



NATIONAL OPEN UNIVERSITY OF NIGERIA
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JABI DISTRICT, ABUJA

Policy Title	Staff Job Description, Enrichment and Enlargement Policy
Policy No:	NQSA/POL/HR/007
Owner:	National Open University of Nigeria
Approved By:	The University Senate
Manager/ Driver:	Registry
Date of Approval:	
Date of Next Review	The date will be 3 years from the date of approval (to be inserted after approval)

1.0 Introduction

The National Open University of Nigeria is committed to maintaining a workforce that demonstrates the values and visions of the Institution. NOUN recruits and hires employees who demonstrate the necessary skills and qualifications to support staff, students and other stakeholders served by the University in the best possible way. Staff are made aware of job skills, duties, values, and qualifications through job Descriptions and /or Performance Expectations. Current Job Descriptions are maintained for all employees of NOUN.

2.0 Purpose

The purpose of this Policy is to establish a clear and comprehensive framework that guides and supports the professional development, growth, promoting job satisfaction and engagement, as well as driving organizational success, and overall well-being of staff members.

3.0 Scope

This Policy applies to all employees, both Academic and Non-Teaching staff of the National Open University of Nigeria to expand the scope of their roles, enhance their capabilities, improve their job satisfaction, and contribute more effectively to the organization.

4.0 Definition

Staff Job Description, Enrichment, and Enlargement Policy refers to a comprehensive document or set of guidelines established by the University to address three key aspects related to its workforce.

4.1.1 Staff Job Description

This component focuses on providing detailed and accurate descriptions of the roles and responsibilities associated with each position within the Institution. It outlines the expectations, tasks, and qualifications for specific jobs to ensure clarity and understanding among members of staff, supervisors, and other stakeholders.

4.1.2 Job Enrichment

Job enrichment is a strategy used to motivate employees by giving them increased responsibility and variety in their jobs. The overall idea is to allow employees to have more control over their work. It is a vertical job restructuring technique where the focus is on giving employees more authority, independence, and control over the manner their activities are completed. This is a very motivational technique in the National Open University of Nigeria. The act of enriching an employee's job not only serves as a sign of respect but it also shows that the employer actually cares about the employee as a person. This creates a desire for the employee to want to pay the employer back in the form of hard work, loyalty, and dedication.

4.2 Job enlargement

Job enlargement is seen as a horizontal restructuring technique where the focus is merely increasing the number of assignments but does not change the overall authority, autonomy, and control of the project. It means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative but on the same level.

The Policy can lead to a number of benefits as follows:

- 4.2.1 **Creating a wider range of activities.** In essence, job enlargement is about adding responsibilities to existing roles, this makes the job more varied, creating a wider range of activities.
- 4.2.2 **Reduces monotony.** As a result of the wider range of activities, monotony decreases. People don't do the same, highly specialized task 30 times an hour for 9 hours straight. Instead, they are more involved from end-to-end, taking a single project through multiple task phases.
- 4.2.3 **Teaches a variety of skills and helping career growth.** Additional job responsibilities require training and help in building additional experience. This teaches employees additional skills and is helpful in terms of career growth.
- 4.2.4 **Gives more autonomy, accountability, and responsibility.** The additional responsibilities leads to a number of motivational factors because an employee is now responsible for multiple related activities, the employee has more freedom over how they do their work leading to more autonomy.
- 4.2.5 In addition, job enlargement can create more variety for the individual employee, more ownership over their work, and it makes work a more rewarding experience.

5.0 Principles

The principles underlying Staff Job Description, Enrichment, and Enlargement Policy are essential to ensure clarity, fairness, and growth opportunities for employees within the University. The following are some key principles that may guide the development and implementation of such a policy:

5.1 Transparency and Clarity

Ensure that job descriptions are clear, concise, and transparent, providing employees with a thorough understanding of their roles as well as their responsibilities. Transparency contributes to a positive work culture and helps manage expectations.

5.2 **Alignment with Organizational Goals**

Align job descriptions, enrichment programs, and enlargement opportunities with the overall goals and objectives of the University. This ensures that individual roles contribute to the broader success of the University.

5.3 **Continuous Communication**

Foster open communication between employees and management regarding job expectations, development opportunities, and career progression. Regular feedback and discussions contribute to a supportive work environment.

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5.4 **Fairness and Equal Opportunity**

Ensuring that job descriptions and opportunities for enrichment and enlargement are fair and provide equal opportunities for all qualified employees. Avoiding discrimination and promoting diversity and inclusion.

5.5 **Professional Development**

Emphasizes a commitment to ongoing professional development through enrichment initiatives. Provides access to training, skill-building programs, and resources that enhance employees' knowledge and capabilities.

5.6 **Performance-based Recognition**

Ties enrichment and enlargement opportunities to employee performance. Recognize and reward employees based on their achievements, contributions, and commitment to professional growth.

