



**NIALS REVISED REGULATIONS
GOVERNING THE CONDITIONS
OF SERVICE, 2009**, As Amended
and approved by the Governing Council
on 10 June, 2021

NIGERIAN INSTITUTE OF ADVANCED LEGAL STUDIES

2021

**NIALS REVISED REGULATIONS
GOVERNING THE CONDITIONS OF
SERVICE, 2009, AS AMENDED AND
APPROVED BY THE GOVERNING
COUNCIL ON 10 JUNE, 2021**

**THE NIGERIAN INSTITUTE OF
ADVANCED LEGAL STUDIES**

**REVISED REGULATIONS GOVERNING
THE CONDITIONS
OF SERVICE**

**(As approved by NIALS Governing
Council at its meeting
held on May 18, 2009)
And further approved by the
Attorney-General of the Federation
and Minister of Justice**



**The Nigerian Institute of Advanced Legal
Studies**

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REVISED REGULATIONS GOVERNING THE CONDITIONS OF SERVICE IN THE NIGERIAN INSTITUTE OF ADVANCED LEGAL STUDIES

***P*reamble**

These staff Regulations embody the Conditions of Service of members of staff of the Nigerian Institute of Advanced Legal Studies. Pursuant to section 21 of the NIALS Act CAP. N112 Laws of the Federation of Nigeria 2004, the Governing Council of the Nigerian Institute of Advanced Legal Studies is empowered to make regulations for the purposes of the Act. These regulations represent the broad principle of the Human Resources policy for the members of staff in the discharge of their respective duties and in the day to day administration of the Institute.

AND TO PROVIDE for staff Regulations for the purpose of promoting good relationship among the members of staff and the welfare of all persons in the Institute and to be the nucleus and hub of legal research and advanced studies in law in Nigeria;

PURSUANT to section 21 of the NIALS Act CAP. N112 Laws of the Federation of Nigeria 2004 that the regulations governing staff conditions of service shall take effect after they have been approved by the Attorney General of the Federation.

HAVING accepted appointment at the Nigerian Institute of Advanced Legal Studies, officers hereby firmly pledge themselves to these regulations governing the conditions of service as they are in compliance with the provisions of section 21 of the NIALS Act CAP. N112 Laws of the Federation of Nigeria 2004.

**NIGERIAN INSTITUTE OF ADVANCED LEGAL STUDIES
VISION AND MISSION STATEMENTS**

Vision Statement:

“To be the primary source of information, training and advice at the highest level of policy formulation on legal matters, effectively impacting on local and international institutions in the development of law.”

Mission Statement:

“To be the nucleus and hub of research and advanced studies in law in Nigeria.”

Chapter One

***I*ntrouduction**

Title, Application, Interpretation and Definitions

1.1 Title

These regulations may be cited as The Nigerian Institute of Advanced Legal Studies Regulations Governing the Conditions of Service of all Staff made by the Council of the Institute under section 21 of the Nigerian Institute of Advanced Legal Studies Act CAP. N112 LAWS OF THE FEDERATION OF NIGERIA 2004 and shall come into operation on the date it is approved by the Attorney General of the Federation.

1.2 Application

- (a) All employees of the Institute are subject to these terms and conditions of employment which shall form the conditions of employment within the Institute.
- (b) These regulations shall apply to all matters pertaining to appointment, tenure, promotion, discipline, leave and all other matters relating to employment in the service of the Institute.
- (c) Employees should understand that if they accept employment in the Institute they are obliged to enter into a contract to perform the duties required of their jobs to a satisfactory standard.
- (d) Although employees may be recruited to a particular unit, they are subject to transfer to any other unit of the Institute subject to their qualifications and experiences.

1.3 Interpretation

- (a) Where or when there is any conflict over the interpretation of any of the contents of these conditions of service the interpretation made by the Director

General shall be valid subject to an appeal to the Council whose interpretation shall be final.

- (b) On whichever point the Institute conditions of service is silent, the Federal Public Service Rules shall apply.

1.4 Definitions

Except where special definitions are given, the following words in these Rules and Regulations shall have the meaning assigned to them as follows:

- (a) *The Act* means The Nigerian Institute of Advanced Legal Studies Act. Cap. N112 Laws of the Federation of Nigeria, 2004 as amended.
- (b) *The Institute* means the Nigerian Institute of Advanced Legal Studies established by section 1 of the Act.
- (c) *The Council* means the Council of the Nigerian Institute of Advanced Legal Studies established pursuant to section 2 of the Act.
- (d) *The "Management Committee"* means the Committee comprising Principal Officers CONTISS 15 or its equivalent and/or the Heads of Department who are responsible for advising the Director General on the day-to-day operations of the Institute.
- (e) *The "Director General"* means the Director General of the Institute appointed pursuant to section 5(1) of the Act or any person appointed by the Council to act in that capacity.
- (f) *"Appointments and Promotions Committee" (A&PC)* (means Council's Committee established pursuant to Chapter 2.7 of this regulation responsible for staff matters, which include promotions, appointments and discipline of staff on CONUASS 01 – 07 and CONTISS 06 – 15.
- (g) *"Junior Staff Committee"* means a Committee responsible for promotions, appointments and discipline of officers on CONTISS 01 – 05.
- (h) *"Junior Staff"* means an employee on CONTISS 01 – 05.

- (i) *"Senior Staff"* means an employee on CONUASS 01 – 07 and CONTISS 06 – 15.
- (j) *"Academic Staff"* means Research Fellows, Professional Librarians.
- (k) *"Employee"* means any person employed by the Institute in an established post.
- (l) *"Established Post"* means a post provided for in the approved Institute's Budget.
- (m) *"Spouse"* means the wife or husband of a member of staff.
- (n) *"Child"* means a child of a member of staff who:
 - (i) is the biological offspring; or a step child, being the biological offspring of a spouse of the staff.
 - (ii) a child adopted by the staff in accordance with statutory provisions.
- (o) Words imparting the masculine gender shall include the feminine. Words in the singular shall include the plural and vice-versa.
- (p) *"Misconduct"* means a wilful act of serious wrongdoing or improper behaviour susceptible of investigation and proof. It includes but is not limited to:
 - Wilful act of commission or general misconduct prejudicial to the proper administration of the Institute e.g corruption, embezzlement, dishonesty, falsification of records, absence from duty without leave, insubordination, negligence, fighting on duty, unauthorized disclosure of official information, drunkenness, failure to keep records, serious financial embarrassment, disobedience of lawful order, engaging in political activities, conviction on a criminal charge, membership of secret societies, gross inefficiency, dereliction of duty, action prejudicial to the security and interest of the Institute, failure to appear before an investigative or disciplinary proceedings.

Chapter 2

Appointments

2.1 Human Resource Policy

It is the policy of the Institute to:

- (a) be an equal opportunity employer.
- (b) encourage employee loyalty and efficiency by providing healthy, safe and as far as practicable, pleasant working conditions.

2.1.1 The Institute on the other Hand Expects all Employees to Fulfill the Following Obligations:

- (a) serve the Institute faithfully and obey all lawful instructions and do their best on behalf of the Institute;
- (b) develop a high standard of efficiency and avoid any utterance or action likely to impede productivity;
- (c) devote the whole of their time, energy and ability to further the interest of the Institute, be fully committed to its values, be compliant, loyal and enhance the Institute's image with the public;
- (d) cooperate and maintain good working relationship with all other staff of the Institute.

2.1 Eligibility for Appointments

To be eligible for appointment into the service of the Institute, a candidate must:

- (a) Be at least 18 years of age at the time of the application;
- (b) Complete the Institute's application form; and submit a C.V.
- (c) Posses requisite qualifications and/or experience as prescribed in the scheme of service for the post and any additional requirement the Institute may prescribe from time to time;
- (d) Be certified as physically and mentally fit by a medical practitioner approved by the Institute;

- (e) Produce, if required by the Institute, written evidence of not being bonded by any employer or a release from such bond;
- (f) Sign a declaration of no previous conviction by a court of law;
- (g) Produce a birth certificate or statutory declaration of age;
- (h) Provide satisfactory references where specifically required.

2.2 Engagement

All employment shall be by letter of appointment to be signed by The Institute Secretary or any other officer designated by Institute Secretary.

2.4 Employee Records

- (a) On employment, an employee would be required to submit the following to the office of the Institute Secretary:
 - (b) passport size photograph taken within the last six months prior to the appointment;
 - (c) birth certificate or statutory declaration of age;
 - (d) original and two photocopies of academic/professional certificates.
- (e) On appointment, the employee would be issued an identity card which is the property of the Institute and must be surrendered to the Institute Secretary on leaving the service of the Institute.
- (f) An employee shall provide the full names and addresses of his next of kin and shall inform management of any change in his particulars.

