification, experience, satisfactory performance and good conduct shall be considered.

Seniority will be considered in choosing among candidates with equal potential for promotion.

An employee under probation shall not be eligible for promotion.

The minimum number of years that an employee must spend in the post before being considered eligible to fall within the field of selection for promotion shall be as follows:

**Grade Level of Staff Number of Years in Post**

03 – 06 Minimum of 2 (Two) Years

07 – 14 Minimum of 3 (Three) Years

15 - 17 Minimum of 4 (Four) Years

**9.9.2 Criteria for Promotion**

All officers due for promotion shall be subject to written examination in the following areas.

* Core Professional Area
* AIB and its functions
* Knowledge of the Aviation Industry
* General Knowledge

To allow for fairness to all the staff attending the written examination, all candidates shall be asked the same questions, which must be set at the time and venue of the examination. In a case where the examination is not concluded for all candidates on the same day, fresh questions of equal weight shall be drawn for use on subsequent days.

9.9.3 Marks for the promotion exercise conducted shall be allocated as follows:

* Examination 70%
* APER 20%
* Seniority 10%

Seniority/Additional qualification where applicable will be considered in choosing between candidates with equal potential for promotion.

All officers shortlisted for the promotion exercise shall be adequately sensitized on the areas to be covered in the exercise by the Bureau.

**9.9.4 Point of Entry on Promotion**

Staff promoted shall enter the next salary Grade level at such step that would give them remunerations which are not less than their present salaries plus the incremental rate on their last Grade level.

**9.9.5 Effective Date of Promotion**

The effective date of promotion shall be 1st January of the year for which the promotion exercise was conducted or after the officer qualifies for such promotion.

**9.9.6 Right of Individual to Appeal**

Where an employee is aggrieved by a promotion, he shall send a copy of his appeal to the relevant Human Resources Management Committee through his Head of Department who shall comment on his appeal.

**9.10 Accident-Free Bonus**

An accident-free bonus shall be paid to drivers who have accident-free record at the end of each year at a rate as may be approved by Management from time to time.

**CHAPTER** **TEN**

**10.0 COMPENSATION AND BENEFITS MANAGEMENT**

**10.1 Introduction**

In view of the strategic role which it plays in the financial system, the Bureau shall maintain a salary policy which is not only capable of attracting relatively well qualified personnel at all levels of responsibility, but would also retain, motivate and adequately compensate staff’s efforts and contributions.

As a key player in the Aviation Sector, the Bureau shall benchmark its remuneration package with that of the peer regulators in the Aviation Sector.

## 10.2. Equitable, Fair and Competitive Remuneration

## NSIBstrives to maintain a consistent and equitable salary system that fairly rewards the different levels of responsibility of employees and their performance in their jobs in accordance with NSIB job grading scheme. All salary scales and allowances shall be approved by the National Salaries Incomes and Wages Commission (NSIWC). NSIB shall compensate employees according to the value of the position, the market, and individual employee performance. NSIBNigeria shall strive to achieve and maintain internal and external equity. All salary decisions are based on available budget.

## 10.3 Establishing Initial Starting Salary

## Before commencing recruitment in a position, the job description for the position must be reviewed. The position is classified based on NSIB compensation plan as defined by the appropriate salary grade.

The starting salary for newly hired NSIB employee positions shall be established based on:

* The candidate’s previous experience that is relevant to the position;
* The qualifications of the candidate, including relevant skill sets
* The candidate’s salary history;
* The current market for the candidate’s skills; and
* The contractual guidelines related to the work assignment.

No employee shall receive a salary less than the minimum wage provided under the NSIB salary scale for their grade level. After confirming that no further approvals are required for filling a new position and that the salary negotiated is in accordance with the approved budget, the new employee is issued an employment letter that is signed by the Director-General/CEO.

The NSIB remuneration policy of equal pay for equal work regardless of race, ethnicity, religion, colour or gender shall apply. The objective is to support the recruitment and retention of employees required to meet NSIBgoals and objectives.

## **10.4 Sa**lary Grading

## NSIB Nigeria salary scale is aligned to the Nigerian market and financial performance of NSIB Nigeria. The salary schedule is based on the gross salary comprising approved by the NSIWC.

## 

10.5 Salary Payment

## All employees shall have their salaries paid into an account in a bank of his choice, and not later than 25th day of the month.

## Should there occur a cause for delay in payment of salaries beyond 25th of the month, the Management is obliged to explain such circumstance to the employee(s) affected as early as possible.

## 10.6 Taxes

Employee taxes are deducted at source via payroll and remitted as required by the pay-as-you-earn (PAYE) tax laws of Nigeria. The Bureau shall respect and implement the relevant statutory tax and other regulations of the State, without placing the Bureau’s employees at a disadvantage

## **10.7 Salary Administration**

There shall be a unified salary structure made up of salary grades for each approved position in the Bureau.

**10.8 Pay Policy**

The Bureau shall promote the development and fostering of a sound system of salary administration. The four main objectives are:

1. Equivalent salaries for other Accident Investigation Bureaus in the sub-region shall serve as the primary reference point in establishing and adjusting salary scales for all staff.
2. To provide compensation adequate enough to attract, retain and reward well qualified personnel at all levels of responsibility by a system of direct monetary incentives.
3. To reward and motivate such personnel throughout their working careers by compensation which adequately reflects individual performance and the contribution made to the success of the Bureau.
4. To inform the Ministry of Transport and Aviation with the guidance and control in applying compensation to enable the Bureau meet its objectives.

## **10.9 Salary Review**

A comprehensive review of salary grades shall take place at most every five years to ensure fairness and competitiveness. In addition, reviews may take place more frequently when conditions warrant.

**10.10** Satisfactory service for the purpose of awarding a salary increment is defined as satisfactory performance and conduct of staff members in their assignments, as evaluated by their immediate supervisors.

10.11 The award of salary increments for satisfactory service shall be made annually on the anniversary of the first day of the pay period following first appointment or most recent promotion, based on a satisfactory assessment covering the twelve months since the previous award or the satisfactory completion of six months’ probation.

**10.12** Where a probation period is extended, the increment shall not be awarded until the satisfactory completion of the extended probationary period, and subsequent incremental dates shall then be the anniversaries of the new incremental date now established.

**10.13** When no salary increment is awarded because of poor performance and/or unsatisfactory conduct, the staff member shall not normally be eligible for a further increase until one year after the due date of the withheld increment. Exceptionally, where significant improvement is made, the increment may be awarded after six months following the adverse review. The date shall then become the new incremental date for that staff.

**10.14** No further salary increment shall be due once the maximum salary in the staff member’s grade has been reached.

**10.15** On promotion, an officer shall be given a salary in the new grade which is at least one annual increment above the officer’s pre-promotion salary.

**10.16** If promotion is implemented in the month in which the officer is due an increment, such increment shall be included in the salary at the higher level.

## **10.17 Confidentiality**

Individual salaries shall be treated as confidential information known only to the individual, and the HR department. No information on employee salaries shall be released to an ‘outsider’ or ‘third party’ without the express approval of the Bureau.

## **10.18 Salary Structure**

The salary structure shall meet the following requisites:

a) Differences in salaries should be based on Bureau’s grade structures including the points allocated;

b) Salaries may be determined after consideration of prevailing levels of pay for comparable work in other sectors of the Nigerian Labour market;

c) Salary structures are not static and must change as work and economic trends change. To that end, the Bureau shall undertake the necessary research into pay and conditions to justify any proposed general increase or other amendment to the existing pay and grading arrangements;

## **10.19 Staff Account**

1. All newly recruited staff shall be added to the Bureau’s payroll
2. The new employee shall supply Director Human Resources and Administration with his/her bank account details or open an account within one week of resumption.

## **10.20 Pay Advice Slip**

1. The Bureau shall ensure that employee gets their pay slips on or before pay day.
2. The details of each employee’s pay advice slip will have among other information the following:
3. The surname and initials
4. The employee identification number
5. The accurate salary/wage
6. The allowances
7. The tax and deductions (statutory and agreed), etc.
8. In the event that an employee requires clarification with respect to the calculation of salary paid for any period, such request should be made in writing to the Director Human Resources and Administration.

## 

## **10.21 Deduction from Salaries**

Deductions from salaries may be made for the following purposes:

1. Pay as You Earn (P A Y E);
2. Pension
3. National Housing Fund
4. National Social Security and Insurance Trust Fund (NSITF)
5. Debts owed to the Bureau;
6. Debts owed to third parties when such deductions are required by law or a judgement of a competent court of Nigerian.
7. Cooperative Societies

**10.22. 13th Month Salary**

An annual bonus of one-month salary shall be paid to staff in the last week of November every year. To qualify for the bonus, a staff must have worked with the Bureau for not less than six (6) months and must be in the employment of the Bureau up to the end of the year.

### 10.23. Cost of Living Adjustment (COLA)

### The Director-General/CEO in consultation with the Director, Human Resources and Administration periodically reviews local costs and may recommend COLA for employees whose pay is based on NSIB salary grading. COLA shall be recommended based on changes documented in the most current NSIB compensation schedule by the Director, Human Resources and Administration and the Director-General/CEO. The Director-General/CEO and the Director, Human Resources and Administration shall work with Finance for final review and approval. In making such recommendation, HR shall develop supporting documentation with approval of the Director-General/CEO and shall be guided by local economic factors, including current rate of inflation, high fluctuation in the currency exchange rate and the cost-of-living. NSIB reserves the right to decide on adjustments to base compensation. COLA is not automatic and NSIBshall also consider the availability of fund and the current financial performance of the company as factors for awarding or not awarding COLA.

