



BEDC Electricity PLC 5,
Akpakpava Street, Benin City, Edo State, Nigeria

Policy Area	HCM		
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Approve By	<i>Role</i>	<i>Name</i>	<i>Signature/Date</i>
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	Board of Directors		

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1. Policy Brief & Purpose

BEDC employee promotion policy presents the company's guidelines for advancing and promoting employees from within the company. BEDC is committed to investing in its employees and rewarding good performance to encourage overall excellence. For this reason, promotion from within is a highly regarded practice in BEDC as a way of availing its employees the opportunity for career advancement.

This policy demonstrates clarity and certainty over the career progression of staff based on staff performance, majorly across measurable rubrics.

2. Scope

This policy binds all employees who qualify for promotion. However, promotion is only applicable to employees who have completed their probation and are not facing a disciplinary process or under any performance improvement plan or its equivalent process that poses uncertainty.

"Promotion" may be a move to a new position of higher rank, duties, remuneration, or professional growth. Often, employees may advance to positions that do not come with higher managerial authority, instead, these advancements may be a career or role change that helps employees develop and grow. Job promotion can be within the same or different departments.

3. The Policy Elements

In principle, promotion in the company will always depend on employee performance and workplace conduct. Employee performance evaluation is carried out monthly/quarterly/half-yearly and rated, as depicted in Table 1 below, to determine the employees' performance levels at the different grade levels in the organization. However, the promotion exercise is conducted twice in the year, based on the cumulative performance evaluation over the preceding monthly and quarterly evaluations.

The specific criteria for promotion are:

- I. Experience on the job and subject to relevant grade
- II. High-performance level in recent review cycles and subject to relevant grade
- III. Skillset that matches the minimum requirement of a new role;

The accompanying rewards and obligations tied to each band in the performance rating table (Table 1) are detailed out in Table 2.

Table 1: Performance Rating Table

S/N	Score	Rating
1	0 - 49%	Poor
2	50 - 69%	Average
3	70 - 79%	Good
4	80 - 89%	Excellent
5	90 - 100%	Exceptional

Table 2: Qualifying Reward Standards/Levels

S/N	GRADE		PERFORMANCE LEVEL	REWARDS PER APPRAISAL CYCLE*
1	Officer 1 to Officer 4	1	Poor	Exit after 2 continuous performance appraisal cycles
		2	Average	Exit after 4 continuous performance appraisal cycles. Backsliding to a lower performance level shall be considered as part of the continuous cycle.
		3	Good	Promote after at least 4 continuous performance appraisal cycles
		4	Excellent	Promote after at least 2 continuous performance appraisal cycles
		5	Exceptional	Promote after at least 1 performance appraisal cycle
2	Assistant Manager to Manager	1	Poor	Exit after 2 continuous performance appraisal cycles
		2	Average	Exit after 2 continuous performance appraisal cycles. Backsliding to a lower performance level shall be considered as part of the continuous cycle.
		3	Good	Promote after at least 6 continuous performance appraisal cycles
		4	Excellent	Promote after at least 4 continuous performance appraisal cycles
		5	Exceptional	Promote after at least 2 continuous performance appraisal cycles
3	Senior Manager to	1	Poor	Exit after 1 performance appraisal cycle
		2	Average	Exit after 1 performance appraisal cycle
		3	Good	Promote after at least 8 continuous performance appraisal cycles

	Principal Manager	4	Excellent	Promote after at least 6 continuous performances appraisal cycles
		5	Exceptional	Promote after at least 4 continuous performance appraisal cycles
4	Assistant General Manager to General Manager	1	Poor	Exit after 1 performance appraisal cycle
		2	Average	Exit after 1 performance appraisal cycle
		3	Good	Promote after at least 10 continuous performance appraisal cycles
		4	Excellent	Promote after at least 8 continuous performance appraisal cycles
		5	Exceptional	Promote after at least 6 continuous performance appraisal cycles
5	Chiefs	1	Poor	Return to Technical Partner after at least 1 performance appraisal cycle
		2	Average	Return to Technical Partner after at least 2 continuous performance appraisal cycles
		3	Good	Confirm without bonus
		4	Excellent	Confirm with bonus compensation
		5	Exceptional	Bonus and consideration for succession planning.