2.5 Vacancies

Vacancies in all established positions shall be advertised. The advertisement shall stipulate all qualifications and conditions as applicable to the vacant positions.

2.6 Applications

All applications received shall be processed by the department of Administration in liaison with the departments/units from which the vacancies emanate.

2.7 Authority for Appointment

Appointments into vacant positions in the Institute shall be subject to the Institute's Act and conditions of service:

- (a) Subject to section 7(1) of the Act, the filling of vacancies in and promotions to all senior posts shall be the responsibility of the Governing Council on the recommendations of the Appointments and Promotions Committee:
 - (i) The Appointments and Promotions Committee shall be set up by the Council on the recommendation from the Director-General.
 - (ii) The Committee shall be presided over by the Director General and shall comprise three members of Council who shall be Deans of Law from Nigerian Universities and at least two other persons, not being members of the Council, who have special knowledge or experience in legal matters.
- (b) The functions of the Appointments and Promotions Committee shall be as follows:
 - (i) consider all recommendations for appointments, confirmation, promotions and discipline of all senior staff;
 - (ii) consider applications for study leave, training leave or fellowship and sabbatical leave in accordance with the regulations and criteria laid down by management and approved by the Council;
 - (iii) consider applications from staff to take up outside commitments in accordance with laid down regulations. Outside commitments that will inhibit the efficient performance of the official duties of any member of staff shall not be permitted, except on the basis of leave without pay.

- (c) The Junior Staff Appointments, Promotions and Disciplinary Committee shall select and make recommendations for appointments, promotions and discipline to the Director General.
- (d) The Senior Staff Appointments, Promotions and Disciplinary Committee shall make recommendations for appointments, promotions and discipline to the Appointments and Promotions Committee of Council.
- (e) There shall be constituted in respect of each appointment of junior or senior staff, an Institute Assessment Panel which shall assess candidates for appointments and make recommendations to the Director General and the Appointments and Promotions Committee respectively.
- (f) The Junior Staff Appointments, Promotions and Disciplinary Committee shall be a committee of management and shall consist of Institute Secretary, as chairman, the Director of Research or his Representative, the Director of Studies or his Representative, the Institute Librarian or his Representative and Heads of Department whose staff are being considered. The Secretary is to be provided by the Institute Secretary.
- (g) The functions of the Junior Staff Appointments, Promotions and Disciplinary Committee shall be to:
 - (i) consider all appointments, promotions, confirmations and discipline of junior staff and make appropriate recommendations to the Director General;
 - (ii) consider applications for study leave and training leave in accordance with the laid down regulations.

2.8 Probation and Confirmation of Appointment

- (a) All appointments to established posts shall be subject to a two-year probation period and thereafter be subject to consideration for confirmation or termination.

- (b) To be eligible for confirmation there must be a written report of satisfactory work and conduct by the Head of the Department concerned.
- (c) Temporary service of a person appointed to an established position shall be counted as part of the period of probation.
- (d) If after two years probationary service, an employee's appointment cannot be confirmed because his work and conduct have been unsatisfactory, his probationary service may be extended by a further period of six months. If at the end of the six-month extension, his work and conduct are still unsatisfactory, his appointment shall be terminated.
- (e) When the appointment of a probationary staff is terminated under the provisions of paragraph (d) above, he shall receive one calendar month's notice or one month's pay in lieu of notice.
- (f) A staff previously engaged in similar pursuits in the public service would be able to transfer his service in accordance with the relevant Government Regulation. The two year period of probation may, however, be reduced to not less than six months by deduction of any previous period of public service rendered satisfactorily in a post of cognate status involving similar duties.

2.9 Types of Appointments:

(a) Temporary Appointment

- (i) Temporary appointments to established posts may, from time to time, be made for a period not exceeding one year by the Director General on behalf of the Council. An appointment to the temporary position shall indicate the length of the appointment and shall not be valid until it has been accepted in writing. Staff so appointed shall not be entitled to salary advance, motor advance, or any loan.
- (ii) A Temporary Staff who is converted to a permanent staff shall have his period of service on temporary

appointment reckoned with as part of the period of probation.

(b) Permanent Appointment

Subject to Para. 2.9(a)(i), appointment of staff made on permanent basis shall be tenable for two years in the first instance and on confirmation be subject to periodic satisfactory report, until the retiring age of 65 for academic staff and for administrative and technical staff, it shall not exceed the age of 60 or 35 years of service whichever is earlier.

(c) Contract Appointment

- (i) Contract appointment shall normally be for two years in the first instance, and renewable annually, subject to satisfactory performance, the needs of the Institute, and at a maximum age limit of the staff, which shall not exceed 65 years.
- (ii) Contract appointments shall be made on such terms as Council may determine from time to time.
- (iii) It shall be the duty of staff on contract appointment to initiate the renewal of his/her contract appointment three months to the expiration of his/her existing contract.
- (iv) A contract appointment shall automatically cease on the agreed date unless re-appointment has been offered and accepted before the expiration of the existing contract.
- (v) An employee who retired from the public service shall normally be employed on contract basis in accordance with Federal Government regulations. Thus, a retired public officer on contract appointment shall be recruited at one grade level lower than his terminal grade on which he/she retired.

(d) Acting Appointment

- (1) When it is necessary that a particular duty post should continue to be filled at a time when the substantive holder is not available, another officer may formally and appropriately be appointed by the Director General to act in the duty post and assume either fully or in part the duties and responsibilities.
- (2) Acting appointment will not be made if the substantive holder of the post will be absent for a short period of time e.g. casual leave, sick leave etc. The decision as to whether an acting appointment is desirable is the prerogative of the Director General.
- (3) Acting appointment will not be made to fill positions that are temporarily vacant. They are not made with a view to testing the suitability of a staff for promotion.
- (4) The duration of all acting appointments shall not be less than 30 days and not more than six months at a time. Where the need for an acting appointment arises as a result of the incumbent being on leave from duty or on course for a period longer than six (6) months and the staff cannot be confirmed on the post, the Director General shall renew the acting appointment. As much as possible, no officer should act for more than twelve months. Such a position should thereafter be advertised.

(e) Transfer

The Institute may accept staff from other scheduled services on transfer and may also transfer its staff to other Government Agencies subject to the following:

- (i) the appointment of the member of staff has been confirmed;
- (ii) the member of staff must give one month's notice prior to the effective date of transfer;
- (iii) he/she must make acceptable arrangements to pay any outstanding indebtedness to the Institute.

(f) Secondment

- (i) Secondment of an officer to the Institute's service from the service of Government or its Agencies shall be for a maximum period of two years in the first instance and renewable for another period of two years thereafter he/she shall either transfer to the service he/she has been seconded or revert to his/her substantive post in the Institute.
- (ii) Officers seconded by the Institute shall on return revert to their substantive rank and be deployed at the discretion of the Institute.
- (iii) Officers on secondment shall not be eligible for notional promotion during the period of secondment.
- (iv) Staff who accept any political party appointments shall resign or retire from the service of the Institute.

2.10 Visiting Academic Staff

The Appointments and Promotions Committee shall duly consider all applications for appointments as visiting Academic Staff provided that the Director General may appoint in an emergency and afterwards report such appointment to the Council.

2.11 Termination of Appointment

An appointment may be terminated prior to its normal expiration by resignation in accordance with subsection (2.12) below or by termination by the Institute in accordance with subsection (2.13).

2.12 Resignation

An employee may resign his appointment by giving three months' notice in writing:

- (i) In the case of senior staff, the letter of resignation shall be addressed through the Head of his Department to the Director General.

- (ii) In the case of statutory officers, the letter of resignation shall be addressed to the Chairman of Council through the Director General.
- (iii) In the case of the Director General such resignation shall be addressed to the President, having regard to the current legislation, through the Chairman of Council.
- (iv) In the case of junior staff the letter of resignation shall be addressed to the Institute Secretary through the relevant Head of Department.
- (v) In all cases, the Institute may at the discretion of the Director General, permit or direct an employee to take his salary and allowances accruing up to the date of expiration of the notice given and leave the Institute in lieu of requiring him to work during the period of such notice.