* 1. **Allowances**

The Bureau pays various allowances every year as part of staff remuneration. In order to manage the cash flow and enable staff to meet some of their important financial obligations throughout the year, these approved allowances shall be paid as follows:

**10.3.1 Transport Allowance for Staff on Duty Journey**

Transport allowance shall be paid to staff who undertake approved official journeys outside their station where Air travel is not available at approved Government rate. All staff travels out of station should be processed through the office of the DHRA.

**10.3.2 Transfer Allowance**

Officers on transfer to a new station shall be paid transport allowance, hotel accommodation for 28 days or cash in lieu of hotel accommodation for self, spouse and a maximum of four (4) children.

Any staff transferred may be allowed to remain in his quarters (if applicable) for a period of not more than three months from the effective date of transfer.

Staff transferred from one station to another shall be paid a Resettlement Allowance, at the rate of 2% of the officer’s annual total emolument provided the request for transfer was not initiated by the staff.

**10.3.3 Staff Initiated Transfer**

Where a staff requests for transfer to another location, the following provisions will apply:

1. Staff shall have spent at least three (3) years in the current location. In special circumstances, a staff’s request for transfer may be granted if he or she has not spent the required minimum number of years.
2. Staff shall not be entitled to transfer and disturbance allowance.
3. A staff who has less than three years to his/ her retirement date may be considered for transfer to the location of his/ her choice on request.

**10.3.4 Kilometre Allowance**

Kilometre allowance will be paid to members of staff travelling on duty tour by road irrespective of whether they own personal cars. Such payments will only be made if flight services are not available to such locations from the staff’s place of work. The rate for payment of this allowance shall be at N70.00 per kilometre or as may be approved by the Board from time to time.

**10.3.5 Repatriation Allowance**

1. Repatriation allowance shall be paid to retiring staff at a rate of 25% of Annual consolidated salary.

**10.3.6 Estacode Allowance**

1. This is an allowance payable to staff on duty or training, instructions, conferences, attachments, workshop outside Nigeria. This payment shall cover both lodging and incidental expenses as may be approved by the Governing Board from time to time.
2. Where full boarding is provided, the staff shall be entitled to 25% of the approved allowance.
3. All foreign staff travels, processing of Estacode and warm clothing allowance shall be handled by HR.

# 

# 10.3.7 General Allowances

## 

1. The staff of the Bureau shall be entitled to receive, in addition to the basic salary, the various allowances as enumerated below:

a) 24 hours’ security guard;

c) 24 hours’ internet Service;

e) Monthly tea provision.

## Allowances for Managers and Investigators

a) 24 hours Internet Service

b) Monthly telephone credit

c) Monthly tea provision

## **Allowances for Officers**

a) Monthly telephone credit

## **10.3.8** **Rent Allowance**

Permanent employee shall be entitled to rent allowance as determined by Management and approved by the NSIWC but in any case, not less than 25% of his/her annual basic salary.

## **10.3.9** **Uniform and Protective Clothing Allowance**

The Bureau shall provide uniforms and protective clothing for officers who by virtue of their duties may require these materials as per the Administrative Policy of the Bureau.

## **10.3.10** **Acting Allowance**

An officer appointed to act shall be paid acting allowance effective from the date he commenced the acting appointment up to the date of cessation of the acting appointment. An officer whose acting appointment has been approved by the Bureau is eligible to allowances for the post for which he is acting for the duration.

**10.4 Loans and Advances to Staff**

**10.4.1**

The Bureau recognizes that staff are able to perform optimally if they are free of anxieties

and extraneous pressures. The Bureau also recognizes that the desire to meet the needs

of shelter and other necessities of their families and dependents may constitute pressure that distract staff from performing to the best of their abilities. The Bureau being a responsible and conscientious Bureau is committed to assist staff allay these pressures by providing loans and grants to its staff subject to availability of resources. This loan and grants policy sets out the modalities for operation of the Bureau’s initiative to aid and support its staff.

The granting of all types of loans, either direct or in the form of guarantees, is subject to

the general rule that the total cumulative monthly deduction to be recovered from staff

shall not exceed one-third (33.33%) of their monthly salary.

## 

## **CHAPTER ELEVEN**

## **11.0 CAREER MANAGEMENT AND SUCCESSION PLANNING**

**11.1 Introduction**

The Bureau is committed to providing a fulfilling career to all staff from entry to exit, who desire to contribute to the realization of its mission and vision. To this end, the career development policy seeks to provide an environment in which Staff will excel. This policy shall cover the career growth and development of all confirmed staff of the Bureau.

* 1. The strength of the Bureau is in its people. The Bureau operates a merit-driven recruitment and staff development for continuous improvement of employee performance on a proactive basis. The Bureau places high premium on integrity, personal effectiveness and loyalty to the Vision and Mission of the Bureau.
  2. The Bureau develops its employees to become result-oriented, assertive and proactive, possess analytical skills as well as enhance excellent team spirit in the workplace. The Bureau strives to entrench other desirable values like good interpersonal skills, honesty, reliability and organizational skills with continuous quality improvement mindset.
  3. The Bureau has a wide range of comprehensive training and development programme that are structured to positively impact on the technical expertise of its employees. This is aimed at improving the service of the employee in particular and the overall performance of the Bureau at large.

## **11.5 Classification of Positions**

The classification of position shall be the responsibility of the Human Resources & Administration department in consultation with the Director General /CEO.

## **11.6 Classification of Staff**

Bureau staff members shall be divided into two groups:

1. Group I – Technical Staff
2. Group 2 – Support Services Staff or Non – Technical Staff

**11.6.1 Group 2 – Support Services Staff Comprise the following:**

1. Directorate of Human Resources and Administration
2. Directorate of Accounts and Finance.
3. Internal Audit Unit
4. Public Affairs Unit.
5. Planning, Research & Statistics Unit
6. Procurement Unit
7. I.C.T Unit.
8. Safety & Security Unit

**11.6.2 Group II – Technical Staff comprise the following**

1. Directorate of Operations
2. Directorate of Engineering

## **11.6.3 Grades and Categories for Non -Technical Staff**

1. The Staff Grades for the Bureau are as follows
2. Director General/CEO – Consolidated
3. Directors – Consolidated (Technical Directors in charge of the Investigation Directorates)
4. General Manager Salary Grades level 17 (Technical – Investigators
5. Deputy General Manager Salary Grades level 16 (Technical - Investigators
6. Assistant General Manager Salary Grades level 15 (Technical – Investigators
7. Air Safety Investigators 1 Salary Grades level 14 (Technical – Investigators
8. Air Safety Investigators II Salary Grades level 13 (Technical – Investigators
9. Air Safety Investigators III Salary Grades level 12 (Technical – Investigators
10. Air Safety Investigators IIII Salary Grades level 10 (Technical – Investigators
11. Air Safety Officer I Salary Grades level 09 (Technical – Investigators
12. Air Safety Officer II Salary Grades level 08 (Technical – Investigators

## **11.6.4 Grades and Categories for Non - Technical**

1. The Staff Grades for the Bureau are as follows
2. Directors – Consolidated
3. General Manager Salary Grades level 17
4. Deputy General Manager Salary Grades level 16
5. Assistant General Manager Salary Grades level 15
6. Officers on Grade level 12 – 14
7. Officers on Grade level 7 – 10
8. Officers on Grade level 4 – 6

**Categories of Staff**

Grade Levels 15 and above: Management Staff

Grade Levels 12 - 14: Middle Management Staff

Grade Levels 7- 10: Senior Staff

Grade Levels 4 - 6: Junior Staff

1. **The Staff Grades are divided into two Categories:**

(I) Technical

(ii) Non-Technical

**Table 2.10**

|  |  |
| --- | --- |
| **TECHNICAL STAFF** | **NON-TECHNICAL STAFF** |
| **Director General /CEO** | |
| Director of Operation /Director of Engineering | consolidated – Directors |
| GL 17 – General Manager of Operations / General Manager, Engineering | GL 17– General Managers |
| GL 16 – Deputy General Manager of Operations / Deputy General Manager, Engineering | GL 16– Deputy General Managers |
| GL 15 – Assistant General Managers, Operations / Assistant General Manager, Engineering | GL 15 – Assistant General Manager |
| GL 14 – Air Safety Investigator 1 | GL 12 - 14 – Middle Management Staff |
| GL 13 – Air Safety Investigator II |  |
| GL 12 – Air Safety Investigator III | GL 07 – 10 Senior Staff |
| GL 10 – Air Safety Investigator II |  |
| GL 09 – Air Safety Officer I |  |
| GL 08 – Air Safety Officer II |  |

Consolidated I: The Director General /CEO is the highest level of Management in the Bureau.

Consolidated II: The Directors - Positions in this grade provide overall direction and control of programmes and activities of the Investigation Departments. Responsibilities entail the establishment of Action Plans to achieve goals and objectives.