***An appraisal cycle is 6 months. Therefore, there are two appraisal cycles in a year**

4. Additional qualifying criteria for promotion

- Staff who fail to achieve a minimum cumulative average score of 70% in the BEDC periodic policy comprehension tests (PPCT) or other knowledge assessments may forfeit their promotion and or differential benefits/bonus (if any).
- Staff who are subjected to the disciplinary process of the company and found guilty with accompanying sanction(s) consistent with the sanction grid of the company shall forfeit their promotion for the relevant period. Such forfeitures shall expunge the applicable sanction for the purpose of the next performance evaluation cycle subject to the terms of Table 2 above.
- Promotion, at a Disco wide level, is at the discretion of management. Therefore, management, may, for reasons of liquidity constraints, extreme poor performance or other overriding exogenous social and macroeconomic imperatives, suspend the overall promotion for any given period.

5. Evaluation Rubrics

The evaluation rubrics to be adopted in arriving at these evaluation standards shall be substantially measurable across the various functions in the organisation. The commercial department shall use commercial performance metrics such as ATC&C reduction, Collection Efficiency, Response Efficiency, New account generated or reactivated and other variables that impact on the commercial and financial performance of the company.

Similarly, the technical operations shall be evaluated substantially on metrics such as SAIDI (System Average Interruption Duration Index) and SAIFI (System Average Interruption Frequency

Index) and other compliance standards. All other support functions shall be evaluated majorly on the combination of the Commercial and Technical evaluation criteria.

It is worthy to note however, that staff evaluation cannot be entirely based on the key financial and technical indicators as the underlying drivers of these indicators may be overlooked. Workplace conduct represents the underlying triggers that fire optimal performance at varying grade levels and the triggers of workplace conduct may be represented by attitudinal and core value considerations such as collegiate behaviour, Innovativeness, empathy, which shall be considered as an integral part of the evaluation process. Therefore, the proportion of scores attributable to key commercial and technical performance drivers and workplace conduct shall be defined thus:

Table 3: Evaluation Criteria

S/N	Grade Level	Evaluation Criteria Distribution	
		Key Criteria (Financial and Technical)	Workplace Conduct (Attitudinal and Managerial)
1	Officer 1- 4	90	10
2	Assistant Manager - Manager	80	20
3	Senior Manager – Principal Manager	75	25
4	Assistant General Manager – General Manager	60	40
5	Chiefs	50	50

6. Distribution Considerations

This distribution takes cognisance of four (4) major considerations:

1. All staff must participate actively in the actual production process and this ensures the promotion and pursuit of shared destiny in the organisation.
2. Senior management staff are recognised on their key managerial and leadership roles while their destiny is also determined by the common shared destiny.
3. Junior staff are more amenable to direct assessment of their personal efforts as less managerial roles and support functions are tied to their roles.
4. The distribution methodology ensures that no one may be unjustly evaluated or discriminated against nor can favouritism or nepotism be engendered in the system as the average score is spread proportionately to the intensity of their direct involvement in the production process.

7. When Promotion Beckons

Promotions can take place yearly (January) and Mid Yearly (July) when:

- An opportunity has been identified and subsequently advertised internally.
- A vacancy arises abruptly, and the company wishes to fill it from within. However, this shall be subject to performance on the job.
- An employee posts consistently good performance, and Management considers them competent for the next grade.

- An employee acquires credentials that qualifies them for senior positions whose minimum qualifications they may have lacked before.

Depending on the level of job performance, employees may be promoted horizontally, on a notch or vertically based on performance rating over a period of time. Horizontal promotion moves an employee to a higher salary band of the same grade, without change in grade; A Notch promotion moves an employee to a higher level of the same grade; vertical promotion moves an employee to a different higher grade.



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