REDEEMERS HEALTH VILLAGE

Human Resources Department

DISCIPLINARY ACTION POLICY

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Date Approved:	—		

Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- Principles of natural justice: audi alteram partem and nemo judex in causa sua
- ILO Convention No. 158 — Termination of Employment
- Applicable professional regulatory codes (MDCN, NMCN, PCN, etc.)
- RHV Code of Professional Conduct

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Draft	May 27, 2024	New Policy Implementation	
2	Final	June 2025	Policy Review & Update	CHRO
3	Final	April 28, 2026	Board Submission Revision	CHRO/CEO

1. Introduction

This Disciplinary Action Policy provides the governance framework for addressing employee misconduct at Redeemers Health Village (RHV) in a fair, consistent, transparent, and legally compliant manner. RHV holds itself and its employees to the highest professional and ethical standards. Where those standards are not met, proportionate and procedurally fair disciplinary action will be taken to maintain a safe, respectful, and productive workplace for all — particularly our patients.

2. Purpose

This policy seeks to:

- Establish clear, fair, and transparent disciplinary standards and procedures that all employees can understand and rely upon.
- Ensure that employees are treated with dignity and due process in all disciplinary matters.
- Provide a graduated and proportionate response to misconduct that prioritises correction and remediation where appropriate.
- Protect RHV, its patients, and its staff from the consequences of unaddressed misconduct.
- Comply fully with the Nigerian Labour Act and all applicable laws and professional standards.

3. Scope

This policy applies to all persons employed by RHV — full-time, part-time, temporary, contract, and locum staff — regardless of grade, seniority, or department. It applies to conduct occurring at RHV premises, at work-related events, and in digital communications used in a professional context.

4. Categories of Misconduct

4.1 Minor Misconduct

Isolated and less serious breaches of workplace conduct or policy that do not involve harm, dishonesty, or fundamental violations of professional standards. Examples include:

- Isolated instances of lateness or early departure without proper authorisation
- Failure to follow a reasonable instruction without adequate justification
- Minor dress code or uniform violations
- Below-standard record-keeping or administrative omissions that do not harm patients or operations

4.2 Serious Misconduct

Repeated minor misconduct, conduct that reflects a more significant disregard for RHV's standards, or conduct that causes or risks causing harm, reputational damage, or material disruption. Examples include:

- Persistent lateness, absenteeism, or unauthorised leave after prior warnings
- Insubordination — deliberate refusal to comply with a lawful, reasonable instruction from a superior
- Disrespectful, hostile, or unprofessional behaviour toward colleagues, patients, or visitors
- Failure to maintain required professional registration or licence
- Failure to meet documented performance standards after a formal improvement process

4.3 Gross Misconduct

Conduct of such a serious nature that it fundamentally undermines the employment relationship and may warrant immediate suspension and summary dismissal without notice or payment in lieu. Examples include (but are not limited to):

- Theft, fraud, financial dishonesty, or misappropriation of RHV assets or patient property
- Physical violence, assault, or credible threats of violence directed at any person on RHV premises

- Breach of patient confidentiality or unauthorised disclosure of protected health information
- Falsification of medical records, credentials, employment documentation, or any other RHV document
- Furnishing false or misleading information in connection with recruitment, patient care, or any investigation
- Sexual harassment, sexual assault, or any conduct of a sexually predatory nature
- Serious breach of infection prevention and control protocols in a patient care context
- Reporting for duty under the influence of alcohol or non-prescribed controlled substances
- Conduct — whether in person or online — that brings RHV into serious public disrepute
- Any conduct that, in RHV Management's assessment, irrecoverably destroys the trust and confidence that is fundamental to the employment relationship

5. Disciplinary Procedures

5.1 Informal Resolution

For isolated first-time instances of minor misconduct, the line manager may address the matter through an informal, constructive conversation with the employee. The discussion and any agreed corrective actions should be briefly noted by the manager and may or may not be placed on the employee's file, depending on the severity and the manager's judgement. Informal resolution is not appropriate for serious or gross misconduct.

5.2 Formal Disciplinary Process

For all cases of serious or repeated misconduct, and all cases of gross misconduct, the following formal process is followed:

1. Precautionary Suspension (where necessary): In cases involving serious or gross misconduct where the employee's continued presence at work poses a risk to patients, colleagues, operations, or the integrity of the investigation, the employee may be placed on precautionary suspension — with or without pay, as Management determines — while the investigation is conducted. Precautionary suspension is not a disciplinary sanction and does not imply guilt.
2. Investigation: The HR Department, in conjunction with the relevant Head of Department, conducts a thorough, impartial, and documented investigation. All relevant evidence — including documents, records, and witness statements — is gathered and assessed.
3. Show Cause / Query: The employee is served a written query or show-cause letter clearly setting out: the specific allegation(s); a summary of the evidence gathered; the potential disciplinary consequences; and the deadline for the employee's written response (ordinarily five working days, extendable on reasonable request).
4. Review of Response: HR and Management review the employee's written response carefully. Where the response is fully satisfactory, the matter is closed and the file noted accordingly. Where it is partially satisfactory, a reduced sanction may be applied. Where it is unsatisfactory, the process continues.
5. Disciplinary Hearing (where applicable): For cases involving potential demotion, suspension without pay, or dismissal, a formal disciplinary hearing may be convened. The employee is given adequate notice of the hearing, the right to attend and present their case, and the right to be accompanied by a fellow RHV employee (not an external legal representative, unless Management expressly agrees otherwise). The hearing will be conducted by a manager or panel that has not been directly involved in the investigation.
6. Decision: A written decision is issued to the employee within five (5) working days of the completion of the disciplinary process, stating the finding, the rationale, and the sanction (if any).