GL 17 – General Manager, GRADE LEVEL 17: Positions in this grade implement and supervise programmes. In the professional area this grade is applicable to positions that are responsible for the direction and establishment of internal policies of all professional services in technical and support fields such as Investigator, Maintenance Engineer with ratings, Operations Engineer with ratings, Pilot in Command, Air Traffic Controller, E.g. Qualified Investigators, Human Resources and Administration, Finance and Accounts,

GL 16 – Deputy General Manager: Positions in this grade provide support to supervising officers in the technical and support area. This grade is applicable to positions that are responsible for supervising Assistant Officers effectively. E.g., Middle Management Staff, Senior Officers, Trainee/Developmental Investigators, Technical Officers Senior Officers Technical Data Analyst, Unit Heads.

GL 08 and 09 Air Safety Officers: Positions in this grade provide administrative and technical support. This is the entry level for the technical Departments’ support category with at least an HND/OND or equivalent professional qualification from a recognized institution. Work experience in the relevant field may be an added advantage. E.g. Officers.

GRADE S2: Positions in this grade work under general supervision. This grade may be responsible for the management of a distinct segment of work or for distinct area of professional service. This is the entry level for the support Division. Support Staff should have at least an HND/OND or equivalent professional qualification from a recognized institution with a work experience in the relevant field which may be an added advantage. Please refer to the Scheme of Service for further details.

GL 04: This is the entry level for Junior staff e.g. Clerical Staff, Drivers with at least O’Level/WASSCE Certificate or equivalent qualification from a recognized institution. Previous work experience may be an added advantage. This grade may be responsible for the management of a distinct segment of work or for distinct area of professional service.

### 

### Reclassification

### Reclassification can occur when a different skill set is needed due to the changing responsibilities of a job and may result in a re-grading and salary adjustment for the position. In the case of additional skills needed, NSIB shall endeavour to provide the employee with training and assistance to obtain the necessary skills needed. With a reclassification, a job description needs to be reviewed or prepared and any associated increase shall be determined based on the NSIBsalary grading and approved by the Director-General/CEO.

**11.8 Secondment of Experts**

The use of outside expertise to augment the technical staffing of the Bureau during major accidents or when certain expertise is desired for an investigation necessitates the Bureau to source for such experts from organizations within and outside Nigeria. The secondment of such experts to investigation conducted by the Bureau is accomplished by written contract and/or Memorandum of Understanding (MoU) with relevant donor organizations. The contracts or MoU governing secondment of the experts should include provisions to ensure that the seconded individuals are relieved of their regular duties during the course of the investigation. Their independence and objectivity in the investigation work is essential, and it is important to ensure there are no real or perceived conflicts of interest on the parts of seconded individuals or their organizations.

Other details of this policy are as stated in the Investigation Policy and Procedures Manual Section 4.11

#### **Coordination with Regional Offices**

The Bureau has established Regional Offices at Enugu and Kano airports, being strategic locations across the country, to ensure prompt response to reports of accidents and serious incidents at remote locations and ensuring timely arrival of the Bureau’s initial response team to accident sites countrywide.

It is necessary that the work carried out by the regional offices is reported to the Headquarters. A monthly report which depicts the entire area of activities for the month in which regional offices are engaged shall be sent to Headquarters by the 10th of the following month; however, an executive summary on the activities of the month must reach the Headquarters latest by 4th of the month. It should include reporting all accidents, incidents and investigations carried out by the Regional Office.

Other details of this policy are as stated in the Investigation Policy and Procedures Manual Section 3.4.8.2

## **11.10 Succession Plan**

Succession planning enables the Bureau to identify key jobs, skills, and potential successors who can effectively fill those jobs. To ensure a proper succession of key job holders, the policy shall provide criteria for the identification, development, retention and deployment of competent staff for key positions.

There shall be a succession plan to fit key positions from within the Bureau. The DHRA shall be responsible to manage the Bureau’s succession plan. This plan shall provide a guide for the development of its future leaders. It shall be in line with the organizational chart which contains the current organization structure and an indication of the tentative career progression of all employees. The DHRA shall:

1. Prepare /review succession plans
2. Ensure all employees are appraised and ranked
3. Complete list of employees eligible for movement or job rotation
4. Provide employee files as necessary
5. Facilitate the promotion decision making process
6. Ensure the required qualification(s) and number of years of experience represents the minimum number for vertical progression as indicated in the career path schedule prepared by Director Human Resources and Administration.

# CHAPTER 12

# 12.0 TRAINING AND DEVELOPMENT

**12.1 Introduction**

It is recognized that the success of the Bureau in achieving its strategic objectives

Depends on all staff irrespective of their roles. Therefore, having the relevant skills,

knowledge and competencies are an essential factor for any organization to progress.

It behooves on every organization to plan the development of its staff and address the

challenges created by a lack of proper training and experience at work.

In view of the foregoing, Management is committed to developing technical and

regulatory skills of staff to enhance their capacity to achieve the goals and objectives of the Bureau. Continuous learning and development of staff is an essential part of the

Bureau’s corporate culture. This policy applies to all staff of the Bureau. Staff on

temporary/short-term contracts may attend training at Management’s discretion.

The Bureau’s Directorate of Human Resources and Administration is charged with the

responsibility to facilitate, coordinate the development and implementation of the

training program and plan in accordance with the training policy of the Bureau.

The Director of Human Resources and Administration shall conduct a due diligence and

Quality Assurance of Approved Training Organizations (ATOs) before the participation of Bureau staff members in courses offered by the training organizations.

**12.2 Training Committee**

**12.2.1 Composition of Training Committee**

The committee members shall include:

1. A General Manager from any of the Technical Departments - Chairman
2. Head of Human Resources & Admin Department - Member
3. Human Resources & Administrative Officer - Secretary
4. Staff from other departments maybe co-opted to be members of the Committee.

**12.2.2 Functions of the Training Committee**

A Training Committee shall be established to:

1. Review and develop the training policy of the Bureau;
2. Develop and monitor the implementation of Training program for the -Bureau;
3. Review and develop training needs assessment;
4. Develop and monitor the implementation of the annual training plan of the Bureau;
5. Submit training committee report to the Bureau;
6. Review training evaluation report;
7. Perform any other assignment that may be delegated to them from time to time by management.  
   The training committee shall meet at least once in a year

**12.3 Training Programme**

The Training Programme of the Bureau shall be developed and implemented with the provisions of the Bureau’s Training Policy. The Training Programme for the Bureau shall last every three (3) years and is marked as **Appendix 2** in this manual.

## **12.4 Training Needs Assessment**

Training needs assessment shall be conducted annually by the training committee based on the following conditions:

1. Training Program
2. Training records of staff to capture the gap in training
3. Review of individual training reports
4. Emerging issues and technological advancement

The training needs assessment template is marked **Appendix 3** to this document.

## **12.5 Training Plan**

The Bureau shall prepare training plans annually in accordance with the approved training programme. The training committee is charged with the responsibility of development and implementation of the annual training plans.

## **12.6 Training Evaluation**

1. The Bureau shall conduct evaluation of all trainings using the training evaluation matrix in **Appendix 5**.
2. The Training Committee shall conduct the evaluation of all trainings annually and share the report with the Bureau.

## 

## **12.7 Training Records**

The Director of Human Resources & Admin shall establish, maintain and update comprehensive training records (hard and electronics) of all staff of the Bureau. Furthermore, each department shall maintain a copy of the training records of each staff within their Department.

The following documents shall constitute training records:

1. Training programme
2. Up to date resume
3. Training needs assessment
4. Last individual Training Plan
5. Individual Training Certificates
6. Last Training report
7. Last Individual Training needs assessment
8. Individual OJT chart report
9. License/Rating

**12.8 Archiving of Employee Training Records**

The training records of staff of the Bureau shall be kept for a period of five (5)

years before archiving.

## **12.9 Training/Course Funding**

**a) Professional Course**

A Tuition or Subscription shall be paid for staff on approved training.

**b)** **Management Courses**

1. Course/Tuition fees shall be paid to the institution directly
2. Course/Tuition fees shall be paid for repeating staff only once

**c)** **Other professional courses**

1. Course /Tuition Fees shall be paid only once for the same course.
2. Results and Report for courses paid for shall be submitted to the Director Human Resources and Administration at least one week after the release of result.
3. Failure to abide by (b) above shall lead to the non-payment of further exams and subscriptions.

**12.10 Professional Certification Assistance**

The Bureau may sponsor staff to obtain professional certification from their chosen professional bodies which must have been approved by Management. This assistance shall be limited to only two (2) professional bodies for staff in the Deputy General Manager (DGM) and above grades levels and one (1) for staff on grades levels below the Deputy General Manager grade level.

**12.11 Knowledge Management**

The Bureau shall provide an enabling environment for Staff to learn from knowledge and experience sharing. Knowledge Management is the process of identifying, organizing, storing and disseminating information within an organization. A knowledge Management system harnesses the collective knowledge in the organization leading to better operational efficiency. It is the process of organizing, creating, using and sharing collective knowledge within an organization.

The purpose of this initiative is to share perspective, ideas, experience and information to ensure that these are available in the right place in the right time to enable informed decision and to improve efficiency by reducing the need to rediscover knowledge.