5.7 Flexible Career Paths

Acknowledging that career paths may vary, and providing flexibility for employees to explore different roles, responsibilities, or departments as part of the enlargement process. This supports individual career aspirations and organizational needs.

5.8 Regular Review and Updates

Implementing a systematic process for regularly reviewing and updating job descriptions, enrichment programs, and enlargement opportunities to ensure they remain relevant and aligned with evolving organizational goals.

5.9 Employee Involvement

Involve employees in the development and review of job descriptions and policies. Solicit feedbacks and insights to ensure that the policies meet the needs and expectations of the workforce.

5.10 Legal Compliance

Ensuring that the policy complies with all applicable employment laws, regulations, and ethical standards. This includes considerations related to equal opportunity, non-discrimination, and privacy.

By adhering to these principles, organizations can create a supportive and growth-oriented environment that benefits both the individual employees and the overall success of the organization.

6.0 Policy Statements

Staff Job Description, Enrichment, and Enlargement Policy shall have:

6.1 Input Activities

The Training and Development team will collect inputs through needs assessments, employee surveys, and discussions with departmental heads to identify areas for professional growth.

Employees are encouraged to express their interests and developmental needs during performance reviews and career planning sessions.

6.2 **Output Activities**

A comprehensive enrichment program, including workshops, training sessions, and skill-building activities, will be developed and communicated to employees.

Progress and participation will be regularly monitored, and adjustments will be made based on feedback and evolving University requirements.

7.0 **Policy Implementation**

Implementation of Staff Job Description, Enrichment, and Enlargement Policy.

The National Open University of Nigeria is dedicated to the effective implementation of Staff Job Description, Enrichment, and Enlargement Policy to ensure that its workforce is equipped with clear roles, continuous opportunities for growth, and a well-defined path for career advancement.

7.1 **Communication**

The policy will be communicated organization-wide through official channels, including employee handbooks, intranet announcements, and team meetings, as well as launching events or presentations which will be organized to introduce the policy, highlighting its importance and benefits.

7.2 **Training**

Human Resources will conduct training sessions for managers, supervisors, and employees on understanding and applying the policy effectively.

Training will emphasize the importance of clear job descriptions, participation in enrichment programs, and the process for career enlargement.

7.3 **Job Description Development**

Human Resources, in collaboration with department heads, will initiate the development and refinement of job descriptions. Inputs from employees and supervisors will be actively sought through regular feedback sessions and surveys.

7.4 Enrichment Program Rollout

The Training and Development team will design and roll out a comprehensive enrichment program based on identified needs and priorities.

Program details, schedules, and participation guidelines will be communicated to all employees through various channels.

7.5 Career Enlargement Opportunities

Human Resources will work closely with management to identify and communicate career enlargement opportunities within the organization.

Employees will be encouraged to express their career aspirations and actively engage in discussions about potential advancement.

7.6 Monitoring and Feedback

Regular assessments and feedback mechanisms will be established to monitor the effectiveness of the policy.

Employees will have the opportunity to provide feedback on job descriptions, enrichment programs, and career enlargement initiatives through surveys and open communication channels.

7.7 Review and Updates

The policy will undergo periodic reviews to ensure its continued relevance and effectiveness.

Updates will be made based on feedbacks, changes in organizational needs, and evolving industry trends.

All employees are encouraged to actively participate in the implementation of this policy. Opportunities for feedback and suggestions will be provided to ensure that the policy remains a dynamic and responsive framework for our evolving workforce.

By embracing and participating in the implementation process, it is hoped that staff will benefit from a more enriching and fulfilling professional experience within the University.

8.0 Sanctions for Violating this Policy

The sanctions for violating Staff Job Description, Enrichment, and Enlargement Policy may include:

8.1 Verbal Warning

A first-time or minor violation may result in a verbal warning. This provides an opportunity for the employee to understand the policy expectations and rectify their behavior.

8.2 Written Warning

For more serious violations or repeated offenses, a written warning may be issued. This formalizes the reprimand and outlines the consequences of further violations.

8.3 Probation

Probationary periods may be imposed, during which the employee is closely monitored to ensure compliance with the policy. Failure to meet expectations during this period may lead to more severe consequences.

8.4 Suspension

In cases of serious violations, a temporary suspension from work may be imposed. During this time, the university may conduct investigations or provide the employee with an opportunity to rectify the issue.

8.5 Demotion

Depending on the nature of the violation, demotion to a lower position with fewer responsibilities and benefits may be considered.

8.9 Termination of Employment

In severe cases or after repeated violations, termination of employment may be the ultimate consequence. This decision is typically made after a thorough review and consideration of the circumstances. It is important for universities to have a clear and fair disciplinary process outlined in their policies, ensuring that employees are aware of the potential consequences of policy violations. Additionally, the severity of sanctions may vary based on the specific policies violated and the impact of the violations on the university's operations and values.

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