




HUMAN RESOURCE MANAGEMENT PROCEDURES

APPROVING AUTHORITY

Title	Name	Signature & Stamp	Date
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1. Overview

RMI human resources internal procedures are designed in accordance with rules and regulations governing public institutions in Rwanda and consider specific character of the institution. They are intended to be an open and guiding document for use by the Human Resources Management Team and all staff and therefore, it is the responsibility of all employees to familiarize themselves with the content.

1.1. Purpose

The purpose of this manual is to inform both RMI management and staff on the procedures related to human resource management and what is expected from either side in complying with them.

1.2. Scope

The present procedures specifically highlight the following tasks of human resources management: Recruitment; Appointment; Capacity building; Performance appraisal and management; compliance with the code of conduct of public servants, Leave and personnel benefits management; Mission and Travel Compensation; Safety and security; and employment termination.

1.3. Associated documents

This manual has borrowed most of its content from the law No. 66/2028 of 30 August 2018 regulating labour in Rwanda published in the Official Gazette No. Special of 6/9/2018.

2. Human Resource Management main functions

2.1. Recruitment

The recruitment process consists in objectively selecting the right employee(s) in given position(s).

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RMI recruitment process conforms to Recruitment process governed by the Ministry of Public Service and Labour. At RMI, the recruitment process is entrusted with Human Resource Office and it involves the following main stages:

- 1) Advertisement
- 2) Shortlisting
- 3) Test administration
- 4) Evaluation
- 5) Appeal process and
- 6) Publication.

2.2. Appointment

The appointment activity immediately follows the recruitment function. Appointment consists in recognizing the employee in a given position by giving him or her an appointment letter describing his or her roles and responsibilities.

2.3. Capacity building (Induction, on boarding, and training)

Following the appointment, the new employee is entitled to receive orientation induction conducted by HRO and on boarding by respective supervisors in collaboration with HRO. The capacity building function consists in identifying the capacity needs for all employees of the organization. RMI annually carry out the employee capacity need assessment and it includes in its annual plan budget and activities to respond to the identified needs: capacity building interventions, specific staff beneficiary, facilitation, scheduling and implementation.

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2.4. Performance appraisal and management

Once the employee is in a given position, the supervisors continuously monitor and advise on his/her achievements against targeted results. At RMI, the performance management respects the Result-Based Management policy and therefore the activities executed are as follows:

- 1) Performance contract signing
- 2) Monthly and quarterly performance evaluation
- 3) Annual evaluation and reporting

2.5. Compliance with the code of conduct

RMI staff have to observe the professional ethics and code of conduct governing the Public servants in Rwanda. Therefore, any staff who behaves against the code is held accountable accordingly.

2.6. Leave and personnel benefits management

According to the Law governing Public Service, an employee has the right to different types of leave and other benefits including transport and housing. The management of personnel benefits conforms to the Law governing Public Service salaries and fringe benefits in Rwanda and related records are kept by HR Office.

2.7. Mission and Travels

The mission travels are organized to allow employees to work outside their ordinary place of work. The preparation, verification and authorizations of mission travels are the responsibilities of competent organs within RMI provided that the purpose of the mission is clear and falls within RMI's mandate.

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2.8. Compensation

Compensation includes salary and other benefits determination, calculation and payment to the beneficiary staff. RMI, as a government institution, follows the Law governing salaries and fringe benefits.

2.9 Safety and security

Safety and security include physical security of goods and people at work. It includes also hygiene and sanitation and discipline at work place. It therefore regulates:

- 1) How to protect physical work environment
- 2) How to protect other risk resources such as money.
- 3) Cleaning the work environment
- 4) Disciplinary measures at work places and how to prevent and avoid sexual harassment

2.10 Termination

The termination function of Human resources management consists in terminating the work contract between the institution and employee subsequent to certain circumstances such as resignation or job cancellation. In one way or another the main activities are validating the termination by an official administrative action in writing and calculating and paying benefits to outgoing employee.

2.11 Guidelines for staff disciplinary actions

Guidelines for discipline actions are set to orient employees on how to claim their rights in a professional, legal and ethical manner. Once the Management or a single supervisor take a disciplinary action against an employee, the victim can appeal for a different decision, the main activities for this function is to analyze different cases and take appropriate decisions.

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3. Operational and Procedural Arrangements

3.1. Recruitment

All recruitment actions are initiated by and based upon recommendations from the departmental heads/Unit Coordinators, but must be approved by and processed through the office of the Chief Budget Manager. Upon *approval of the job advertisement* noticed by the CBM, the HR office shall place the advert online in the approved e-recruitment portal. In the recruitment process, RMI ensures an equal employment opportunity as prescribed by the Presidential Order N° 128/01 of 03/12/2020 relating to recruitment of public servants and induction programme. This includes all recruitment-related national rules and regulations.

3.1.1. Job Descriptions

A job description shall be developed for each approved position within the organization structure in line with Rwanda competence framework. A job description shall be updated whenever significant changes in the RMI's structure or position and responsibilities occur. The Human Resources office has the full responsibility of ensuring that job descriptions are prepared for each approved position in the approved job description format. It must be used to ensure that all required information is included in the job description.

❖ For a new position

In consultation with the relevant Ministry or any other related Central Government Agency, the hiring manager, through the Chief Budget Manager, creates a proposed job description, which contains:

- 1) A summary of the position,
- 2) A detailed description of responsibilities,
- 3) Necessary qualifications for the position,

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- 4) And grade level for the position.

Hiring managers should consult with the HR Office in determining the appropriate grade levels. The grade level/salary range chart is available from the HR office. The proposed job description is then sent to the appropriate Senior Manager, depending on the position, for approval. Available positions must be posted for a minimum of Seven working days. Employment applications should comprise of a resume and cover letter and these should be kept on file for a period of six months. These may be used and should be reviewed, when seeking new employees.

a) For a replacement position

The Manager authorized to approve hiring will review the position's original job description to ensure it is accurate and revised as necessary. After the position and description are approved, the description is put into the standard format in English language.

b) For internal candidates

Internal candidates are allowed to compete for new or replacement positions as provided for by Rwandan laws and RMI rules and regulations. All qualified internal candidates will be given chance to compete in accordance with the existing policy regulating internal recruitment in public institutions.

Current staff except Government Cabinet appointees, may submit a resume and letter to the Line manager for the position.

If deemed appropriate for the position during the interview process, the internal applicant may be promoted or transferred to the position without an external search if there are no other internal candidates.

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If the interview team is not sure that the internal candidate is appropriate for the position, they may also recruit externally and can keep the internal candidate in the active pool as a wider group of candidates is considered.

c) Interview panel teams

The hiring manager puts together an interview panel team, which may consist of peers, people outside the department, partner institutions or upper-level managers. This ensures a variety of viewpoints to assist the supervising manager in making hiring decisions. Hiring managers, in consultation with appropriate staff as necessary, will take the lead role in organizing interviews and in selecting finalists for a given position.

For oral examination, the panel of oral examiners is composed of at least three (3) members that have proven competencies to test the knowledge and skills required for the vacant job position. During an oral examination, an audio-visual recording is conducted. The video is recorded in a way that shows the examiners and the interviewed candidate. The audio must also be well recorded with clear voices. A candidate who specifies his or her disability, is facilitated to sit for the exam taking into consideration his or her disability

d) Conflict of Interest

If the hiring manager, a potential member of the interview panel team, or any person recommending someone for employment at RMI (friend, teacher, former colleague, relative, etc.) has personal ties to the candidate, that person must make this known. They may still be able to participate or may need to excuse themselves from the process, depending on the potential effect.

e) Selecting the candidate and contacting referees

A selection criterion based on the job requirements prescribed in the job advertisement notice shall be developed and agreed upon by the appointed technical committees before

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proceeding to the selection process. The agreed upon selection criteria shall form an integral part of the selection process report. A list of selected candidates shall be published on the official website and notice boards.

3.2 Appointment

A successful candidate who has received a job offer from RMI accepts in writing the job offer within three (3) working days from the date of receipt of the job offer. If he or she does not accept the offer in due time, the job offer is given to the next candidate following the mark obtained in the exam. Before provisional appointment, a successful candidate is required to submit to the institution that wishes to recruit a public servant the following documents:

- 1) The curriculum vitae;
- 2) A certified copy of the original degree or a certified copy of equivalence for degree obtained abroad;
- 3) One passport photo;
- 4) A criminal record certificate;
- 5) A medical certificate issued by a recognized medical doctor.

3.2.1. Provisional appointment of a successful candidate

A successful candidate is provisionally appointed within five (5) working days counted from the date of the job offer acceptance.

3.2.2. Appointment of a successful candidate

Without prejudice to the appointment of a new hired after probation period, as provided for by the law establishing general statute governing public, after assessing the recruitment report, a successful candidate is appointed when the public institution in charge of recruitment oversight

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has confirmed that recruitment was done in conformity with relevant laws and the employee who was provisionally appointed is the one who deserves the job position. For Appointment of a successful candidate on permanent job position of Director of unit, RMI submits the file of a successful candidate on a permanent job position of Director of unit to the Minister of Public Service and Labour, who also submits the file for Cabinet consideration. And also, the new hired on job positions at level H/2 and above are appointed by competent authorities.

3.2.3. Probation period

RMI has established a six-month probationary period for new hired, first-time permanent employees and Three months' probation period for new hired Contractual staff. The introductory period is intended to measure the compatibility of the employee's skills and abilities with RMI's requirements for the particular position. Within two weeks of the employee's start date, the supervisor and employee should review the job description and set performance objectives using an appropriate quarterly form for objective setting (to be developed). At the conclusion of the probationary period, the supervisor and employee shall review the performance objections and complete the 'Results' section for each of the previously established Objectives in the "Quarterly Goals and Objectives" form.

The supervisor shall also complete the Quarterly Performance Review section and review it with the employee. A new hired staff may be terminated at the end of the probationary period if it is determined his/her skill set does not match the position or extend the probation period not more than three times based the understandable reason of his/her failure.

3.3. Employment Contract

The next step in the hiring process is to establish the start date and prepare an Employment Contract. Employment Contract templates are prepared by the HRO in English/any other official

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language and are updated as necessary. Hiring managers must check with HR Managers to ensure that the most up-to-date Employment Contract template is being used.

Employment Contract templates are not written in stone and should be reviewed from time to time by the Legal Advisor to ensure that they are meeting with the legal compliance. The full Employment Contract contains:

- 1) The contract letter,
- 2) Job description,
- 3) Confidentiality agreement
- 4) Conflict of interest disclosure form

The candidate should be encouraged to review the employment letter in advance. The hiring manager should also encourage the candidate to read it carefully at home and to ask questions if necessary. The hiring manager should inform the candidate which documents he/she must bring on the first day of employment (see list below).

Documents to bring on the first day:

- 1) Passport/Identification
- 2) Driver's license (for driver positions)
- 3) Proof of vehicle insurance (for driver positions and for any staff authorized to use their Personally Owned Vehicle on RMI business)
- 4) certified copy of degrees accompanied with original degree
- 5) Copy of equivalence for who studied abroad
- 6) One photograph
- 7) Social Security Number
- 8) Resume/Updated Curriculum vitae
- 9) Medical certificate

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10) Criminal record

Information that must be included in each employee's personnel file:

- 1) Signed "RMI Employment Contract"
- 2) Signed "RMI Confidentiality Agreement"
- 3) Signed "RMI Conflict of Interest Disclosure"
- 4) "Job Description"
- 5) Resume/ Updated Curriculum vitae
- 6) Contact information, including emergency contact numbers
- 7) Copy of National ID card/passport
- 8) A copy of the signed form acknowledging receipt of the *Human Resources Management Manual*

The HRO/Manager/Specialist, in consultation with his/her Line manager, is responsible for preparing all employment contracts in accordance with RMI policy and in compliance with Rwandan Labor Law, rules and regulations.

3.4. Capacity building (induction, on boarding, and training)

Like in any other public institution in Rwanda, RMI staff are entitled to on job capacity building programs in accordance to the needs identified.

3.4.1. Capacity building process

RMI staff are subject to the annual national capacity-building program resulting from capacity needs submitted by different institutions to the Rwanda Development Board (RDB) and implemented using government funds. However, RMI staff can benefit from capacity building

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programs funded by any other donor or by RMI itself. In that case RMI management decides on the relevance of the program vis a vis the organizational and individual capacity needs.

3.4.2. Orientation and Induction

A general orientation introducing the hired staff to RMI staff and the employee's department/unit heads along with provision of facilities shall be done for each and every recruit. As part of orientation, the new employee will meet with the supervisor in his/her department/unit to discuss unit/departmental objectives and activities, and individual responsibilities.

On the first day of employment, RMI policies and benefits will be reviewed and discussed with the new employee. The new staff will complete different HR forms and he/she will be given a copy of this manual. The new employee will indicate by written signature his/her receipt of the *HR Manual*. The new employee will also receive administrative and financial orientation concerning financial procedures, appropriate forms, and general guidelines relevant to the new employee.

In addition to the orientation, familiarizing the newly recruited staff to the organizational environment, there is an **induction program** targeting all newly recruited civil servants and aiming at familiarizing them to the government of Rwanda work environment.

3.4.3. Regular and continuous capacity bridging gaps

RMI staff in the course of their career shall benefit from all trainings for career development in accordance with the national laws and regulations. (Prime Minister's Order N°151/03 of 10/06/2016 determining modalities for conducting training of public servants.

3.5. Performance management

The performance management of RMI staff is implemented in accordance with national regulations and policies in line with civil servant's performance management (*results-based*

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management policy). RMI staff electronically sign a performance contract on annual basis taking into consideration on the organization priorities. The performance contract has to be periodically (monthly and quarterly) evaluated and reported. This helps the employee to weight his/her achievement and to take appropriate action. See details in Prime Minister's Order N°121/03 of 08/09/2010 establishing the procedure of performance appraisal and promotion of public servants.

3.6. Leave and personnel benefits management

3.6.1. Annual leave

In accordance with Law N° 017/2020 of 07/10/2020 establishing the general statute governing public servants, RMI employees are eligible for 30 days of paid annual leave. All annual leave must be requested in writing at least **10 days** in advance and must be approved by the Director General. Employees are expected to take paid annual leave during the calendar year in which it is earned. However, when an employee applies for annual leave, his or her immediate supervisor may postpone it due to work related reasons. The postponed leave is taken not later than 31st December of the following fiscal year.

The HR Office shall have an organized annual plan for all staff who want to take their leaves. This is intended to avoid disruption of work and help staff members take their leave when they have delegated colleagues to carry on RMI activities even during the absence.

3.6.2. Incidental leave

Director General grants incidental leave to a public servant in case of fortunate or unfortunate event that occurs in his or her family as follows:

- 1) