



National Open University of Nigeria

Policy Title	NOUN Policy on Staff Motivation and Enhancement
Policy No:	NQSA/POL/HR/004
Owner:	National Open University of Nigeria (NOUN)
Approved By:	The University Senate
Manager/Driver:	Registrar
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1.0 Introduction

The Policy on Staff Motivation and Enhancement in the National Open University of Nigeria (NOUN) aims to create a supportive and empowering work environment that fosters employee motivation, engagement, and professional development. This policy shall outline strategies and initiatives designed to recognize and reward staff contributions, promote continuous learning and skill development, and enhance job satisfaction and morale. It encompasses various activities such as performance recognition programs, career advancement opportunities, mentorship and coaching, training and development initiatives, and work-life balance support. The overarching goal of this policy is to cultivate a motivated, productive, and high-performing workforce that is committed to achieving the university's vision, mission, and goals.

This policy is designed to create a conducive and supportive work environment that empowers staff members to perform at their best, fosters their professional development, and ultimately contributes to the success of the university

2.0 Purpose

The purpose of the staff motivation and enhancement policy is to encourage and support employees to actively pursue their professional development as an integral part of their employment with the National Open University of Nigeria. The policy will also provide an opportunity to identify staff needs where a gap in skills or knowledge has been identified, it shall serve several important purposes:

- 2.1 Employee Engagement: It aims to foster a work environment where NOUN staff members will feel engaged, motivated, and committed to their roles and the university's vision and mission.

- 2.2 Retention: By implementing strategies to enhance staff motivation, NOUN will be able to achieve high employee retention rates. Satisfied and motivated staff are less likely to seek employment elsewhere.
- 2.3 Productivity and Performance: NOUN want to motivate its employees to become more productive in their roles. Therefore, this policy will outline initiatives that will boost productivity through recognition programs, skill development opportunities, or flexible work arrangements.
- 2.4 Institutional Culture: NOUN is interested in promoting culture through values such as recognition, support, and continuous improvement. A positive work culture can attract top talent and contribute to the overall reputation of the University.
- 2.5 Professional Development: The policy will guide NOUN on the type of trainings, career advancement opportunities, and mentorship programs to support staff members in their professional growth and enhance their skills.
- 2.6 Well-being: It will address staff well-being by promoting work-life balance, providing resources for stress management, and fostering a supportive work environment where employees feel valued and respected.
- 2.7 Alignment with the University Goals: NOUN is interested in staff motivation initiatives which will help to contribute to the achievement of broader goals of the university.

3.0 Scope

This Policy applies to all employees, both academic and non-teaching staff of the National Open University of Nigeria.

4.0 Definitions

4.1 Staff Motivation

This refers to the process of encouraging and inspiring faculty and administrative employees to be enthusiastic, committed, and dedicated to their work within the academic institution. This motivation can manifest in various forms, Intrinsic motivation, recognition and rewards, professional development, supportive work environment and the likes.

4.2 Staff Enhancement

Staff enhancement refers to initiatives and strategies aimed at improving the skills, knowledge, and overall capabilities of faculty and administrative staff. This may involve providing professional development opportunities, training programmes, mentorship, and resources to support continuous learning and growth. The goal of staff enhancement is to empower employees to excel in their roles, contribute effectively to the University's vision and mission, and adapt to the evolving needs of the academic environment.

5.0 Principles

The policy is guided by the following principles in NOUN.

- 5.1 Recognition and Reward: NOUN acknowledges and celebrates the contributions and achievements of staff members through formal recognition programs, awards, bonuses, and promotions.
- 5.2 Professional Development: In NOUN opportunities are provided for trainings, skill development, and career advancement to support staff members in enhancing their expertise and advancing their careers within the university.
- 5.3 Supportive Work Environment: NOUN fosters positive and inclusive work culture where staff feel valued, respected, and supported, promoting open communication, collaboration, and work-life balance.
- 5.4 Clear Expectations and Feedback: Roles, responsibilities, and performance expectations are well defined in NOUN with constructive feedback and guidance to help staff members understand how their contributions align with university vision, mission, core values, and objectives.
- 5.5 Alignment with Institutional Goals: In NOUN staff motivation and enhancement initiatives align with the university's mission, vision, and strategic objectives, contributing to the overall success and reputation of the institution.
- 5.6 Continuous Evaluation and Improvement: NOUN regularly assesses the effectiveness of staff motivation and enhancement initiatives, solicits feedback from staff, and adjusts as needed to ensure their ongoing relevance and impact.

6.0 Policy Statements

NOUN recognises the power of staff motivation and enhancement towards achieving the institutional goals, objectives, and core values. Motivation focuses on encouraging the staff to perform better while enhancement focuses on improving the staff skills, knowledge, and abilities. Therefore, NOUN shall:

- 6.1 regularly conduct staff need assessments. This shall be carried out to identify staff members' professional development needs, preferences, and aspirations.
- 6.2 establish feedback mechanisms, such as surveys or focus groups, to gather input from staff regarding their experiences, challenges, and suggestions for improvement.
- 6.3 ensure that staff motivation and enhancement initiatives align with the university's strategic objectives, priorities, and values.
- 6.4 implement recognition programs to acknowledge and celebrate staff achievements, milestones, and contributions to the university community.