**12.12 Mentoring**

Mentoring is a partnership between a more experienced staff and a new staff to assist the latter to settle into the job and Bureau. Mentoring relationships may be targeted to meet specific needs of mentees by identifying a successful senior officer’s career path and tapping into their knowledge and experience.

**12.13 In-Service Training**

The Bureau may sponsor staff to obtain educational qualifications relevant to their jobs and in approved institutions. This may be on a full time or part time basis.

**CHAPTER THIRTEEN**

## **13.0 LEAVE MANAGEMENT**

**13.1 Introduction**

Employee leave is an arrangement whereby time off is granted to employees for

various purposes, the major one being to rest, rejuvenate and refresh while receiving full

compensation form the Bureau. This is expected to enhance the productivity of staff.

Leave management is the process of managing staff absence from work in a fair, accurate and efficient way.

**13.2 Types of Leave**

The following are the types of leave:

1. Annual Leave
2. Casual Leave
3. Sick Leave
4. Maternity Leave
5. Paternity Leave
6. Examination Leave
7. Study Leave
8. Compassionate Leave
9. Pre-retirement Leave
10. Leave of Absence

## **Annual Leave**

## This leave is taken on an annual basis and every permanent staff member shall be entitled to an annual leave after completing 12 months in employment. It is part of the employment contract.

The leave year runs from 1st January to 31st December. Staff shall not

be qualified for another Annual Leave earlier than six months after the previous leave. HR

is responsible for coordinating the Annual Leave Plan for each year for all staff in the

Bureau. This plan shall be approved by the Director of Human Resources and

Administration not later than the 31st of December of the preceding year.

Staff are expected to take their full Annual Leave at once, but due to exigency of duty, it

may be taken in not more than two instalments. Staff must make every effort to take them

full leave entitlement during the year in which it has been earned. Any leave not taken by

January 31st of the succeeding year shall be forfeited except there is Management

approval to extend up to the end of the first quarter of the succeeding year. No staff is

allowed to accumulate leave without due approval of Management.

The purpose of this policy is to provide guidelines on how the various types of leave and

authorized absences shall be handled to ensure that staff get adequate rest periods. This

policy shall apply to all staff of the Bureau.

## **Determination of Annual Leave Entitlement**

## 

## New staff shall be entitled to leave with pay on pro-rata basis for every month of service before confirmation of appointment.

## **Timing of Annual Leave**

## The Bureau reserves the right to vary the date on which leave commences if operational commitments so demand. Staff on retirement and voluntary exit shall be paid their leave allowance in full for the final year of service. The leave entitlement of a Staff shall be determined on basis at the time of disengagement. However, there shall not be a claw back of leave taken in excess of Staff's entitlement as a result of the Bureau’s decision to advance the date of commencement of his leave.

## **Annual Leave Earning Period**

## Leave earning is service which will be taken into consideration for computing the grant of annual leave. Maximum annual leave entitlement is as follows

|  |  |
| --- | --- |
| Category of Staff | No of Leave Days |
| GL 07-17 | 30 Working Days |
| GL 04-06 | 21 Working Days |
| GL 01-03 | 14 Working Days |

1. **When Annual Leave Is Granted**

Leave will be granted annually and may be taken any time between January and December, subject to exigencies of service. Leave in the first year of service shall be calculated on pro-rata basis as follows:

1. **Annual Leave Days Calculation Table**

**Earning 30 Days 21 Days 14 Days**

**Period Per Annum Per Annum Per Annum**

**GL 07-17 GL 04-06 GL 01 -03**

12 Months 30 21 14

11 months 28 19 13

10 months 25 18 11

9 months 23 16 10

8 months 20 14 9

7 months 18 13 8

6 months 15 11 7

5 months 13 9 6

4 months 10 7 5

3 months 8 6 4

2 months 5 4 3

1 months 3 2 1

Any period of service less than 30 working days is not assessable for proportionate

leave.

Leave will be granted annually to employees of the Bureau for vacation and may be taken any time between January and December, according to the Departmental Leave roster. All employees must take and exhaust their vacation leave within the calendar year in which such leave is earned and any period of vacation leave which is not so exhausted shall be regarded as having been forfeited.

Considering however that the maximum leave entitlement in a year is 30 Working days, all staff should have exhausted their leave

entitlements of a calendar year before 1st February, of the succeeding year. Management may with the consent of an employee commute or defer the leave but should be within one year. Contract Personnel shall receive vacation leave as stipulated in the contract.

iv. The leave earning period shall be a complete calendar year, that is the whole of the period from 1st January to 31st December inclusive in any one year as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| GL. 07 and above | - | 30 | working days |
| GL.04-06 | - | 21 | working days |

vii. At the beginning of each year, circulars are sent to Heads of Department to submit their Departmental Leave Roster for that calendar year. The roster is kept on file in the Industrial Relations

* Welfare section or by the schedule officer who handles leave matters. The leave form is divided in three (3) sections:
* Information on applicant.
* Head of Department’s approval.
* Human Resources Department’s approval to proceed on leave.

All staff must fill and apply form.

Approval for leave is conveyed to the officer, a copy to his personal file and Head of Department.

All officers irrespective of their grade levels are requested to complete the leave resumption certificate.

Employees of the Authority who resign or retire or withdraw their service are eligible for their leave calculated on pro-rata basis. Also, an employee in his initial year of service shall earn leave entitlement on pro-rata if he has completed six months in service. Leave in the first and last year of service shall be calculated on pro-rata basis as follows:

**ix. Increase or Decrease in Leave Due**

When promotion within the first full half of the year results in an increase in leave

due higher-grade level, the longer leave will be granted in the first full leave earning year on higher post.

x. For Contract Staff the annual leave shall be spelt out in the contract agreements.

xi. The Human Resources Department in consultation with other Unit(s) shall prepare and maintain a leave roster at the start of every year, which shall be updated regularly

1. **Casual Leave**

This is time off granted to staff to attend to any personal matters such as domestic

exigencies or in special circumstances, casual leave may be granted on compassionate

ground. Except in cases of emergency, requests for such leave should be made at least

two days in advance. This shall be for a maximum period of five (5) days in one

year, anything in excess shall be deducted from the annual leave.

1. **Sick Leave**
2. An employee not being on leave from duty and who is absent from duty on the ground of ill-health must submit/forward an excuse duty or light duty, or an authenticated medical certificate within 48 hours.
3. An employee on vacation leave who is prevented from resuming duty at the expiration of his authorized leave by reason of ill-health duly certified by an approved Medical Officer may be granted an extension of leave which shall be treated as sick leave.
4. Sick leave shall not be deducted from annual leave.
5. An employee’s record of sick leave shall be noted in his annual or periodic report.
6. The Bureau will operate a medical service scheme for its Staff that will offer medical services to each Staff, a spouse and up to 4 children. When a member of Staff becomes ill and is consequently unable to attend work, that person may, within certain constraints, expect to receive paid sick leave for the duration of his sick leave entitlements. The Bureau shall guard against the use of sick leave for unscrupulous purposes by producing management reports for supervisors which show sick days taken by members of Staff. Supervisors are required to manage the use of sick leave by their Staff.
7. A staff member who holds an appointment of less than one year shall be granted sick leave for up to four working days per month.
8. Any member of Staff who is absent from duty on the ground of ill-health, if such absence is authenticated by a certificate issued by a hospital recognized by the Bureau will be regarded as absent on sick leave. Sick leave certificate from Teaching Hospital, General Hospitals or other Government Medical Institutions will be equally accepted.
9. In the case of a Staff member who has taken ill in a town where the preferred medical provider under the NHIS is not available, a certificate issued by an approved medical practitioner will be acceptable. The medical certificate issued in (a) and (b) above shall be produced within a week where the Staff is outside the Headquarters of the Bureau or three (3) days if the Staff is in the Headquarter. The staff is responsible for drawing the Doctor’s attention to this requirement. Salary may not be paid for absence from duty on the ground of ill-health not covered by the procedure laid down above.
10. Provided there is reasonable prospect of eventual recovery and return to duty, Staff members will be allowed sick leave on full pay for a period of six months. Thereafter, if the sickness persists, another period of six (6) months on half pay may be allowed subject to a maximum of 365 days, except where illness or injury was accrued in the line of duty.
11. Any sick leave allowed in excess of 365 days during a period of four years or less will be without pay. A Staff member who has been sick continuously for six months will be required to undergo a full medical examination. Following the Doctor’s reports, the Bureau may decide either to retire them from the service on the ground of invalidity or allow further sick leave. Where a Staff member is absent through illness, they shall ensure that their Departmental/Sectional head is duly informed as soon as possible and communication should be arranged so as to reach the Bureau on the day the Staff is first absent but not later than three (3) days from the first day of absence. For all other sick leave including single day, a certificate must be produced to the Bureau.
12. A staff member who has accrued illness or injury in line of duty shall be entitled to half pay until his/her full recovery or death.
13. Notwithstanding the provisions of the above, a staff member who has exceeded his sick leave on full salary may take accrued annual leave before being placed on sick leave with half salary.
14. **Medical Examination**

The Bureau shall be entitled to require any Staff who is absent on sick leave for more than forty-two consecutive days to be examined by an appropriate medical officer.