2.13 Termination of Appointments

(a) Senior Staff

Appointment may be summarily terminated by the Institute on the following grounds:

- (i) if the employee in relation to his duties to the Institute is guilty of misconduct, gross inefficiency or wilful refusal to fulfil his duties to the Institute;
- (ii) if the employee is convicted of a criminal offence by court of law of competent jurisdiction.
- (b) The appointment of a confirmed officer or employee may be terminated provided that:
 - (i) The employee has been notified in writing of the grounds on which consideration is being given for the termination of his appointment;
 - (ii) The employee has had an opportunity of replying to the grounds alleged against him and in the case of statutory officers, of appearing in person before Council and in

the case of other senior officers, before the Appointments and Promotions Committee. In all cases, their representations must have been considered.

- (c) Where an appointment may be terminated in accordance with subsection 2.13 (b) above, the Council or the Appointments and Promotions Committee in lieu of termination may in its discretion permit the employee to resign his appointment in accordance with sub-section 2.12.
- (d) An employee may resign his appointment by giving three months, notice in writing or pay three months, salary in lieu of notice. Similarly, the Institute may at any time terminate the appointment of an employee by giving three months, notice in writing or pay three months' salary in lieu of notice.
- (e) A person whose appointment has been terminated other than summarily, shall be allowed to reside in his or her official residence for a period of one month subject to the payment of rent as per current Government regulations; after which he must vacate the premises.

2.14 Retirement

- (i) If an employee becomes incapable by reason of any infirmity of mind and body of rendering further efficient service to the Institute he should be retired.
- (ii) Where an employee who is incapacitated in the course of his official duties has not completed the minimum qualifying service and is not on the termination of his service, eligible for a pension under the *Pension Reform Act, 2004*, the National Pension Commission or the appropriate authority responsible for pension matters shall be contacted.

2.15 Pension

All members of staff occupying pensionable posts shall be entitled to participate in a pensions scheme which shall be compatible with the provisions of the Pension Reform Act, 2004 and any subsequent amendment as may be issued from time to time.

Chapter 3

3.00 Discipline of Staff

Removal of Academic and Administrative Officers and Staff

1. If it appears to Council that there are reasons for believing that any person who is a member of Academic/Administrative staff should be removed on ground of misconduct or inability to perform the functions of his/her office; Council shall:
 - (a) give notice of this reasons to the person in question;
 - (b) make arrangement:
 - (i) for a Committee of the Council to investigate the matter where it relates to the Institute Secretary; Institute Librarian or the Bursar.
 - (ii) for a Committee of Management, where it relates to any other senior member of staff of the Institute, and to report on it to the Council.
 - (c) make arrangement for the person in question or his/her representative to be afforded an opportunity of appearing before and being heard by the Investigation Committee with respect to the matter. If the Council, after considering the report is satisfied that the person in question should be removed as aforesaid, the Council may so remove him/her by an instrument in writing signed on the directions of the Council.

3.01 Disciplinary Measures

The following are the disciplinary measures which may be invoked against an employee:

1. Advice/Warning;
2. Reprimand;

3. Deferred increment;
4. Withheld increment;
5. Suspension;
6. Interdiction;
7. Termination;
8. Dismissal.

3.02 Advice and Warning

- (a) An employee who commits a minor misconduct may be queried and warned orally.
- (b) An employee whose work or conduct is unsatisfactory shall be given a query in writing. If his/her explanation is considered by the Head of Department as adequate, no further action shall be taken. If his/her explanation is not considered to be adequate, a decision shall be recorded in writing against him/her.
- (c) If an employee is queried in writing and a decision is recorded against him/her, a copy each of the query and the written decision shall be forwarded to the Director-General.

3.03 Reprimand

- (a) An employee whose work or conduct continues to be unsatisfactory shall be informed in writing by his Head of Department and asked to explain himself/herself in writing. If his explanation is considered unsatisfactory the query and response together with the recommendation of his Head of Department shall be sent to the Director-General through the Institute Secretary.
- (b) An employee who receives three reprimands within the same year shall have his case referred to the appropriate disciplinary committee.

3.04 Deferred Increment

An employee's increment may be deferred when the decision as to whether or not it shall be granted is postponed for a specific period. The period shall be fixed at the time the increment is deferred and shall not be less than three months or more than six months.

The grant of an increment may be deferred or withheld bearing in mind that to withhold an increment is a more serious penalty than to defer it.

3.05 Withheld Increment

(a) An employee's increment is withheld when it is decided that he shall cease to be eligible until his next incremental date.

(b) An increment deferred or withheld cannot be restored with retrospective effect in consequence of improved service during a later increment earning period.

3.06 Suspension

(a) Whenever in the opinion of the Director General 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 the appropriate disciplinary action, the employee may be suspended pending the determination of his case.

(b) The employee, if so suspended, shall thereupon be forbidden to carry on his duties and to visit his place of work without the written permission of the Director General. When an employee has been so suspended he shall be called upon to hand over all properties of the Institute in his charge to such other employee as his Head of Department shall direct and he shall be deprived of his salary for that period.

(c) Notice of suspension shall be conveyed to the employee concerned in writing.

3.07 Interdiction

- (a) Where an employee has been charged with a criminal offence that discloses a misconduct which may lead to his dismissal and if the Director General considers it in the interest of the public and the Institute, he may be interdicted forthwith and he shall be paid half salary from the date of arrest until the case is finally disposed of.
- (b) Formal notice of interdiction shall be given to the employee concerned in writing. The notice shall state the reasons for the interdiction and the date from which the interdiction takes effect.
- (c) An employee who is under interdiction shall be required to hand-over all Institute's properties in his possession to any such person as the Head of Department shall direct and be forbidden to carry on his duties and to visit his place of work except with the written permission of the Director General.
- (d) Where an employee under interdiction is found not guilty on all the charges, he may be reinstated and shall receive the balance of his salary for the whole period of interdiction.

3.08 Dismissal

The ultimate penalty for serious misconduct is dismissal.

- (a) An employee, whether or not under interdiction, who is found guilty of any criminal offence involving moral turpitude may be summarily dismissed and if dismissed shall not be entitled to receive any emoluments from the date of his conviction. If the employee shall subsequently be acquitted on appeal, he may be reinstated and on reinstatement receive all emoluments for the period following his dismissal until his resumption of duty.
- (b) An employee may also be dismissed on the following grounds:

- (i) Failure on initial appointment to disclose a conviction for any criminal offence involving moral turpitude;
 - (ii) Serious misconduct whether or not in relation to the performance of his duties to the Institute.
- (c) An employee shall not be dismissed in accordance with paragraph (a) or (b) hereof until:
 - (i) He has been told of the grounds on which he is being considered for dismissal;
 - (ii) He has been given an opportunity of submitting representations to the Director General through the Head of his Department;
 - (iii) The Director General has considered his representation and the recommendations (if any) of the Head of Department.
- (d) An employee dismissed in accordance with this paragraph shall not be entitled to accrued leave pay, traveling expenses, and or other benefits and shall immediately vacate the Institute's premises and/or hand over all properties of the Institute in his charge to such person as the Head of his Department shall direct.

Chapter 4

SALARY SCALES AND INCREMENTS

4.1 Classification of Post and Staff

In conformity with principles laid down from time to time by the Council, the Director-General shall make appropriate provision for the classification of posts and staff according to the nature of the duties and responsibilities required.

4.2 Salary Scales

Subject to any contrary agreement in the case of appointment on contract, secondment or transfer, salary scales shall be as laid down by Government.

4.3 Determination of Commencing Salary

In the case of appointment to a post the point of entry into the Institute's scales shall normally be the lowest in the scale, but an employee may be granted one or more increments above the point depending on his qualifications and experience.

4.4 Increments

- (a) Except as provided in paragraphs (b) and (c) below, an increment may be earned annually on the recommendation of the appropriate officer on the first day of the financial year provided that an employee who has not served a minimum of six months immediately prior to the date of increment shall not be eligible for increment until the 1st day of the financial year following.
- (b) On the recommendation of the Head of Department an increment could be withheld on account of serious shortcoming of an employee which has been previously communicated to the employee.

- (c) Where the increment of an employee has been withheld, he shall have the right of appeal through his Head of Department to the Director General.
- (d) No increment shall be granted so as to cross grade levels.

4.5 Liability to Deduction from Salary

In the event of any pecuniary loss arising from an employee disregarding or failing to comply with a standing order, any order or instruction or from any neglect of duty whatsoever on his part, he shall be liable to a deduction from his salary to make good the damage or any part thereof, the amount of which shall be fixed by the Director-General.

