REDEEMERS HEALTH VILLAGE

Human Resources Department

SEPARATION & OFFBOARDING POLICY

Policy Code: HR-POL-026

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Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- Pension Reform Act 2014 (as amended)
- Nigeria Data Protection Act (NDPA) 2023
- RHV Retirement Policy (HR-POL-014)
- RHV Disciplinary Action Policy (HR-POL-003)
- RHV Data Protection & Privacy Policy (HR-POL-024)

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Draft	April 28, 2026	New Policy — Board Submission	CHRO
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1. Purpose

This policy establishes a structured, dignified, and legally compliant framework for managing the separation of employees from Redeemers Health Village (RHV), regardless of the nature of their departure. It ensures that RHV's institutional knowledge, assets, and obligations are appropriately protected, that departing employees receive all entitlements due to them, and that every exit, whether voluntary or involuntary is handled with professionalism and respect.

How an institution handles the departure of its people is as revealing of its culture as how it welcomes them. RHV is committed to ensuring that every exit is managed with the same care and integrity that we bring to every other aspect of employment.

2. Scope

This policy applies to all separations from RHV employment, including resignation, retirement, end of fixed-term contract, redundancy, and termination (whether by notice or summary dismissal). It covers all categories of staff — full-time, part-time, temporary, contract, and locum — where applicable to their engagement terms.

3. Types of Separation

3.1 Voluntary Resignation

An employee who wishes to resign must submit a formal written resignation notice to their line manager, with a copy to HR. The minimum notice period is as specified in the employee's contract of employment (ordinarily one month for confirmed staff; one week during probation). The resignation is effective from the date it is received in writing by HR — not from the date of verbal notification. HR acknowledges the resignation in writing within three (3) working days.

3.2 Retirement

Retirement is governed by the RHV Retirement Policy (HR-POL-014). Employees approaching retirement age are managed through that policy's pre-retirement planning process. The offboarding provisions of this policy apply from the point a retirement date is confirmed.

3.3 End of Fixed-Term or Contract

Where an employee is engaged on a fixed-term or project-based contract, the contract expires automatically on the stated end date. HR notifies the employee in writing at least four (4) weeks before the contract end date, confirming whether the contract will be renewed, extended, or will lapse. Where no further renewal is offered, the offboarding process is initiated at that point.

3.4 Redundancy

Where RHV is required to reduce its workforce due to genuine operational, structural, or financial necessity, the redundancy process is governed by the Labour Act of Nigeria and any applicable RHV Redundancy Procedure in force at the time. Employees facing redundancy are given a minimum of one month's notice (or payment in lieu), are offered a voluntary consultation meeting with HR, and receive all statutory entitlements due. Selection for redundancy is made on objective, documented criteria — never on personal or discriminatory grounds.

3.5 Termination with Notice

Where employment is terminated by RHV with notice — for performance, conduct, or other reasons not constituting gross misconduct — the applicable notice period is served (or payment in lieu provided), all outstanding entitlements are calculated and settled, and the offboarding process is completed in full.

3.6 Summary Dismissal

In cases of gross misconduct, employment may be terminated without notice and without payment in lieu, in accordance with the RHV Disciplinary Action Policy (HR-POL-003). Even in cases of summary dismissal, the employee receives: their salary for any days worked in the final month up to the date of dismissal; any accrued statutory entitlements that cannot lawfully be withheld; and a written termination letter. The offboarding clearance process is completed on the day of dismissal or as soon thereafter as possible.

4. Notice Periods

The following minimum notice periods apply, unless the employee's contract specifies a longer period (in which case the contract prevails):

- During Probationary Period: One (1) week's notice by either party, or immediate termination with payment in lieu of notice.
- Confirmed Employees — Grades 1 to 6: One (1) month's notice by either party.
- Confirmed Employees — Grades 7 to 9: One (1) month's notice by either party.
- Senior and Executive Staff — Grade 10 and above: Three (3) months' notice by either party, unless the contract specifies otherwise.

RHV may, at its discretion, elect to pay the employee in lieu of requiring them to serve part or all of their notice period. Garden leave — where an employee remains employed and paid but does not attend work during the notice period — may also be applied at RHV's discretion, particularly for senior or operationally sensitive roles.

5. The Offboarding Process

The following offboarding steps must be completed for every departing employee, regardless of the reason for separation. HR is responsible for coordinating the process; the relevant HOD and Finance are jointly responsible for completing their elements within the required timeframe.

5.1 Immediate Steps — Day of Notice or Termination

1. HR issues or receives formal written notice of separation and acknowledges in writing within three (3) working days.
2. HR notifies the HOD, IT Department, and Finance of the confirmed last working date.
3. IT immediately revokes or schedules revocation of all system access rights, login credentials, and email accounts, effective from the employee's last working day (or immediately in cases of summary dismissal or suspension).
4. Where the nature of the separation warrants it (e.g., gross misconduct, security concern), Management may direct that access be revoked immediately and the employee escorted from the premises.

5.2 During the Notice Period

5. The departing employee and their line manager, in consultation with HR, prepare a formal Knowledge Transfer Plan. This must be completed and signed off by the HOD before the employee's last working day. The plan documents: current projects and their status; key contacts, relationships, and stakeholder context; pending tasks, deadlines, and critical operational handover points; location of files, records, and reference materials; and any specialist knowledge critical to operational continuity.
6. The HOD nominates an internal colleague or interim arrangement to receive the knowledge transfer.
7. HR initiates the replacement or succession planning process where required.