**xiv. Medical Board**

A Medical Board is a Board established by the Management to examine cases of staff who have been on prolonged absence of over three months due to ill-health. The Board shall also consider the cases of those who appear physically frail to continue in service and have neither attained the maximum length of service nor the age of retirement. Where a staff has been on sick leave for over 42 calendar days consecutively or appear too old to perform his functions, he may be subjected to a Medical Board to determine the state of health of such staff or his continued employment in the Bureau.

1. If report concerning illness in 10.5 above indicates that illness is due to the employee’s fault, his appointment shall be determined.
2. If, however, illness is of natural causes, i.e. not due to his fault or misconduct, and there are reasonable chances of recovery and returning to duty, the staff shall be granted further six consecutive months’ sick leave on full pay. He will, thereafter, be put on half pay for a further period of six (6) months after which, if he still does not recover, his appointment will then be determined.
3. Where, however, illness occurs in the course of employee’s duty, he could be given six (6) months consecutive sick leave on full pay. He will thereafter be put on half pay for a further period of six (6) months at the expiration of which he would be retired with full benefits if sickness persists.

**xv. Sickness Record Considered when Promoting**

Staff’s record of sick leave or sickness will be considered in awarding salary increment and when determining suitability for promotion if it exceeds sixty cumulative days in any calendar year.

xvi. Sick leave may be refused if the report is not in line with the rules above. In

such a case, the period shall be deducted from annual leave or charged as special leave

without salary.

1. **Maternity Leave**

Maternity leave with full pay shall be granted to a confirmed female Staff who has had a minimum of twelve (12) months of continuous service in the Bureau’s employment. The leave shall be for a maximum period of sixteen (16) weeks, which shall be taken four weeks before the expected date of delivery and twelve weeks after delivery. Maximum allowable after delivery shall be sixteen (16) weeks. Where the annual leave has already been before the grant of maternity leave, that portion of maternity leave equivalent to the annual leave shall be without pay

In the event that a female Staff who is still on probation is certified as pregnant, she will also be entitled to sixteen weeks’ maternity leave provided they have been employed for not less than six months and the leave shall be effective date of confinement and shall be without pay and that part of the leave equivalent to their annual leave will be with full pay.

The Employee must give notice of her intention to commence maternity leave together with the appropriate medical certification eight weeks prior to the expected delivery date and inform the employer of the birth of her child within seven days after birth of the child.

Staff falling ill during pregnancy may be granted leave of absence in addition to the entitlement provided a medical report is available to the effect.

Employee on such maternity leave shall receive full payment of salary.

Negotiated work hours with the line manager in concurrence with the Director Human Resources and Administration may be allowed on return from maternity leave for a period of two months.

Should NSIB require a nursing mother to make official travel while on maternity leave, a mutually agreed arrangement shall be made to safeguard the breastfeeding and/or welfare of the baby for the period of travel of the mother.

### I) Time- off for Nursing Mothers

### NSIB follows the guidance and standards contained within UNICEF/WHO’s Global Strategy for Infant and Young Child Feeding. This includes the promotion of mothers initiating and sustaining exclusive breastfeeding for six (6) months and then as part of their infant's diet for as long as they both wish.

### All mothers who wish to continue to breastfeed on returning to work should communicate this to their manager or the Director, Human Resources and Administration at the earliest possible opportunity. NSIB shall endeavour to encourage appropriate arrangements to support breastfeeding mothers wherever possible.

### The Bureau shall provide a crèche for nursing mothers within the premises. A female employee who is nursing a child shall be granted two hours off duty before the close of the day. This facility shall be granted up to a maximum period of six (6) months from the date of delivery of the child. In the case where NSIB cannot provide the appropriate settings for breastfeeding, NSIB offers flexible hours and working from home arrangements. Usually, two sessions each lasting one hour are granted per day.

### Paternity Leave

This may be granted to serving male staff whose spouse delivers a baby. The period of the

leave shall be fourteen working days. The leave shall not be more than once in two years

and for a maximum of four children. Where the family of a male officer adopts a child

under four months old, the officer will similarly enjoy Paternity Leave for a period of

fourteen working days.

Request for such leave shall be accompanied by the Expected Date of Delivery (EDD)

report of the officer’s wife or evidence of approval of the adoption of the child by the

relevant government bodies. A birth certificate needs to be provided to the Head of

Department and Director General /CEO for validation of such leave and forwarded to the

Director, Human Resources and Administration for the employee’s personnel file.

1. **Examination Leave**

The Bureau may grant approval for staff on part-time study programme to enable staff to undertake an examination. However prior notification of the examination schedule must be submitted through the Head of Department to the Director Human Resources and Administration. This may be granted to a staff for the duration of the examination in respect of any professional/part-time academic qualification which would be of value to staff career and the Commission.

1. The staff shall obtain approval for this leave using the official examination timetable from the institution.
2. The leave shall comprise the days stated on the timetable and additional day before and after the examination.
3. **Study Leave**

Study Leave may be granted by the Bureau to confirmed and deserving staff members who have served the Bureau for at least two years continuously and the course must be in the interest of the Bureau.

**I. Funded Study Leave with Pay**

Funded Study Leave with pay may be granted to staff subject to the following conditions:

1. nominated and approved by the Bureau.
2. field of study should be relevant to the training needs of the Bureau.
3. training must be undertaken in a recognized institution.
4. Nominated and approved candidate must have been accepted by a recognized institution.

**II. Bond**

1. An employee who benefits from a course of study sponsored by or on behalf of the Bureau shall sign a bond to serve the Bureau for a period not less than the duration of the said course.
2. All bonds so executed must be guaranteed by two persons who shall certify that in the event of failure to return to duty, all expenditure under the bond shall be refunded to the Bureau in full within a stipulated time.

**III. Non-funded Study Leave with Pay**

Non-funded Study leave with pay may be granted to staff subject to the following conditions:

1. Approved by the Bureau.
2. Field of study should be relevant to the training needs of the Bureau.
3. Training must be undertaken in a recognized institution.
4. Approved staff must have been accepted by a recognized institution.
5. Approved staff should submit course details.

**IV. Non-funded Study Leave without pay**

Non-funded Study Leave without pay may be granted to a staff who has not served up to two years in the Bureau or has been awarded fully funded scholarship subject to the following conditions:

1. Approved by the Bureau.
2. Field of study should be relevant to the training needs of the Bureau.
3. Training must be undertaken in a recognized institution.
4. Approved staff must have been accepted by a recognized institution.

V. A staff member shall not earn annual leave allowance while on study leave.

VI. Staff members on approved study leave with pay shall be eligible for payment of normal salaries as well as annual salary increment subject to the receipt of satisfactory progress report on such staff members.

VII. In the event of unsatisfactory report for staff on approved study leave with pay, the Bureau may seize to provide further support including annual salary increment.

VIII. Where a staff member is offered a study grant which provides only limited support that does not cover certain expenses and materials required by the institution, the Bureau may meet such expenses subject to confirmation by the institution.

IX. Staff members on study leave shall ensure that a progress report on their conduct and academic performance is submitted by the institution to the Bureau every year.

X. When a staff benefits from foreign funded awards, the conditions pertaining to such awards are generally accepted and shall be treated as study leave with pay.

XI. An employee who returns from study leave with or without pay should immediately inform the Bureau.

1. An employee who has just returned from study leave shall be required to spend a minimum of six months on the job before he is qualified for annual leave.
2. **Compassionate Leave**

Compassionate leave is paid time-off to attend to a sick family member or organize and attend funerals of a direct family member. Direct family members are spouse, child and parents-in-laws. The employee is required to submit through the Head of Department to the Director Human Resources and Administration, the appropriate documentation to support the leave request. If appropriate documentation is given, approval for such leave must be given by the Director General /CEO. A maximum of 10 working days shall be granted to employees for the purpose of compassionate leave.

1. **Pre-Retirement Leave**

Officers are required to give three months’ notice to retire from service before the effective date of retirement. At the commencement of three months, officers should proceed immediately on one -month pre-retirement workshop/seminar. For the remaining two months, retiring officers are expected to take necessary measures to put their records straight so as to facilitate the speedy processing of their retirement benefits.

1. **Leave of Absence / Sabbatical Leave**

The Bureau supports participation in civic duties by staff to the extent that this is possible without affecting operational efficiency. Staff may also have some personal activities that they want to undertake and which may or may not assist them in the performance of their duties or it may be for secondment. Therefore, the Bureau may grant leave of absence to enable staff to meet these requirements, so long as there is no conflict of interest. This leave shall be for a maximum of four (4) years.

To be eligible, a confirmed staff must have served in the services of the Bureau for a period of five (5) years and not more than five (5) staff shall be on leave of absence at a time. Staff on leave of absence shall be invited to participate in promotion examination where they are eligible.

1. **Part Time Study Programme**

An employee may be granted permission to pursue a part-time study programme as long as it does not adversely affect his/her performance.

## 

## **Urgent Personal Affairs (UPA Leave)**

1. Such leave of not more than 15 working days in any calendar year will be approved by the Director Human Resources and Administration through the Head of Division.
2. The leave shall only be granted in the following circumstances:
3. wedding, serious illness of spouse, child, siblings, guardian, father and mother, death;
4. House relocations;
5. Any other unforeseen circumstances.