Chapter 5

5.00 Performance Management

5.01 The overall aim of performance appraisal in the Institute shall be to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business process and for their own skills and contributions within an agreed frame work for planned goals, standards and competency requirements. The process requires an objective setting that results in what the employee has to achieve and measuring performance by reference to what outcomes have been attained in comparison with what outcomes were expected.

5.02 (a) *Annual Performance Appraisal Reports*

In order to provide full records of the work, conduct and capabilities on which to judge the suitability for promotion/confirmation of appointment, annual reports shall be rendered on all employees thirty days before the end of the year.

(b) *In Reviewing an Employee's Performance the Following Criteria shall be Considered:*

- (a) Achievements in relation to objectives;
- (b) The level of knowledge and skills;
- (c) Behaviour on the job as it affects performance;
- (d) The degree to which the employee upholds the core values of the Institute;
- (e) The employee's day-to-day effectiveness.

5.03 Promotions

- (a) Promotions shall be made strictly on the basis of competitive merit from amongst all eligible candidates.

- (i) In assessing the merit of employees, clear distinction shall be made between their records of performance, efficiency in lower grades and ability and competence to perform the duties and responsibilities of the higher post.
- (ii) Seniority and previous records of performance shall be taken into account in choosing between candidates with equal potential for promotion.
- (iii) In all cases, however, a general satisfactory record of conduct shall also be considered.
All promotions shall be subject to satisfying minimum requirements declared by the Governing Council and availability of vacancies.

5.04 Promotions and Existing Vacancies

- (a) Promotion of non-academic staff to a higher post shall normally be tied to the existing vacancies. Consequently, the appropriate committee shall normally consider only recommendations forwarded and supported by the Head of Department concerned.
- (b) Provided that if an employee is not recommended for promotion he has the right to appeal through his Head of Department to the Director General, and in the case of senior staff, to the Appointments and Promotions Committee through the Director-General.

5.05 Points of Entry

Any employee on promotion to a higher grade shall be at the first point of the higher scale or on a salary point immediately above his last salary.

5.06 Compulsory Interview/Promotion Examinations

- (a) In addition to the Annual Performance Appraisal report which shall provide a full record of the work, conduct and capabilities on which to adjudge the

suitability of a staff for promotion, there shall be compulsory interview and promotion examinations for all non-academic staff.

- (b) Non-academic staff joining the service of the Institute or transferring from other scheduled services who are not yet confirmed shall be required to pass confirmation examination in addition to undergoing an induction course.
- (c) It is the responsibility of the office of the Institute Secretary to conduct and supervise the examinations.
- (d) There shall be established an Examination Board which shall be responsible for the conduct and supervision of examinations for the junior staff:
- (e) ***The Board shall Comprise of the Following:***
 - i. Institute Secretary - Chairman
 - ii. Principal Assistant Secretary (General Services) - Member
 - iii. Principal Assistant Secretary (Human Resources) - Member
 - iv. Principal Assistant Secretary (General Administration) - Member
 - v. A Representative of Bursary Department - Member
 - vi. A Representative of Library Department - Member
 - vii. A Representative of Research/Studies Department - Member
- (f) (i) The Senior Staff Committee shall constitute the Examination Board responsible for recommending eligible officers for promotion/upgrading to the Appointments and Promotions Committee of Council.

- (ii) The Director General shall be the Chairman of the Senior staff Committee. Other members shall be the Institute Secretary, Institute Librarian, Director of Research, Director of Studies and the Bursar.
- (g) The following are the prescribed examinations for Administrative officers/professionals except otherwise reviewed:

Group A

- (i) Regulations Governing the Conditions of Service in the Institute, Public Service Rules,
- (ii) Federal Government Financial Regulations.

Group B

Professional paper.

Group C

General knowledge paper.

5.07 Officers Required to Sit and Pass – Administrative Officers and Professionals Cadre

- (a) Admin Officers/Professionals appointed direct to the Administration Cadre on first appointment;
- (b) Admin officers/Professionals who transferred their service to the Institute;
- (c) Administrative officers/professionals eligible for promotion to a higher grade;
- (d) For further advancement beyond CONTISS 09, Officers shall acquire Professional Qualification in Personnel Management and other recognised professional bodies for more effectual and effective output in Administrative practices.
- (e) Officers advancing beyond CONTISS 13 shall possess a Masters Degree in their relevant field in addition to the professional qualification.

5.08 Officers Required to Sit and Pass – Executive Officers Cadre

- (a) Officers appointed direct on first appointment as Executive Officers.
- (b) Officers promoted from junior posts.
- (c) Executive Officers transferred from other scheduled services.

The following are the prescribed examinations for Executive Officers:

- i. Regulations Governing the Conditions of Service in the Institute, Public Service Rules.
- ii. Federal Government Financial Regulations.
- iii. General knowledge paper.

5.09 Non Promotional Posts

Promotion shall not apply to posts of Directors or Principal Officers of the Institute.

5.10 Failure to Pass Examination

An employee who fails promotion examinations on three (3) consecutive attempts on the same grade and whose on-the-job performance has been assessed to be below average shall be required to leave the service of the Institute.

5.11 Eligibility

- (a) All employees who fall within the field of selection for any promotion exercise shall be considered except those who are under disciplinary action.
- (b) The appropriate committee will not normally consider any recommendation until the staff has had his appointment confirmed.
- (c) To be eligible for promotion, a member of staff must have spent not less than the minimum number of years specified below in a post:

- (i) CONTISS 12 – 15- 4 years

- (ii) CONTISS 06 – 11- 3 years
- (iii) CONTISS 01 – 05- 2 years

5.12 Effective Date

Promotions shall normally take effect from the first day of the financial year.

5.13 Procedure for Appointment/Promotion

a. Advertisement:

There shall be an advertisement only if there is a vacant established post. At the end of every year, the Secretary to the Institute, in consultation with the Director-General and other principal officers of the Institute shall draw up a list of existing vacancies. This compilation, however, does not prevent the advertisement of vacancies that may occur at any time during the year. The advertisement shall normally be in the national and where necessary, in international media to reach a large number of eligible applicants:

- (i) The Director-General shall direct the Institute Secretary to advertise all vacancies.
- (ii) Every advertisement shall state clearly the qualifications for the posts.
- (iii) Every advertisement shall also request that all applications be addressed to the Institute Secretary.

(b) Short Listing

- (i) The Director-General in consultation with the relevant Head of Department and the Institute Secretary shall do the short-listing of all applicants.
- (ii) In the case of applicants for academic positions, the Institute Secretary shall inform all the candidates short-listed through the Institute's regular courier services, e-mail and personal

telephone numbers to submit to him within a month, four copies each of their publications where applicable. Candidates who fail to submit four copies of their publications within the given time of having been requested to do so shall be deemed to have withdrawn their candidature.

(c) Assessment of Publications

- (i) On the receipt of candidates' publications, the Institute Secretary shall submit same to the Director-General who will refer such publications to three external assessors for evaluation.
- (ii) The Assessors shall be required to comment and assess each of the publications and indicate the contributions of such publications to the advancement of knowledge.
- (iii) The Assessors shall judge all the publications in their totality and score them in accordance with the guidelines approved by the Appointments and Promotions Committee.

(d) Interview

An Assessment and Interviewing Panel shall be constituted as soon as reports of at least two assessors are received on each candidate for the posts advertised. The interview shall be held on such a date as may be determined by the Director-General. Assessors' report received after the interview shall be ignored, except where there is discrepancy between the first two assessments.

- (i) The composition of the Interviewing Panel shall be as follows:
 - (a) The Director-General (Chairperson);
 - (b) The Institute Secretary;
 - (c) The Institute Librarian;
 - (d) The Director of Research;
 - (e) The Director of Postgraduate Studies;

- (f) The Head of the relevant Department (in attendance).

Where the appointment is to the grade of Associate Professor/Research Professor (or the equivalent in the case of Library staff), the Panel shall also include:

- (g) Two Professors in the relevant discipline from outside the Institute. Where the appointment is in respect of non-academic staff to positions on CONTISS 13/14, the panel shall include:

The Director, Continuing Legal Education, Consultancy and Centre for Regional Economic Integration Law and Practice (CLECREILP).

- (h) Two persons from outside the Institute who have special knowledge or experience in the relevant field.
- (i) In respect of the aforementioned senior positions, the quorum of the Panel shall be five provided that one of the five shall be a person from outside the Institute.
- (j) The Assessment and Interviewing panel shall interview and assess candidates for appointments and make recommendations to the Appointments and Promotions Committee through the Director-General as Chairman of Appointments and Promotions Committee (A&PC).