- 6.5 provide tools and resources for effective performance management, including goal setting, performance feedback, and opportunities for career advancement and progression.
- 6.6 promote staff well-being through initiatives such as wellness programs, flexible work arrangements, access to counselling services, and resources for stress management.
- 6.7 encourage staff members to innovate, experiment, and explore new ideas and approaches to enhance organizational effectiveness and efficiency.
- 6.8 measure and track employee engagement levels through surveys, feedback mechanisms, and performance indicators to assess the impact of staff motivation and enhancement initiatives.
- 6.9 evaluate the effectiveness of professional development programs and activities by assessing staff members' acquisition of new skills, knowledge, and competencies.
- 6.10 monitor performance outcomes and productivity levels to gauge the effectiveness of staff motivation and enhancement efforts in supporting the university goals and objectives.
- 6.11 assess staff satisfaction, retention rates, and workplace culture indicators to determine the overall success of staff motivation and enhancement initiatives in creating a positive and supportive work environment.
- 6.12 motivate staff through sponsorship to training, letter of commendation, one (1) step increment, recognition (awards) and accelerated promotion for exceptional performance.
- 6.13 deny any staff the benefit of enjoying the ODL yearly allowance if the job performance and productivity level is below 70% in NOUN Quality Management System (NQMS). This will be done to motivate staff who are productive and contributing to the growth and development of the university.
- 6.14 enhance staff through:
 - a. training programmes such as workshops, seminars, and short courses.
 - b. mentorship and coaching where staff would be paired with experienced and productive colleagues.
 - c. career development by offering growth opportunities within the university.
 - d. enhancement of individual and team capabilities by giving opportunities for creativity, innovation and adequate recognitions of such by providing support system.

7.0 Policy Implementation

The implementation of the policy shall be guided by the followings:

- 7.1 **Establishing Governance Structure:** The quality assurance directorate of the university shall monitor the implementation of the policy.
- 7.2 **Needs Assessment:** The human resources directorate of the university shall conduct a comprehensive needs assessment to identify staff members' professional development needs, preferences, and aspirations. The data gathering shall be through surveys, interviews, focus groups, and performance evaluations to gather input.
- 7.3 **Developing Action Plans:** Based on the needs assessment findings, the human resourced directorate shall develop action plans outlining specific initiatives, programs, and activities to address identified areas of improvement and support staff development. The Director of human resources shall handover the action plan to the registrar for approval and implementation.
- 7.4 **Resource Allocation:** The human resources directorate shall present a budget to cover the identified areas of trainings and resource development.
- 7.5 **Communication and Training:** The registrar shall call for training in the identified areas of need.
- 7.6 **Implementing Programs and Activities:** The directorate of training shall develop and implement the training needs.
- 7.7 **Monitoring and Evaluation:** Staff performance and productivity will be monitored and evaluated through NOUN Quality Management (NQM) Platform with adequate feedback.
- 7.8 **Celebrating Success:** Staff with outstanding performance shall be celebrated and rewarded in line with the policy statements.

8.0 Sanctions of Violating this Policy

Sanctions for violating the Policy on Staff Motivation and Enhancement in the National Open University of Nigeria (NOUN) shall address the seriousness of the violation while also aiming to correct the behaviours and prevent future occurrences. Here are some potential sanctions:

- 8.1 **Verbal or Written Warning:** A staff member who violates the policy may receive a verbal or written warning from their superior or department/unit head. This serves as a formal notification that their behaviours is unacceptable and may lead to further disciplinary action if not corrected.
- 8.2 **Loss of Privileges:** Depending on the nature of the violation, the staff member may temporarily or permanently lose certain privileges or benefits, such as

access to professional development opportunities, participation in recognition programs, or eligibility for promotions or raises.

- 8.3 **Training or Counselling:** The university may require the staff member to undergo training or counselling related to the violation. This could include workshops on professional conduct, communication skills, conflict resolution, or other relevant topics aimed at addressing the underlying issues.
- 8.4 **Suspension:** In more serious cases, the university may impose a temporary suspension from work without pay or half pay pending investigation. Suspension allows the university time to investigate the violation further and provides an opportunity for the staff member to reflect on their actions and make necessary changes.
- 8.5 **Demotion or Transfer:** In cases where the violation involves a breach of trust or integrity, the staff member may be demoted to a lower position or transferred to a different department, unit, or centre in the university.

9.0 Policy Alignment

- 9.1 Rules and Regulations Governing the Condition of Service of Senior Staff, National Open University of Nigeria (NOUN).
- 9.2 Public Service Rule

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