### 

### Leave without Pay

### Leave without Pay (LWOP) of up to twenty-one (21) working days can be granted to an employee to take care of personal needs such as an employee’s serious illness, the serious illness of an employee’s family member, supported by a medical report. Prior written authorization of the employee’s line manager and Commissioner/CEO must be obtained. The employee is not entitled to salary, allowances, or any other form of remuneration and cannot accumulate sick or annual leave during leave LWOP.

## **Overstaying Leave**

1. Failure to report for duty on the expiration of any approved leave without reasonable excuse shall be deemed to be a breach of contract. Therefore, an employee who fails to report for duty on the expiration of his/her approved leave for up to five (5) working days without communication shall be issued with a query.
2. After the expiration of fifteen (15) working days, such failure shall be construed as a voluntary termination of service by the employee.

## **Abandonment**

Employees who absent themselves from work for fifteen (15) consecutive working days within a month without official permission will be deemed to have voluntarily abandoned their employment with the Bureau and shall attract the necessary disciplinary action.

## **13.3 Leave Allowance**

All Permanent staff shall proceed on annual leave.

Staff shall be entitled to 30% of their Annual Basic salary as leave allowance and shall

be paid one week before he/she proceeds on leave.

Staff shall be entitled to a round trip air ticket to a country of their choice as

follows:

a) Bureau - Business Class

b) Managers, Investigators and Other Staff - Economy Class

**13.4 Deferment of Leave**

Management shall defer the leave of an employee on the recommendation of the Head of Department depending on the exigencies of duties. Such deferred leave shall be taken at a convenient time within the calendar year. Deferment cannot be for more than one calendar year.

**13.5 Curtailment of Leave**

An employee may be recalled to return to duty before the expiration of the leave.

When an employee at the request of or with the permission of the Bureau takes less

leave than entitled or is recalled from leave before the expiration of the leave, the

outstanding leave days will be carried forward and taken at a convenient time, in the

interest of the business of the Bureau, depending on the exigencies of the job.

Personnel with assigned offices proceeding on leave for whatever reason or duration

shall hand over all office door keys to the respective officer acting on his/her behalf

while on leave. Where none is available, the keys are to be handed over to the

Administration Officers charge and logged in the Security.

## **CHAPTER FOURTEEN**

## **14.0 DISCIPLINE AND GRIEVANCE PROCEDURE**

**14.1 Introduction**

In any organization, discipline is a cardinal principle of conduct since the success of the

organization depends largely on disciplined staff. The Bureau therefore, expects staff

to be fully informed of and conform to its rules and regulations, and show high sense of

responsibility in their relationship with all stakeholders. Discipline is necessary to

engender harmonious relationships and enable the achievement of the goals and objectives of the Bureau. It shall be the duty of every officer to acquaint himself/herself with the disciplinary rules and any other regulations in force.

14.2 **General Inefficiency**

14.3 **Definition**

General Inefficiency consists of a series of omissions, commissions or incompetence, the cumulative effect of which shows that the officer is not capable of discharging his duties efficiently.

14.4 **Drawing Attention to Shortcoming**

Every superior officer shall bring the attention of subordinate to any observed shortcoming for the purpose of eliminating such and record any such action(s)

14.5 **Removal for General Inefficiency**

Before the proceedings for the removal of an officer for general inefficiency may be commenced, he must have been warned on three occasions in writing.

14.6 **Performance of Duties**

A female employee shall not be penalized by reason of pregnancy alone, but if her condition interferes with the efficient performance of her duties, she may at the discretion of Management be given lighter duties.

14.7 **Effective Date of Termination for Inefficiency**

In all cases of termination for inefficiency, the rules guiding termination (3.4.1) shall apply.

14.8 **Misconduct**

14.9 **Definition**

Misconduct means any specific act or conduct contrary to the provisions of this Conditions of Service and/or any act of wrong doing which is inimical to the image of the Bureau and which can be investigated and if proven, may lead to termination or retirement.

4.10 **Acts of Misconduct Includes: -**

a)Scandalous conduct such as:

i) Immoral behaviour,

ii) Unruly behaviour,

iii) Drunkenness,

iv) Foul language,

v) Assault,

vi) Battery

b) Refusal to proceed on transfer or accept posting,

c) Habitual lateness to work,

d) Deliberate delay in treating official document,

e) Failure to keep records,

f) Unauthorised removal of public records,

g) Dishonesty,

h) Negligence,

i) Membership of cults,

j) Sleeping on duty,

k) Improper dressing while on duty,

l) Hawking merchandise within office premises,

m) Refusal to take/carry out lawful instruction from superior officers,

n) Malingering,

o) Insubordination

p) Discourteous behaviour to the public.

q) Failure to appear before or to answer questions satisfactorily from any person or body designated by the Bureau for the purpose of investigating any matter.

r) Touting or aiding and abetting touting at the Airport.

s) Rumour-mongering.

t) Refusal to wear Uniforms provided while on duty.

14.11 **Serious Misconduct**

14.12 **Definition**

Serious Misconduct means any specific act of very serious wrongdoing and improper behaviour which is inimical to the image of the Bureau and which can be investigated and if proven, may lead to dismissal.

14.13  **Acts of Serious Misconduct Includes**

14.14  **Falsification of Records, Suppression of Records, Withholding of Files**

a) Falsification of Records,

b) Suppression of Records,

c) Withholding of Files.

d) Conviction on a criminal charge (other than a minor traffic or sanitary offence or the like),

e) Absence from duty without leave.

f) False claims against Government officials,

g) Engaging in partisan political activities,

h) Bankruptcy/serious financial embarrassment,

i) Unauthorized disclosure of official information,

j) Bribery,

k) Corruption,

l) Embezzlement

m) Misappropriation,

n) Violation of Oath of Secrecy,

o) Action prejudicial to the security of the state,

p) Advance fee fraud (criminal code 419),

q) Holding more than one full-time job,

r) Nepotism or any other form of preferential treatment,

s) Divided loyalty,

t) Sabotage,

u) Wilful damage to public property,

v) Desertion of beat/abandonment of duty post,

w) Sexual harassment, and

x) Any other act unbecoming of a public officer.

14.15 **Criminal Offences:** Conviction for a criminal offence other than a minor traffic or sanitary offence or the like

14.16 **Absence from Duty without Leave:** Any officer who is absent from duty without authority renders himself liable to be dismissed from the service, and the onus shall rest on him to show that the circumstances do not justify the imposition of the full penalty.

14.17 **Financial Embarrassment**: This refers to the state of a staff member’s indebtedness, which having regard to the amount of debts incurred by him, has actually caused serious financial hardship to him. A staff shall be deemed to be in serious financial embarrassment:

* 1. If the aggregate of his unsecured debts and liabilities at any given time exceeds the sum of three times his monthly emoluments.
  2. Where he is adjudged debtor, for as long as the judgment debt remains unsettled; or
  3. Where he is adjudged bankrupt or insolvent wage earner, for as long as he remains an undercharged bankrupt or as the case may be for as long as any judgment remains unsatisfied.

**14.18:** Bribery, Corruption, Embezzlement, Misappropriation, Advance Fee Fraud (Criminal Code 419)

**14.19:** **Disclosure of Official Information:** Every staff is prohibited from disclosing to any person except in accordance with official routine, any article, note, document or information entrusted to him in confidence. Similarly, every staff should exercise due care and diligence to prevent the knowledge of any such article, note, document or information being communicated to any person against the interest of the Bureau.

**14.19:**  **Disciplinary Committee** There shall be a Central Disciplinary Committee (CDC) comprising representatives of all the Directorates, the Legal Department and the representatives of the Union(s) as observers to which the affected staff belong.

The Human Resource Department shall serve as the Secretary of the Committee. All recommendations made by the Committee shall be submitted to the Management through the Director in charge of Human Resources for consideration

**14.20: Disciplinary Procedure** Disciplinary proceedings in accordance with this policy shall be initiated on the grounds of misconduct or an employee’s general incompetence or inefficiency. A standing Disciplinary Committee as indicated in Rule 4.5 shall be established for quick dispensation of disciplinary cases in the Bureau. The guidelines shall be as follows:

1. Following a report of misconduct by an employee, the Head of Department shall give a verbal warning to the employee depending on the gravity of the offence committed. However, in relation to serious misconduct, the Head of Department shall request the Directorate in charge of Human Resources to handle the case and the Human Resources Department shall issue a written query to the erring staff.
2. Where after reviewing the response of the employee, the Human Resources Department determines that the misconduct or offence attracts more than a warning, the matter shall be referred to the appropriate Disciplinary Committee for consideration.
3. When a case is referred to the Disciplinary Committee, the recommendation of the committee shall be submitted to the Director-General / CEO through the Director in charge of Human Resources for final approval.

For general guidance, it needs to be pointed out that in all disciplinary matters, reference must be made to the Director in charge of Human Resources to ascertain the facts and offer professional advice in recommending or determining appropriate disciplinary action in order to maintain a measure of uniformity.

The Director in charge of Human Resources could, where necessary act in liaison with the Legal Department especially concerning matters of criminal nature.

The disciplinary procedures as here defined should be strictly followed at all times.