2. Promotions

- (a) Heads of Department shall make recommendations for promotion during the annual performance appraisal exercise. In making recommendations for promotion, detailed justification for the proposed promotion shall be made in the light of the candidate's research, publications, *prima facie* assessment report, professional experience and other relevant criteria.

- (b) Recommendations for promotion serve the purpose of establishing a *prima facie* case for promotion only.

3. Appointments and Promotions in the Research and Library Departments

- (i) There can be advertisement only if there is an established post which has not been filled.
- (ii) The Director-General shall constitute an internal assessment committee to assess the publications of the candidate and make recommendations to the DG/Chairman of Appointment and Promotion Committee;
- (iii) The Director-General shall send the publications of the candidate to three external assessors who shall score the candidate's publications and experience in accordance with the laid down guidelines.

(a) Promotion of Academic Staff up to Senior Research Fellow Cadre:

- (i) An Internal Assessment Committee will consider all recommendations for the promotion of academic staff up to the level of Senior Research Fellow and the equivalent positions in the library.
- (ii) The composition of the Internal Assessment Committee shall be as follows:
 - (a) The Director of Research;
 - (b) The Director of Postgraduate Studies;
 - (c) The Institute Librarian
 - (d) The Director, Continuing Legal Education, Consultancy and Centre for Regional Economic Integration Law and Practice (CLECREILP);
- (iii) The Director General shall appoint a member of this Committee to chair the Internal Assessment exercise.
- (iv) The Internal Assessment Committee shall assess the publications of the candidate and the candidate's overall performance and make recommendations to

the Appointments and Promotions Committee through the Director-General as Chairman of A&PC;

(b) Promotion to Associate Professor/Research Professor Grade

Promotional advancement to the Associate Professor/Research Professor Grade and their equivalent in the Library shall be by the following procedure:

- (i) Heads of Department who have attained any of the above ranks shall recommend suitable candidates for promotion during the annual performance appraisal exercise, providing detailed justification in accordance with paragraph 2(a) above in the absence of which, a professor in the Institute can so recommend.
- (ii) The Director-General shall constitute an Internal Assessment Committee to assess the publications of the candidate and make recommendations to the Director-General/Chairman of Appointment and Promotion Committee;
- (iii) The Director General shall send the publications of the candidate to three external assessors who shall score the candidate's publications and experience in accordance with the laid down guidelines.
- (iv) The Internal Assessment Committee shall assess the publications of the candidate and the candidate's overall performance and make recommendations to the Appointments and Promotions Committee through the Director General as Chairman of A&PC;.
- (v) The Appointments and Promotions Committee of Council shall consider the recommendation of the Interview panel and if satisfied, shall recommend the approval of the promotion of the candidate by Council subject to the receipt of at least two favourable assessors' reports, provided that whenever the reports are received, the promotion of the candidate shall take effect from the date the Appointments and Promotions Committee made the recommendations.

**5.14 Criteria for Assessment and Weighting
Research Fellow and Librarian Cadres**

a) The assessment and weighting on the criteria for appointments and promotions shall be as follows:

Criteria Weighting (Maximum points)

(1) Qualifications (Academic/Professional)	10
(2) Research, Teaching and Professional Experience	10
(3) Recognised Publications	50
(4) General Contributions to the Institute or National Affairs	5
(5) Interview Performance	10
(6) Administrative Experience (for Professor and Associate Professor only)	10
(7) Current Research	5
Total	= 100

(b) Minimum Number of Publications/Spread

(1) Research Fellow II - Research Fellow 1 (at least 2 shall be published outside the Institute)	6
(2) Research Fellow 1 - Senior Research Fellow (out of which 6 shall be spread nationally, and out of the 6, at least 2 shall be in International Journals).	12
(3) Senior Research Fellow - Associate Research Professor (out of which 10 shall be spread nationally, and out of the 10, at least 6 shall be in International Journals).	20
(4) Associate Research Professor - Research Professor (out of which at least 12 shall be spread nationally and out of 12, at least 8 should be International Journals).	28

(c) Minimum Number of Publications/Spread

(1) Librarian II - Librarian1 (at least 2 shall be published outside the Institute)	6
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(2) Librarian 1 - Senior Librarian	12
(out of which 6 shall be spread nationally, and out of the 6, at least 2 shall be in International Journals).	
(3) Senior Librarian – Reader Librarian	20
(out of which 10 shall be spread nationally, and out of the 10, at least 6 shall be in International Journals).	
(4) Reader Librarian - Professor Librarian	28
(out of which at least 12 shall be spread nationally and out of 12, at least 8 should be International Journals)."	

The date of publication should not exceed December of the year under review.

(c) Minimum Overall Scores

(i) Research Professor/ Professor Librarian	70
(ii) Associate Research Professor/ Reader Librarian	65
(iii) Senior Research Fellow/ Senior Librarian	55
(iv) Research Fellow I/ Librarian I	40
(v) Research Fellow II/Librarian II	25

(d) **References**

Marks shall not be awarded for references but appointments and promotions shall be made contingent upon satisfactory references.

5.15 Guidelines on Criteria for Assessment and Weighting

(a) **Qualifications:**

(i) **Academic qualifications,** the maximum score of 5 points shall be awarded for the maximum qualification possible in each discipline. The maximum score will be awarded for a Bachelors Degree, plus a Doctorate Degree.

(ii) **Professional Qualifications,** The maximum score of 5 points shall be awarded for recognized professional qualifications or membership of professional bodies.

(b) Research/Professional Experience (10 max)

(i) Length (5 Points)

In the weighting of length of research/professional experience, one point (in the case of non-professorial grade) and half a point (for professorial grade) shall be awarded subject to a maximum of 5 points for each year of full time teaching or research experience in a University or at a recognized equivalent institution or relevant experience.

Length of teaching/research shall start with the date of appointment to Assistant Research Fellow or its equivalent.

(ii) Quality (5 points)

Quality of research will only apply to internal candidates either for promotion or for appointment. In the case of external candidates this criterion shall be ignored and the maximum score obtained adjusted accordingly.

(c) Interview Performance

Assessment of interview performance shall apply to all appointments and promotions to Associate Professor/Professorial Grade.

(d) Current Research

The maximum score for Current Research is as indicated in table 1.

Table I

S/ N	ITEMS	SCORING	COMMENTS/ JUSTIFICATION
1.	Certified research in progress	1 mark per topic	

2.	Supervision of projects and thesis	1 mark maximum	
3.	Current seminar paper	2 marks maximum	
4.	Current learned/academic/professional paper presentation at conferences/exhibitions	2 marks maximum	
5.	Academic/professional Public Lecture relevant to the candidate's discipline	2 marks maximum	
6.	Research related Curatorial duties, indexing, classification etc	2 marks maximum	Peculiar to Library

The total maximum score for all items is 10. Even though it is noted that a maximum score of 10 seems fairly small, this section has the benefit of encouraging staff to get involved in the items listed above. Output shall be principally measured through Publications.

(e) Publications

A candidate is scored on publications on the basis of the quality of the papers. The scoring is shown in Table 2(a) and a key is provided in Table 2 (b).

Table 2(a)

S/N	ITEMS	SCORING	COMMENTS
1.	Journal Articles published in academically reputable journals, refereed conference	3 marks maximum per paper	

	papers, accepted papers in referred journals		
2.	Refereed books	5 marks maximum per book	
3.	Contribution to refereed books relevant to candidate's discipline	3 marks maximum per chapter	Maximum of 2 chapters considered per book
4.	Referred monographs	3 marks maximum per monograph	Equivalent to one journal paper
5.	Book/Case reviews	1.5 marks maximum per review	
6.	Refereed and edited and published conference paper	1 mark maximum per paper	Maximum of 5 papers to be considered
7.	Book editing	1.5 marks maximum per book	Maximum of 2 referred books (Not Conference Proceedings) will be considered provided that editing of NIALS publication may exceed the prescribed maximum.

The following is the approved grading scheme:

Table 2b

	Patent/Book	Journal article, monograph etc.	Case Review/Book editing
Maximum mark	5	3	1.5
Excellent	5	3	1.5
Very Good	4	2	1
Good	3	1.5	0.5
Very Fair	2	1	0.25
Fair	1	0.5	0.1
Poor	0	0	0

In a case where the quality of a journal article is deemed unusually exceptional, e.g. landmark articles in hardship areas or in which research gestation period is generally accepted to be very long, the Appointments and Promotions Committee may approve a special case for increased maximum weighting.