6. Schedule of Disciplinary Sanctions

Sanctions are applied progressively and in proportion to the nature, severity, and frequency of the misconduct. The following sanctions are available to Management:

- Verbal Warning: For first-time, isolated minor misconduct; recorded on the employee's file and effective for six months.
- Written Warning: For more serious minor misconduct or repetition of previously cautioned conduct; placed on file and effective for 12 months.
- Final Written Warning: For continued misconduct following a written warning, or for a serious infraction that does not yet warrant dismissal; placed on file and effective for 12 months.
- Salary Reduction or Withholding of Increment: As an appropriate and lawful sanction, particularly in cases involving financial misconduct or prolonged underperformance.
- Mandatory Retraining or Professional Development: Where the misconduct reflects a skills gap or knowledge deficiency rather than wilful wrongdoing, as a remedial measure.
- Demotion: Reduction to a lower grade as an alternative to dismissal where the employee's conduct or performance reflects unsuitability for their current level of responsibility.
- Suspension with Pay: As a precautionary measure pending investigation, or as a substantive sanction.
- Suspension without Pay: As a substantive sanction for serious misconduct.
- Mandatory Leave (with or without pay): As directed by Management for defined circumstances.
- Termination with Notice: For serious or persistent misconduct where the employment relationship is no longer sustainable but the conduct does not reach the threshold for summary dismissal.
- Summary Dismissal (without notice or payment in lieu): For gross misconduct. This is the most serious sanction and is reserved for conduct that irrecoverably destroys the trust that is fundamental to the employment relationship.
- Petition to Professional/Regulatory Body: Where the employee's conduct constitutes a breach of their professional code, RHV may file a formal report with the relevant regulatory authority (e.g., MDCN, NMCN, PCN).
- Civil or Criminal Legal Action: Where warranted by the circumstances, RHV may pursue civil and/or criminal proceedings against an employee in addition to, or instead of, internal disciplinary action.

Note on property and access: Upon the issuance of a suspension, pending dismissal notice, or dismissal letter, the employee is required to immediately surrender all RHV property (including access cards, devices, keys, and uniforms), vacate RHV premises, and vacate any hospital-provided accommodation — unless Management specifies a different timeline in the notice.

7. Appeals Process

Every employee has the right to appeal any formal disciplinary sanction. The appeal must be submitted in writing to HR within five (5) working days of receipt of the disciplinary decision letter, clearly stating the grounds for appeal. Grounds may include: procedural error; new evidence not previously available; or a sanction disproportionate to the finding. An appeal hearing will be conducted by a member of senior management who was not involved in the original disciplinary process. The outcome of the appeal hearing is final and will be communicated in writing within five (5) working days of the appeal hearing.

8. Multiple Parallel Proceedings

Where an employee's conduct may also constitute a criminal offence or a breach of a professional regulatory code, RHV may proceed with its internal disciplinary process concurrently and independently of any external investigation, prosecution, or regulatory proceedings. A criminal acquittal or regulatory finding does not automatically preclude or pre-determine the outcome of RHV's internal process.

9. Roles and Responsibilities

HR Department

Leads and oversees the disciplinary process from initiation to conclusion; ensures procedural fairness and legal compliance at every stage; maintains all disciplinary records securely; advises Management on applicable law and best practice.

Line Managers and Heads of Department

Identify and report conduct concerns to HR; conduct departmental-level investigations or contribute to HR-led investigations; implement approved sanctions; ensure the workplace environment does not create conditions for misconduct to go unreported.

Employees

Adhere to RHV's conduct and performance standards at all times; participate honestly and in good faith in all disciplinary proceedings; exercise the right of appeal appropriately.

10. General Provisions

- Management reserves the right to vary the sequence or structure of the disciplinary process in exceptional circumstances, provided that the overriding principles of fairness and natural justice are upheld.
- Active disciplinary records (warnings) will be removed from an employee's file after the period of effectiveness has expired, provided no further misconduct has occurred.
- This policy is read in conjunction with: the RHV Harassment and Bullying Policy (HR-POL-006); the Grievance Policy (HR-POL-016); the Conflict of Interest Policy (HR-POL-009); and the Code of Professional Conduct.
- This policy will be reviewed annually by the CHRO, with updates communicated to all staff.