CHUKWUEMEKA ODUMEGWU OJUKWU UNIVERSITY

POLICY ON EMPLOYMENT PAY SCALE EQUITY AND COMPENSATION FAIRNESS

1. PREAMBLE

Chukwuemeka Odumegwu Ojukwu University (COOU) recognises pay scale equity and compensation fairness as essential foundations for organizational integrity, workplace morale, talent retention, and social justice across all employee cadres.

The University is committed to maintaining a transparent, merit-based, and equitable compensation architecture that ensures equal pay for work of equal value, eliminates unlawful salary disparities, and upholds non-discrimination across academic, administrative, technical, and executive staff appointments.

This Policy establishes the University's institutional framework to govern salary placement, promotional advancement, step increments, and compensation equity across all campuses, faculties, and administrative directorates.

The Policy is intended to operate consistently with the Constitution and Labour Act of the Federal Republic of Nigeria, approved Consolidated University Salary Structure frameworks (CONUASS and CONTISS), Anambra State public sector remuneration guidelines, the University's enabling statutes, and international labour standards regarding equal remuneration.

2. PURPOSE

The purpose of this Policy is to:

- guarantee the principle of equal remuneration for work of equal value across all University employment categories;
- establish objective, standardized criteria for initial salary placement, step progression, and promotional adjustments;
- eliminate unjust salary gaps based on gender, age, ethnicity, state of origin, marital status, disability, or non-merit factors;
- provide transparent rules governing allowances, honoraria, hazard pay, and supplementary institutional benefits;
- ensure consistent application of approved salary scales across senior, mid-level, and junior personnel;
- establish institutional mechanisms for regular compensation audits and prompt rectification of pay anomalies; and
- provide an accessible administrative framework for resolving salary placement grievances and pay equity disputes.

3. SCOPE

This Policy applies across all campuses and operational units of Chukwuemeka Odumegwu Ojukwu University, and covers:

- academic staff governed by the Consolidated University Academic Salary Structure (CONUASS);
- administrative, technical, and professional staff governed by the Consolidated Tertiary Educational Institutions Salary Structure (CONTISS);
- junior staff, support personnel, and temporary contract employees;
- principal officers, deans, directors, and administrative heads; and

- all university bodies responsible for recruitment, appointment, promotion, payroll administration, and human resource management.

Nothing in this Policy shall be interpreted as authorising arbitrary salary adjustments, off-scale compensation payments, unauthorized allowances, or violation of approved public sector salary scales and statutory University financial regulations.

4. PRINCIPLES OF PAY EQUITY AND COMPENSATION STRUCTURE

4.1 Equal Pay for Work of Equal Value

The University mandates that all employees performing work requiring equivalent skills, effort, responsibility, and working conditions shall be assigned to identical salary grade levels and steps, regardless of personal characteristics or non-occupational background.

4.2 Objective Grade Placement

Initial salary placement upon appointment shall be determined solely by objective criteria, including formal qualifications, verifiable relevant post-qualification experience, specialized competence, and approved job evaluations. No appointing authority or interview panel may grant off-scale entry steps outside approved University schemes of service.

4.3 Transparent Step Progression and Merit Advancement

Annual step increments within a grade level shall be awarded consistently based on satisfactory performance evaluations and regulatory guidelines. Promotion to a higher salary grade level shall follow transparent peer-review and assessment criteria applied uniformly within each staff cadre.

5. GENDER AND DIVERSITY PAY EQUITY

The University strictly prohibits gender-based pay disparities. Female and male employees occupying identical academic ranks or administrative designations with equivalent qualifications and tenure shall receive identical basic salaries and statutory allowances. The University shall conduct biennial gender pay equity audits to ensure compliance across all faculties and departments.

6. REGULATION OF ALLOWANCES AND SUPPLEMENTARY COMPENSATION

All institutional allowances—including responsibility allowances, hazard allowances, clinical overload allowances, and research stipends—shall be awarded strictly in accordance with approved Council regulations and statutory directives. Supplementary compensation must be documented, transparently audited, and tied strictly to approved positions or documented duty overloads.

7. PROTECTION AGAINST RETALIATION AND PAY TRANSPARENCY

No employee shall be subjected to discrimination, intimidation, demotion, or adverse employment action for inquiring about salary placement criteria, requesting a pay equity review, or lodging a formal grievance regarding compensation disparities.

8. RESPONSIBILITIES OF EMPLOYEES

Members of the University staff shall:

a. provide authentic, verifiable documentation of qualifications and professional experience during recruitment and promotion;

b. review personal pay statements regularly to verify accurate grade level and step placement;

c. report identified payroll errors or unauthorized compensation adjustments through proper administrative channels; and

d. comply with University appraisal and evaluation procedures governing step increments and promotional eligibility.

9. RESPONSIBILITIES OF THE UNIVERSITY MANAGEMENT

The University Management shall:

a. enforce strict adherence to approved CONUASS, CONTISS, and University salary structures;

b. ensure prompt payment of salaries and approved allowances without arbitrary deductions;

c. maintain centralized, secure, and auditable electronic payroll and human resource records;

d. correct verified pay discrepancies and execute retroactive pay adjustments where administrative errors are established; and

e. submit periodic pay equity audit reports to the Governing Council.

10. GOVERNANCE, AUDIT AND GRIEVANCE REDRESS

The University shall designate the **Pay Scale Equity and Compensation Review Panel** (comprising representatives from Human Resources, Bursary, Legal Unit, Academic Planning, and Staff Unions) to:

a. monitor implementation of this Policy across all university cadres;

b. investigate employee petitions concerning incorrect salary grade placement, step stagnation, or unequal pay;

c. conduct biennial institution-wide pay equity audits; and

d. recommend corrective measures and policy updates to the Vice-Chancellor and Council.

11. PUBLICATION AND TRANSPARENCY

This Policy, alongside approved University Schemes of Service and salary grade tables, shall be published on the official University intranet and portal. All newly appointed staff shall receive policy summaries as part of their employment documentation.

12. REVIEW AND REVISION

This Policy shall be reviewed at least once every three years or earlier where mandated by national salary review commissions, statutory labor amendments, or University Council decisions. Every revision shall be formally documented and approved.

Prof. Kate Azuka Omenugha, Fnipr

Vice Chancellor **Date:** 24/10/2026