5.3 Asset Return — Before Last Working Day

All RHV-issued property must be returned in good condition on or before the employee's last working day. The Property Return Checklist (maintained by HR/Facilities) must be completed and signed off before final salary settlement is processed. Items to be returned include:

- RHV ID badge and any access cards or keys

- All RHV-issued devices (laptop, tablet, mobile phone, pager)
- Uniforms and any RHV-branded items
- Company status car and keys (where applicable)
- Any RHV documents, files, or data — whether in hard copy or electronic form — including removing any RHV data from personal devices
- Any other RHV property issued during employment

Failure to return property in good condition will result in the cost of replacement or repair being deducted from the employee's final salary, in accordance with the Labour Act.

5.4 Exit Interview

All departing employees are offered a confidential exit interview with HR, conducted during the notice period or on the last working day. The exit interview is voluntary. Its purpose is to understand the employee's experience at RHV, capture insights about their role, team, or the institution, and identify any concerns that could inform workforce retention and improvement. Exit interview feedback is anonymised and aggregated for quarterly reporting to the CHRO and annually to the Board as part of the HR governance report.

5.5 Final Salary Settlement

The Finance Department, in coordination with HR, calculates the employee's full and final salary entitlement, comprising: salary for days worked in the final month; any outstanding earned but untaken annual leave, paid out at the employee's daily rate (calculated on the basis of 260 working days per year); any contractual gratuity, severance, or terminal benefit due; less any outstanding deductions lawfully due to RHV (e.g., unrepaid salary advance, outstanding property replacement costs). Final salary settlement is processed in the payroll cycle immediately following the last working day, and no later than thirty (30) working days after the last working day. Under no circumstances will RHV withhold a final salary settlement as a means of exerting leverage or pressure on a departing employee.

5.6 Pension and NSITF

HR coordinates with Finance to ensure: all outstanding employer and employee pension contributions for the employee are remitted to the relevant PFA before or concurrent with the final salary settlement; and any NSITF contributions are similarly settled. The employee is provided with written confirmation of the total pension contributions remitted during their employment.

5.7 Reference and Certificate of Employment

On request, RHV provides departing employees with a Certificate of Employment confirming: their full name; dates of employment; job title(s) held; and where requested and appropriate a factual summary of responsibilities. Employment references are provided in accordance with RHV's Reference Policy: HR provides factual references confirming dates of employment, job title, and grade only. Character or performance references are at the discretion of the CHRO, based on the employee's record. No reference will be provided that is inaccurate or misleading, in either direction.

6. Post-Employment Obligations

Certain obligations survive the termination of employment and remain binding on the departing employee:

- Confidentiality: The employee's obligation to maintain the confidentiality of patient data, commercially sensitive information, and other confidential information obtained during their employment continues indefinitely after their departure.
- Data Return: The employee must return or delete all RHV data from personal devices and certify in writing that no RHV data remains in their personal possession.
- Restriction Clauses: Any non-compete, non-solicitation, or other post-termination restriction clauses in the employee's contract remain enforceable for the period and scope specified therein.

- Cooperation: The employee may be required to cooperate with any ongoing investigation, legal proceeding, or audit that relates to their period of employment, for a period of up to two years following their departure.

7. Reputational and Conduct Considerations on Exit

During the notice period, the departing employee remains a full employee of RHV and is subject to all RHV policies, including the Disciplinary Action Policy and the Code of Professional Conduct. Misconduct during the notice period may result in disciplinary action, including dismissal without notice. Employees must not: solicit RHV's patients or staff for a competitor or their own business during the notice period; remove, copy, or transmit RHV's confidential information or data; or take any action intended to harm RHV's operations, reputation, or relationships.

8. Roles and Responsibilities

HR Department

Manages the end-to-end offboarding process; issues acknowledgement letters; coordinates IT, Finance, and HOD; conducts exit interviews; processes certificates of employment; maintains separation records.

Head of Department

Oversees the knowledge transfer plan; ensures operational continuity; confirms property return; provides input to exit interview process where appropriate.

Finance Department

Calculates and processes final salary settlement; ensures pension and statutory remittances; confirms clearance of any outstanding financial obligations.

IT Department

Revokes system access on the confirmed last working day (or immediately in urgent cases); confirms data deletion from any personal devices used for work purposes.

Departing Employee

Cooperates fully with the offboarding process; completes the knowledge transfer; returns all property; attends exit interview if willing; complies with post-employment obligations.

9. Records

HR maintains a comprehensive separation record for every departing employee, including: the reason for separation; notice given and last working day; completed Property Return Checklist; exit interview notes (anonymised where appropriate); final salary settlement calculation; and confirmation of pension remittances. These records are retained for seven (7) years following the date of separation, in accordance with the RHV Data Retention Schedule.

10. Monitoring and Review

The CHRO reviews separation data — including voluntary turnover rates, reasons for leaving, and exit interview themes — quarterly and presents an annual workforce attrition report to the Board. Patterns of avoidable attrition are flagged and addressed. This policy is reviewed annually.