14.21 **Disciplinary Measures**

In the event of any infringement of rules and regulations or any misconduct by an employee, the Bureau has the right to impose the following measures as considered appropriate, to the gravity of the offence:

14.22 **Caution/Warning**

1. An employee who commits a minor offence or short-coming in the performance of his duties shall be warned verbally by his Head of Department or Section.
2. An employee whose conduct or work is unsatisfactory shall be reported to the Human Resource Department with a view to issuing him/her query. The representation of the employee and the comments of his Head of Department or Section shall be forwarded to the Director in charge of Human Resources for further necessary action.
3. After three written warnings in a year, the case will be referred to the appropriate committee for further disciplinary action.
4. In all cases, the alleged faults of an employee will be brought to his notice through the issuance of a query. Any memorandum (query) issued to an employee must be dealt with and returned to the responsible officer within 48 hours from the period of receipt of such query.

**14.23** **Surcharges**

An employee may be surcharged for recovery of funds or damaged or lost property of the Bureau which occurred due to negligence or wilful act of the employee.

**14.24** **Deferment of Increment**

Incremental progression may be deferred for a minimum period of three months and a maximum period of six months on account of misconduct, or/and inefficiency.

In the event of such deferment, the employee shall be informed in writing. If an increment is deferred for more than six months in any year, in case of multiple deferments, it shall no longer be granted for that year.

**14.25**  **Disciplinary Proceedings after Maternity Leave**

Any disciplinary proceeding against a female employee which would otherwise have been taken during the period of her maternity leave shall be postponed until her maternity leave has expired.

**14.26** **Suspension**

(i) Whenever, in the opinion of a Head of Department a prima-facie case of misconduct which is of such a nature as to warrant immediate suspension has been committed by an employee, the Management shall suspend the employee immediately pending the determination of his case.

1. The suspension shall be for an initial period of three months and shall be reviewed thereafter for another three months, or for such other periods thereafter as may be determined by Management.
2. Whenever in the opinion of the Management a prima facie case of misconduct has been made against an employee and it is necessary to investigate the matter further with a view to determining the guilt or appropriate disciplinary action, the employee may be suspended without pay pending the determination of his case and subject to provision (i) above.
3. The employee so suspended shall be forbidden to carry out the duties and to visit his place of work without the express permission of the Management. When an employee has been so suspended, he may also be called upon to handover any uniform, account books, records and any other property as the Head of Department shall direct, and he shall be deprived of his salary for that period.
4. Notice of suspension shall be conveyed to the employee concerned in writing.
5. In the event that the suspended officer is exonerated, he/she shall be reinstated and all the withheld emoluments shall be paid to him/her.

14.27 **Interdiction**

1. When an employee has been charged with a criminal offence before a court of law, whether or not connected with the Bureau and the Management considers it in the interest of the Bureau that he should cease to exercise the powers and functions of his office instantly, the employee may be interdicted from his duties forthwith.
2. Formal notice of interdiction shall be given to the employee concerned in writing.
3. When an employee has been interdicted, he shall be entitled to receive only one-half of his salary per month. An employee who is under interdiction shall be required to handover any uniform, accounts book and records, and any other property of the Bureau in his charge to such person as the Head of Department shall order and he shall be forbidden to carry on his duties and to visit his place of work except with the express permission of the Director-General / CEO or Regional Management in the case of the Regional offices.

An employee who has been interdicted is responsible for keeping his Department informed of the address of his station at which instructions to him can be delivered. If he fails to comply within 48 hours with instruction properly delivered to such address, he will be regarded as being absent from duty without leave and notice unless reasonable and acceptable explanation is given.

Where an employee under interdiction who is found not guilty of all charges and has been discharged and acquitted, he shall be reinstated and shall receive the balance of his salary withheld during the period of interdiction.

An employee under interdiction who is found guilty by the court shall not subsequently receive any part of his salary withheld during the period of interdiction.

14.27 **Dismissal**

1. All cases of indiscipline which may lead to dismissal shall be placed before the appropriate disciplinary committee and approved by the Director-General / CEO or the Management as the case may be, in the case of junior staff, while cases involving senior staff and Directors shall be referred to the supervisory Ministry.
2. An employee of the Bureau shall be dismissed if a case of corruption is duly established against him/her after due process.
3. Failure to disclose any previous conviction for a criminal offence will lead to summary dismissal.
4. An employee convicted on a criminal charge shall not receive any emolument for the period following the date of his conviction. In the event of any acquittal on appeal, payment of arrears of his emolument shall be made but nothing in these conditions shall prevent his being dismissed or otherwise punished on any other charges arising out of his conduct in matter, provided that such charges do not raise substantially the same issue as those of which he has been acquitted.
5. Upon conviction of any employee on a criminal charge, he shall be dismissed or have his appointment terminated with effect from the date on which he was convicted.
6. An employee of the Bureau shall be dismissed if he:
   1. Acts as attorney or agent against the Bureau in any matter; or institutes a legal action against the Bureau, while he is in the employment of the Bureau.
   2. Falsifies testimonials, certificates, personnel or financial records or is found to have forged or fraudulently altered official documents of the Bureau.
   3. Is discovered to have misled the officer or committee that appointed him in reaching his or its decision on his appointment by making a false statement in applying for a post.
   4. Is discovered to have been dismissed from any post in the Public Service or Private Sector.
   5. Is discovered to have absconded from duty of the Bureau without leave.
7. An employee who is confirmed in his appointment shall be dismissed by the Bureau for misconduct but no such employee shall be so dismissed until his case has been considered by the appropriate Disciplinary Committee.
8. No notice or salary in lieu of notice shall be given to any employee dismissed for misconduct but dismissal shall take effect from the date which the employee concerned is officially notified that he has been so dismissed.
9. An employee dismissed for misconduct shall not be entitled to leave, accrued leave pay, traveling expenses or severance benefits, and shall vacate the Bureau’s Quarters immediately and handover any property of the Bureau in his custody to his Head of Department.

14.28 **Grievance Procedure**

Staff complaints shall proceed through the immediate superior to the Head of Section, Head of Department, Head of Directorate in that order. On no account should staff by-pass the established line of authority of hierarchy. Similarly, matters that could not be resolved at the lower level should be progressed for resolution through the line of authority.

Superior officers also owe it a duty not to disrupt the line of communication by using junior functionaries and thereby undermining their immediate superiors, especially for ulterior motives. This shall constitute an act of indiscipline.

Staffs are advised to follow the authorized procedure, and to state the facts of their cases as briefly as possible.

14.29 **Right of Appeal**

Members of staff have the right of appeal to the next level of authority up to the Management, Director-General / CEO, and Governing Board (where it exits), the Supervising Ministry, and Office of the Head of the Civil Service of the Federation (OHCSF) up to the Head of Government as the case may be against any disciplinary action meted out to them. Full access to all documents relevant to staff’s petition/appeal should be allowed.

When an officer remains dissatisfied with the outcome of a resolution matter/case, he deserves the right to channel the appeal or grievances(s) to the following in the arranged order as the case may be:

* Management,
* Supervising Ministry,
* The Office of the Head of Civil Service of the Federation (OHCSF),
* Head of Government.

14.30 **Time Limit for Appeal**

The time limit allowed for an appeal shall not be more than six months.

An appeal shall not be entertained after this period unless such a delay is supported by valid reasons.

* 1. **General Conduct Prohibitions**

14.32 **Insubordination**

The employees of the Bureau shall **NOT** engage in insubordinate, obstructive or violent conduct such as:

(a) Refusing to obey lawful instructions.

(b) Working in a deliberately slow or dilatory manner.

(c) Behaving in an obstructive or disruptive way.

(d) Behaving in an aggressive, intimidating, violent or unruly way.

**Penalty:** Oral or written warning depending on the severity of the act.

**14.33 Corruption**

Corruptly solicit, or accept gratification or gifts.

**Penalty:** Dismissal

* 1. **Fraud**

Participate in fraud with regard to the business of the Bureau.

**Penalty:** Dismissal and Prosecution

* 1. **Obscenity**

Making threatening, annoying, obscene, malicious or indecent statement against another staff.

**Penalty:** Warning or Termination, depending on the gravity of the offence.

* 1. **Damage**

Causing damage to the property of the Bureau.

**Penalty:** Surcharge, or Surcharge and Termination, depending on the gravity of the offence.

* 1. **Theft and Willful Damage**

Stealing or causing wilful damage to the property of the Bureau.

**Penalty:** Dismissal and Prosecution.

* 1. **Falsification of Credentials and Certificates**

Falsifying credentials and certificates in order to gain an advantage.

**Penalty:** Summary Dismissal and Prosecution.

* 1. **Desertion of Beat**

An employee on shift duty must not leave his post until he has handed over to his reliever or arrangements have been made by the Head of Section to cover the duty. Any staff of the Bureau who is absent from duty without advice for three consecutive days or any four days in a calendar month, or is found to be a habitual truant may have his appointment terminated or dismissed.

* 1. **Insobriety**

If a staff is intoxicated while on duty or incapable of work because of excessive drinking and/or drug abuse.

**Penalty:** Termination

* 1. **Traffic**

Contravening traffic laws when using the Bureau's Vehicle on duty, or using the Bureau's vehicle for any unauthorized purpose including carrying passengers and goods or driving recklessly.

**Penalty:** Warning or Termination depending on the gravity of the offence.

* 1. **Divulging Sensitive Official Information**

No employee shall, whether during the continuance of his employment or thereafter divulge or make known directly or indirectly to any person(s) whomsoever (other than to a duly authorized person) any of the Bureau’s business or any confidential information in connection with the Bureau.

This shall include spreading idle and malicious rumours about the Bureau’s operations. Every employee shall use his best endeavour to prevent the publication or disclosure of any such secret or confidential information.

**Penalty:** Termination or Dismissal, depending on the gravity of the offence.

* 1. **Smoking**

Smoking prohibition shall be observed in all areas so designated. Local No Smoking Laws shall be complied with.

**Penalty:** Warning or termination depending on the gravity of the offence.

**CHAPTER FIFTEEN**

**15.0 CESSATION OF APPOINTMENT**

## **15.1 Introduction**

## This section deals with the separation of the employee form the services of the Bureau. This separation can happen due to various reasons ranging from voluntary and involuntary causes. The policies in this section therefore seek to articulate a framework for managing the exit process in order to achieve fairness to both parties in the employment relationship.

15.2 **Termination**

1. An employee who is confirmed in the service may have his appointment terminated by the Bureau on grounds of general inefficiency provided that he has previously been warned three times in writing by his Head of Department that his work has been unsatisfactory and copies of such warning letter have been forwarded to the Director in charge of Human Resources. In such case, three months’ salary shall be paid by the Bureau in lieu of notice.
2. (a) The appointment of a confirmed employee shall not be terminated on the grounds of general inefficiency until he has been given the opportunity to submit representations to the Director-General / CEO through his Head of Department.

(b) A confirmed employee whose appointment is terminated shall be given three months’ pay in lieu of notice. Any leave entitlement accruing at the time of termination may be granted to run concurrently and terminate with notice or if being terminated without notice, such leave may be commuted to cash.

(c) In all cases of termination, the Bureau shall state the reasons for the termination of an employee’s appointment.

(d) If an employee’s appointment is terminated, he will be entitled to severance benefit (where applicable).

15.3 **Resignation**

1. An employee who resigns will be liable to give one month’s notice in writing or pay one month’s salary in lieu of notice. Failure to give proper notice in writing or payment in lieu shall lead to non-acceptance of resignation.
2. An employee who resigns will forfeit that part of his vacation leave on pro-rata basis. If he resigns his appointment without proper notice, he will forfeit claims to leave.
3. Any employee who has given notice of his resignation and absents himself from duty without advice or authority before the effective date of his resignation may be dismissed.
4. An employee on resigning from service shall hand over any property of the Bureau in his possession and shall refund to the Bureau in full, any sum of money which he may owe the Bureau. Failure to refund the money owed the Bureau will lead to non-acceptance of resignation and legal action may be taken to recover the debts.
5. An employee occupying the Bureau’s quarters who resigns from the service must vacate the quarters occupied by him within a period of one month from the effective date of his resignation and upon receipt of his final entitlements where applicable.

15.4 **Withdrawal from Service**

When an employee who has served for five years leaves the service in circumstances entitling him to payment of severance benefit, he is deemed to have withdrawn from the service. Withdrawal involves one-month notice or payment of a month’s salary in lieu of notice.

15.5 **Retirement**

* + 1. The Compulsory retirement age for all grades in the Bureau shall be 60 years or 35 years of pensionable service, whichever is earlier.
    2. No officer shall be allowed to remain in service after attaining the retirement age of 60 years or 35 years of pensionable service whichever is earlier.
    3. Provided the officer would not have attained the retirement age of 60 years or spent 35 years of pensionable service, whichever is earlier.
    4. Retirement requires three months’ notice by the staff.

**15.16 Dismissal**

The ultimate penalty for serious misconduct is dismissal. An officer who is dismissed forfeits all claims to retiring benefits, leave or transport grant etc. subject to the provisions of the Pension Reform Act 2004.

15.17  **Redundancy**

Redundancy is an involuntary and permanent loss of employment caused by an excess of manpower. Whenever redundancy action is contemplated, the Unions and Management will discuss vital problems that may arise from the onset of redundancy taking place in an effort to find a way to avoid redundancy. In the case of a permanent employee who is redundant, every effort shall be made to see if his services can be utilized elsewhere in the Bureau. If this is not feasible, then he will be declared redundant in writing, following all necessary procedures.

1. The employer shall inform the trade union or workers’ representatives concerned of the reasons for and the extent of the anticipated redundancy.
2. The principle of “last in first out” shall be adopted in the discharge of the particular category of workers affected, subject to all factors of relative merit, including skills, competence and reliability.
3. The employer shall use its best endeavour to negotiate redundancy payments to any discharged worker(s) with the union(s).

15.18 **Payment for Valid Redundancy**

Payment to permanent employees who are declared redundant shall be in accordance with the agreement reached with the Unions. Other applicable entitlements under the terms of employment shall be paid. Employees made redundant shall be given priority if they re-apply for suitable vacancies which may arise in the future.

**CHAPTER SIXTEEN**

**16.0 CONFIDENTIALITY**

**16.1 Introduction**

The Commission is committed to the protection of all confidential information that may

be entrusted to staff in the conduct of the Commission’s business. This Confidentiality

Policy is to provide guidance on the appropriate retention and use of confidential

information by staff in the course of work. The aim is to ensure that such information is

well protected because it is:

1. Legally binding;
2. Of a personal nature, like health or financial;
3. Of consequence to national security;
4. Of a proprietary nature;
5. Information from external parties;
6. Unpublished industry data;
7. Data of companies, brokers and agents;
8. Unpublished and marked ‘Confidential’.

**16.1.1**  Release of information is strictly for job related functions. Confidentiality is compromised when knowingly and inadvertently, information crosses the boundary of job-related activities.

**16.2**  This policy applies to all staff, including Board Members, Consultants, partners and other stakeholders.

**16.3** In order to ensure that confidential information is well secured the following measures will be taken:

1. All staff shall sign non-disclosure agreements.
2. Staff should obtain authorized access to confidential information.
3. Staff should encrypt electronic information and safeguard databases.
4. Staff should only view confidential information on secure devices.
5. Confidential information shall be classified and communicated to staff.
6. Staff should lock or secure confidential information at all times.
7. Staff should ask for consent before sharing confidential information.
8. Staff should keep records whenever they share confidential information.
9. Staff should obtain approval to shred/destroy confidential documents when they are no longer needed.
10. Staff should only disclose information to other staff when it is necessary and authorized.
11. Staff should keep confidential documents inside the Bureau’s premises unless is absolutely necessary to move them.
12. Staff should be up-to-date on the laws and rules surrounding confidentiality.
13. Staff should dispose confidential information in line with approved guidelines.
14. Staff should not use confidential information for any personal benefits or replicate/duplicate any confidential documents and files.

**16.4** Where staff cease to be in the employment of the Bureau, they shall be obliged to return any confidential documents and delete same from personal devices.

**16.5 Exceptions** Confidential information may occasionally have to be disclosed for legitimate reasons subject to approval by the Director-General / CEO:

1. When the Supervising Ministry requests it as part of an investigation or audit.
2. When law enforcement agencies request it as part of an investigation
3. When it is invoked by Freedom of Information (FOI) requirement.

**16.6** In all cases the approval of the Director-General/CEO shall be obtained before any information may be shared. Disclosing more information than needed should be avoided.

**CHAPTER SEVENTEEN**

**17.0 OATH OF CONFIDENTIALITY**

**17.1 Introduction**

Oath of Confidentiality is part of the Bureau’s tradition. Staff shall take an oath of office allegiance before their assumption of duty because the Bureau wants disciplined, loyal and honest workers. The culture of confidentiality of the Bureau’s information has become entrenched among civil servants, public servants and the Nigerian public. The culture of secrecy makes the notion of public scrutiny an alien concept.

**17.2 The Oath**

I, ......................................... do solemnly swear (or affirm) that I will faithfully and honestly fulfil my duties as a staff of Nigerian Safety Investigation Bureau (NSIB) in conformity with the requirements of the Bureau’s Staff Conditions of Service and of all the rules and instructions therein and that I shall not, without due authority, disclose or make known any matter or thing that comes to my knowledge by reason of my employment.

**NAME (SURNAME FIRST)**

......................................................................................................

STAFF NO.....................SIGN: .........................DATE: .............................

Sworn (Affirmed) before me at……………………………………………….

This ............ day of ..............................20...............

**(Authorised to Administer NSIB’s Oath of Secrecy)**

**17.3 VIOLATION:**

I understand that any breach of this Agreement or violation of NSIB’s Policies by me shall attract appropriate sanctions.

**ACKNOWLEDGEMENT FORM**

I acknowledge receipt of a copy of the NISB HR Policy Manual. I confirm that I have read and fully understood, having been given the opportunity to seek necessary clarifications thereto and hereby accept the contents of this Policy Manual.

I pledge to willingly abide by all the Rules and Regulations contained herein as may be amended from time to time.

**NAME IN FULL …………………………………………………………………………………**

**ADDRESS …………………………………………………………………………………………**

**EMPLOYMENT DATE…………………………………………………………………........**

**JOB TITLE/POSITION ………………………………………………………………………..**

**STAFF NUMBER ……………………………………………………………………………….**

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