(f) Minimum Scores for Staff on Current Research and Publications

- (i) Table 3, shows the recommended minimum scores of journal articles for promotion to the various cadres. For a candidate to be promoted, he must score at least the stipulated minimum in both Current Research and Publications.
- (ii) It is to be noted that appointments are based not only on academic degrees but also on professional status. For example, a graduate of law who has also been called to the Bar will be appointed as Research Fellow II.
- (iii) In addition, candidates without Doctorate Degrees will normally need more journal articles than those with one

for promotion to the same cadre as shown in brackets in Table 3 for up to Senior Research Fellow.

- (iv) All academic staff shall be required to obtain the Doctorate of Philosophy Degree in the relevant subject area before they can progress beyond the grade of a Senior Research Fellow. In the case of library personnel it must be a Ph.D in Library Science or its equivalent. This should take into consideration the extant regulations by Council on candidates without a Ph.D.

Table 3

S/N		Current Research	Publications/Points X 3
	Maximum points	5	
1.	Research Professor		28 / 84
2.	Associate Research Professor		20 / 60
3.	Senior Research Fellow		12 / 36
4.	Research Fellow I		6 / 18
5.	Librarian 1		6 / 18
6.	Senior Librarian		12 / 36
7.	Reader Librarian		20 / 60
8.	Professor Librarian		28 / 84

g. Focus of Publications

It is expected, in particular, for promotion to the cadres of Associate Research Professor that scores awarded for latter publications will be guided by relevance of publications to research focus.

h. Joint Authorship

Joint authorship should not necessarily be a disadvantage. Scoring of each article should be left to the good judgment of the reviewer based on the quality of the articles and the number of authors. In many cases, authors' names are listed alphabetically hence, it may be difficult to ascertain the contribution of each author. Authors are normally required to specify their percentage contribution. Experience has shown that information given is usually unreliable. It should still be possible in some cases for one out of multiple authors to score the maximum mark for an article.

i. Status and Spread of Journal/Publications

Publications shall be in reputable, refereed international journals. It is expected that Articles published in unrecognised journals will not be accepted at all. *Not more than 40% of the total number of published items should appear in journals in the immediate locality of the author.* In the case of candidates for professorial cadre 30% publications must be in foreign internationally reputable referred journals.

(a) Publications in Non-law Journals may be acceptable subject to verifiable evidence of peer review

j. Counting of Number of Publications

A minimum number of articles have not been stipulated for promotion to the various cadres. Some candidates deliberately fragment their publications merely to gain advantage in the number game. *Fragmented publication would normally attract less mark. Only one of journal articles considered duplicated will be graded. Fragmented publications will not count for numbers.*

k. Accepted Articles

Not more than 25% of articles considered must be in the acceptance stage i.e. 75% must be in print. *Accepted articles that are more than three years old at the time of review shall*

be discountenanced unless a new letter of revalidation is obtained.

5.16 Administrative, Professional and Technical Staff Criteria for Assessment and Weighting for Appointments – Administrative and Technical Staff Committee

1. Administration

(a) *Purely Academic Qualifications*

Ph.D Degree	-	10 marks
M.A. with Thesis	-	8 marks
M.A. without Thesis	-	6 marks
1 st Class Honours Degree	-	5 marks
2 nd Class Honours (Upper) Degree	-	4 marks
2 nd Class Honours (Lower) Degree	-	3 marks
3 rd Class/Pass Degree	-	2 marks

(b) *Professional Qualifications – Bursary Staff*

(i) A first Degree	-	12
(ii) Membership of recognized Professional body in Accountancy, e.g. ACCA	-	8

(c) *Technical Staff*

HND, NNC, A.I.S.T. or equivalent Qualifications	-	15
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2. Length of administrative, technical or professional experience (1 mark for each full year) up to a maximum of 15 marks. A candidate must have the minimum length of experience in the Senior Staff Cadre indicated against each post:

- Institute Secretary/Bursar	-	15 years
- Deputy Institute Secretary/Deputy Bursar or equivalent posts.	-	12 years
- Principal Assistant Secretary or		

- equivalent post - 9 years
 - Senior Assistant Secretary or equivalent posts - 7 years
 - Assistant Secretary or equivalent post - 6 years
 - Administrative Officer I or equivalent post- 3 years
 - Administrative Officer II or equivalent posts- 0 years
3. The assessment and weighting on the criteria for appointments and promotions of Administrative and Professional/Technical staff shall be as follows:

Criteria	Weighting (Maximum points)
1. Academic Qualifications	15
2. Length of Relevant Experience	30
3. Interview Performance	35
4. Professional/Technical knowledge	5
5. Contributions to the Institute or National Affairs	5
6. Communication	5
7. Acceptance of Candidate to the Generality of Members of Staff	5
Total	= <u>100</u>

(b) Minimum Overall Score

- 1. CONTISS 15 posts - 70 points
- 2. CONTISS 14 posts - 60 points
- 3. CONTISS 13 posts - 55 points
- 4. CONTISS 12 posts - 50 points
- 5. CONTISS 11 posts - 45 points
- 6. CONTISS 09 posts - 40 points
- 7. CONTISS 08 posts - 35 points
- 8. CONTISS 07 posts - 30 points

Promotion Interview

- i. All non-academic staff due for promotion shall take written examinations and undergo an interview. Officers on CONTISS 06 – 12 shall be interviewed/examined by the Senior Staff

Committee while officers on CONTISS 13 – 14 shall be interviewed/examined by the Appointments and Promotions Committee.

- ii. In order to ensure fairness to all employees attending a promotion interview, they shall be asked the same questions which must be set at the time and place of the interview. Where it is not possible to complete the interview in one day, fresh questions of equal weight shall be drawn on subsequent days.
- iii. Promotion criteria shall be weighted as follows:

(a) Interview/Examination	70%
(b) Performance Appraisal Form (PAF) report	
20%	
(c) Seniority (2 marks for each year after maturity)	
10%	
(d) Overall Pass Mark	60%

Chapter 6

LEAVE

6.1 Leave with Full Pay

- (a) Annual vacation leave is compulsory and shall be granted at the convenience of Departments taking the interest of the members of staff concerned and the exigency of duty into consideration.
- (b) Leave may not be accumulated but must be taken annually except where for special reason the Institute agrees to deferment. Saturday, Sundays and public holidays do not form part of the leave. The entitlement of the leave is as follows:
 - (i) CONTISS 07 – 15 - 30 working days
 - (ii) CONTISS 04 – 06 - 21 working days
 - (iii) CONTISS 01 – 03 - 14 working days
- (c) No officer shall be required or allowed to take working leave, whereby the officer reports for duty during his approved leave. All officers must therefore take and exhaust their vacation leave within the calendar year. Leave not taken within such time shall be regarded as having been forfeited. The leave may, however, be deferred and taken at a later time on the prior approval by the Director General, or the Institute Secretary [as the case may be] or taken as pre-retirement leave. A staff may be required to return to duty before the expiration of the authorized leave due to the exigency of the service. But the balance not enjoyed will be taken at a later date convenient to the Institute. Any portion of the leave so curtailed shall be taken immediately and not later than ninety (90) days of completion of the assignment.
- (d) The Institute Secretary shall draw up the Annual Leave Roster for the coming year for all staff in the Institute for

the approval of the Director General not later than 31st of December.

- (e) Leave shall be granted at any time during the leave year. Normally, the full leave will be taken at one time but it may be taken in not more than two installments.
- (f) An additional leave period of 26 days shall be granted to an academic staff on the recommendation of the Head of Department and approval of the Director General for the purpose of carrying out specific approved research projects.
- (g) Pro-rata or proportionate leave shall be granted to a new or retiring staff in proportion to the number of days he has put into the service.

Leave earning Period	No. of Days CONTISS 06 - 15 or its equivalent	No. of Days CONTISS 04 - 06	No. of Days CONTISS 01 - 03
12 Months	30	21	14
11 Months	28	19	13
10 Months	25	18	12
9 Months	23	16	11
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 days is not reckonable

6.2 Maternity Leave

- (a) All female officers who are pregnant are entitled to sixteen (16) weeks maternity leave at a stretch beginning not less than 4 weeks from the expected date

of delivery with full pay if the staff concerned has completed twelve months continuous service on first appointment or after the last Maternity Leave.

- (b) The annual leave for the year will however be regarded as part of the Maternity Leave; and where the annual leave has already been enjoyed before the grant of maternity leave, that part of the maternity leave equivalent to the annual leave will be without pay.
- (c) A medical certificate showing the expected date of confinement must be presented not less than two months before that date.

6.3 Sick Leave

- (a) The maximum aggregate sick leave which can be allowed an officer, who is not hospitalized, during any period of twelve months shall not exceed forty-two (42) calendar days Sick Leave. Each period of extension shall not exceed seven days. If the employee is still not fit for duty after forty-two calendar days Sick Leave, he/she shall be examined by a Medical Board with a view to ascertaining whether he should be invalided from the service.
- (b) The officer must present himself for examination at the place and time instructed and must afterwards comply with the recommendations of the Board which will supercede any medical advice already given by a Healthcare Provider. Failure to comply with the recommendations shall render the officer liable to be treated as having been absent without leave.
- (c) A staff who is incapacitated as a result of injury sustained in the course of his official duties shall be entitled to draw full salary until he is declared fit to return to duty or is permanently invalided.
- (d) Any staff who is recommended by a Medical Board to be permanently invalided will forthwith commence vacation leave prior to retirement. The duration of leave granted will be either:

- (a) his deferred leave, if any, plus the proportion of his annual leave calculated on pro-rata basis or
- (b) two months; whichever is lengthier. It will commence on the day on which the Medical Board recommends permanent invalidation.
- (e) Sick leave for a period up to three months in the first instance may be allowed on the certificate of an approved Healthcare Provider to an officer who is hospitalized. If at the end of that period the officer is still hospitalized, the Director-General shall make an arrangement for him to be examined by a Medical Board with a view to ascertaining whether he should be invalidated from service or be allowed further paid sick leave.

6.4 Casual Leave

- (a) Casual leave may be granted on the grounds of urgent private affairs up to a maximum of seven days in any leave year. The casual leave shall be granted after an officer has exhausted his annual leave. The casual leave is deductible in advance or arrears of earned leave.
- (b) An employee may be granted occasional permission for a short period not exceeding an aggregate of five working days within a leave year.

6.5 Study Leave

- (a) Academic Staff of the Institute may apply for study leave after one year of service in the Institute provided that in the case of Assistant Research Fellows, the Director-General may waive this requirement.
- (b) Application for study leave shall be sent through the Head of Department to the Director-General for consideration by the Appointments and Promotions Committee. The application must be accompanied by a statement outlining the programme of work, or a study visit and specifying the time and place of study. Such programme of work must be relevant to the applicant's

current nature of duties and responsibilities in the Institute.

- (c) Study leave is a privilege, not a right. It will not necessarily be granted to every applicant. Application for study leave must, therefore, be supported with evidence that the applicant can be spared from his duties.
- (d) The programme of study, to be undertaken during the period of study leave shall be approved by the Appointments and Promotions Committee.
- (e) An employee shall not be entitled to leave or leave allowance unless he shall have done at least 6 months in the service of the Institute since returning from his last study leave.
- (f) During the period of study leave, the staff member may continue to enjoy his full salary and in addition he may be entitled to other financial benefits as are applicable to members of staff on training leave as specified in subsection 6.10 below. A staff on study leave shall send annual progress report from his/her Institution to the Institute before he/she can enjoy any benefits including salary.
- (g) On his return to the Institute the employee shall submit through the Director-General to the Appointments and Promotions Committee, a written report of the work done during the study leave. He shall return to and remain in the service of the Institute for the same period as the study leave. Failure to resume duty at the Institute without reasonable excuse and prior agreement of the Institute shall be regarded as absence from duty for the period of the study leave and the officer shall be liable to refund his salary and any allowances for the period of absence and may also have his appointment determined without notice.
- (h) ***Study Leave shall be of two types:***
 - (i) A short-term leave of up to three months after one year of continuous service to the Institute;

- (ii) A long – term leave not exceeding three years shall be granted to confirmed staff of Senior Research Fellow status after three years of continuous service. In order to afford staff of high potential the opportunity of further development, they may be granted long-term leave after two years of their permanent appointment on the recommendation of the Head of Department.

6.6 Conditions of Study Leave

Before any application is considered the following conditions must be fulfilled:

- (j) Evidence shall be afforded the Appointments and Promotions Committee that the applicant can be spared from his duties.
- (ii) The programme of study to be undertaken during the period of study leave shall be approved by the Appointments and Promotions Committee.
- (iii) The applicant shall undertake to submit to the Institute on his return, a written report of the work done during the study leave.
- (iv) The applicant shall undertake to return to the service of the Institute for at least one year immediately following the end of his short-term leave. In the case of long-term study/training leave, a member of staff shall be bonded for a year for each year of study/training leave.
- (v) It is incumbent on the staff on study leave to render annual progress report to the Institute. For short term leave, such progress report as is determined by the Appointments and Promotions Committee. Failure to do this shall result in the withdrawal of the benefits.
- (vi) For the purpose of this regulation a term of service shall be one in which the applicant has fulfilled the duties of his office, provided that if the applicant shall have been given leave of absence on account of illness or other sufficient cause for part of term, it shall be within the

power of council to decide whether or not that term may be reckoned as a term of service.

- (vii) Failure to resume duty or to work for the prescribed periods at the end of study leave may render the person concerned liable to such disciplinary action as may be deemed necessary.
- (viii) No more than one period of study leave may be granted in respect of previous service, notwithstanding that that service may exceed 5 years service. For the purpose of study leave it shall be reckoned either from the date of appointment in the case of a first application for study leave or from the date of resumption of duty after the last study/sabbatical leave in the case of any subsequent application.

6.7 Procedure for Securing Study Leave

Application for study leave made on the prescribed form shall be submitted to the Institute Secretary through the Head of Department concerned at least six months before the date from which it is desired to be taken. The Institute Secretary shall forward the application to the Director-General who shall make recommendation to the Appointments and Promotions Committee.

6.8 Request for Extension

Request for extension shall be forwarded at least 6 months before the expiration of date of long term study leave. But under no circumstances shall extension be granted beyond one year.

6.9 Training Leave

- (a) All officers of the Institute shall be eligible for training leave when the need arises.
- (b) ***Conditions for Training Leave:***
 - (i) An officer being considered for training leave must have spent not less than two years of unbroken

service in the Institute and must have been confirmed.

- (ii) If a member of staff is sent on training by the Institute he shall be entitled to full pay.
- (iii) Criteria for selection shall include relevance of course to the Institute, seniority, satisfactory record of service, training needs of the staff and ability to benefit from the course.
- (iv) An application for consideration shall be sent through the Head of Department to the Institute Secretary who shall forward it to the Director-General.
- (v) The applicant shall undertake to return immediately to the service of the Institute for at least one year following the end of the training leave.

6.10 Entitlements and Benefits

A member of staff on training leave who does not receive adequate subvention from other sources other than the Institute may be entitled to his salary and tuition fee, if any, in addition to the following benefits:

- (i) If the training leave does not exceed six months, full estacode rates shall be paid by the Institute for the first approved 28 days and thereafter 30% of the estacode rates appropriate to the officer's grade;
- (ii) If the training leave lasts more than six months, the officer shall receive in addition to his salaries and tuition fees other allowances as may from time to time be approved by the Federal Government.
- (iii) He shall also be entitled to an allowance for purchase of books and other incidental expenses as may be approved by the Appointments and Promotions Committee.

6.11 Sabbatical Leave

(i) Entitlement:

- (a) Every confirmed member of the Academic Staff shall be entitled to sabbatical leave.
- (b) Every confirmed Administrative, Professional and Technical staff on CONTISS 13 and above shall also be entitled to sabbatical leave.

(ii) Duration

- (a) For all Academic staff, Sabbatical leave, which shall be of the duration of one calendar year, is due in the year following the sixth year of continuous service in the Institute. A staff who transfers his service to the Institute shall be on Sabbatical Leave in the year following the fourth year of his continuous service in the Institute provided that he would have qualified for sabbatical leave in his former place of employment.
- (b) For all qualified Administrative, Professional and Technical Staff, sabbatical leave which shall also be of duration of one calendar year is due in the year following the sixth year of continuous service from the date the affected staff is appointed/promoted to CONTISS 13 scale and above.

(iii) Conditions

- (a) In calculating the six years of service that will make a staff eligible for sabbatical leave, all periods of study leave granted to him during the relevant period shall be excluded.
- (b) The Head of Department shall send applications for sabbatical leave through the Director General to the Appointments and Promotions Committee for consideration.
- (c) In considering applications for Sabbatical leave, the Appointments and Promotions Committee shall require a programme of proposed relevant work

and evidence of acceptance by host organisation and also that the applicant can be spared from his duties or that adequate arrangements have been made for replacement.

- (d) Passages for staff and family (i.e. spouse and up to four children under the age of 17 years) shall be paid by the Institute for staff granted Sabbatical leave within or outside Nigeria.
- (e) During Sabbatical leave, the staff member's full salary and other benefits shall normally be paid.
- (f) The staff member shall return to the service of the Institute for at least one academic year immediately following the end of Sabbatical leave and submit to the Appointments and Promotions Committee a report on the work done during Sabbatical leave.
- (g) The Institute shall not consider or accede to request for an extension of a Sabbatical leave period from Institute's staff.

6.12 Leave of Absence without Pay

- (a) An officer may be granted unpaid leave up to one year at a time on the recommendation of the Head of Department to the Appointments and Promotions Committee through the Director General. This should normally be with a view to enabling such an officer undertake assignment outside the Institute.
- (b) Periods spent on leave of absence shall not be leave-earning.
- (c) Leave granted under this rule shall be treated, for the purpose of calculating retirement benefits, as having been granted on grounds of public policy as per Federal Government Public Service Rules.

6.13 Examination Leave

Provided that a staff has exhausted the whole of the leave entitlements for the leave year, an examination

leave may be granted if the Director General certifies that:

- (i) the passing of the examination is likely to enhance his value to the Institute.
- (ii) There is evidence of admission for the course.
- (iii) There is evidence of a time-table for the examination.

6.14 Overstaying of Leave

- (i) A staff who fails to resume duty after his annual leave shall be deemed to be absent without permission.
- (ii) Any staff who is on vacation leave, and is certified to be unable to resume duty due to sickness, or other acceptable reasons may be exempted from the provisions of paragraph (a) above

6.15 Three Months Pre-retirement Leave

An employee shall give three months notice to retire from the Institute before the effective date of retirement. At the commencement of the three months, the employee shall proceed immediately on the mandatory one-month pre-retirement workshops/seminar. He is expected to take necessary measures to tidy up his records so as to facilitate the speedy processing of his retirement benefits.

Chapter 7

ALLOWANCES

7.1 Entitlements of the Director General/Chief Executive Officer

The Director General/Chief Executive Officer is entitled to fully furnished and maintained accommodation, two (2) official cars and a duty car (one of the official cars could be taken away at the end of the tenure), three (3) drivers (one attached to each vehicle), one laundry man and two (2) gardeners. Other entitlements of the Director General include two (2) cooks, two (2) stewards, three (3) security guards, two return tickets for Annual Overseas leave at the expenses of the Institute and one year sabbatical leave with pay on successful completion of his/her tenure.

7.2 Acting Allowance

- (a) Subject to the Director General's approval, the Institute shall pay an acting allowance to any staff called upon to act.
- (b) If a staff is recommended to act in a grade immediately higher than his own he will be regarded as adequately performing the full duties of the higher post and shall be entitled to 100 per cent rate of acting allowance.
- (c) No acting allowance shall be paid if the period of acting is less than a month.

7.3 Robe Allowance

An annual allowance of Fifty Thousand Naira (N50,000:00) or as may be approved from time to time by Council shall be payable to all lawyers in the Institute.

7.4 Dressing Allowance

An annual dressing allowance of 10% of Annual basic salary or calculated at such other rates as Council may approve shall be payable to all staff of the Institute.

7.5 Allowances Payable to Academic Staff

(a) Post-graduate Supervision Allowance:

This is payable to academic staff who supervised postgraduate candidates. Each academic staff shall be paid four thousand Naira (N4,000) per annum or such other sum as may be approved by Government or Council per postgraduate student supervised up to a maximum of five (5) students.

(b) Post-graduate study grant:

A study grant of Fifty thousand Naira (N50,000) per annum or such other sum as may be approved by Government or Council shall be paid up to a maximum of one year to each academic staff who is undergoing post-graduate training at the masters level and N100,000 for a maximum of 3 years for candidates undergoing post graduate study at Ph.D level.

7.6 Responsibility Allowance

This shall be payable as follows:

- (a) Principal Officers, Director of Research, Director of Studies, sixty thousand Naira (N60,000) per annum or such other sum as may be approved by Government or Council.
- (b) Heads of Departments fifteen thousand Naira (N15,000) per annum or such other sum as may be approved by Government or Council.
- (c) Typist, Confidential Secretaries and Assistant Chief Confidential Secretaries attached to top functionaries at the approved rates as per Public Service Rules.

7.7 Overtime Allowance

- (a) Overtime allowance shall be paid to officers on CONTISS 11 and below.
- (b) Payment of overtime shall be made for time worked in excess of the normal working hours.
- (c) No employee qualified for overtime payment shall work overtime in excess of 45 hours in any month unless this is authorized in special circumstances by the Director General.
- (d) Overtime shall be authorized and approved by the Director General on the recommendation of the Head of Department.
- (e) Circumstances in which officers can work overtime are as follows:
 - (i) officers attached to management officials;
 - (ii) on special assignments e.g conferences, seminars, committee meeting etc;
 - (iii) period of budgetary preparations;
 - (iv) any official assignment as may be approved by the Head of Department.
- (f) Payment of overtime allowance on normal working days shall be at the rate of 0.7% of the monthly consolidated salary of an officer. While hours worked on work – free days will be at the rate of 1½% of the normal overtime rate and the rate shall, on public holidays, be twice the normal overtime rate.

Chapter 8

8.00 Transport and Passages

8.1 *For Interview*

Return airfares and cost of accommodation shall be refunded to all candidates for appointment, whether successful or otherwise, on production of receipt. *The Institute shall not be responsible for the overseas passage of a candidate attending interview in Nigeria*

8.2 Appointment, Retirement, Resignation or Termination

- (a) An employee shall be entitled to economy class air passage or first class sea passage, first class road or first class rail fares by the shortest direct route for himself/herself his spouse and up to four children below the age of 17 or below the age of 25 if still undergoing full-time education. An officer on CONTISS 15 or CONUASS 07 shall be entitled to first class air passage for himself and wife: Children below the age of 12 shall be entitled to travel with their parents in the same class but children aged 12 and above shall travel in the economy;
- (b) If an employee resigns his appointment and leaves the service of the Institute within six months of his assumption of duty such an employee shall be required to refund to the Institute the whole of the transport fares paid to him and his family (where applicable);
- (C) Duty Tour Allowance, Transport and local running and Estacode allowances shall be paid in accordance with the latest Federal Government circulars.

Chapter 9

COMPENSATION AND INSURANCE

9.1 Personal Accident Insurance Cover

All members of staff are eligible for free insurance covers as follows:

(a) Group Personal Accident Insurance

This insurance is operative on a 24-hour basis (i.e. cover is applicable to all accidents, whether at work or at home; while travelling or during recreation) it also covers death or disablement from accidents sustained whilst any of the insured staff is temporarily residing in any part of the world.

(b) The Scale of Compensation is as follows:

- (i) Death – five times annual emolument;
- (ii) Permanent disablement–five times annual emolument
- (iii) Temporary/total disablement thirty percent of annual emolument (payable weekly).
- (iv) Medical Expenses

(c) Group Personal Insurance (Travel)

This Insurance covers staff traveling on official duty either singly or in-group who are not covered by the Insurance in paragraph (a) above.

This policy covers any person declared to be traveling on behalf of the Institute, be it an employee, his/her spouse or child or any other person so nominated provided the requisite information is supplied to the Insurance Company by the Institute before hand together with the amount of benefit required.

The following details are to be given to the Insurance Company before any journey under this class of cover is undertaken:

- (a) the name of the insured (person making the journey),
- (b) the date on which the journey commences,
- (c) the date on which the journey terminates.
- (d) a brief itinerary of the journey

(d) Group Life Insurance

The Institute shall maintain a life insurance policy in favour of all employees for a minimum of three (3) times the annual total emolument of the employee in accordance with section 9 of sub-section 3 of the Pension Reform Act, 2004.

Declaration

Staff of the Institute, at least, once in the course of their employments shall subscribe to the following oath of declaration:

“I solemnly swear (undertake, affirm, promise) to exercise in all loyalty, discretion and conscience the functions entrusted to me as a staff of the Nigerian Institute of Advanced Legal Studies to discharge these functions and regulate my conduct, with the interests of the Institute only in view, and to refrain, in the performance of my duties, from taking instructions from authority external to the Institute”.

The above oath of declaration shall be administered by the Director-General and the Heads of Departments at a meeting of the Institute before the Director-General.

This is in addition to the **OATH** prescribed for all Public Servants.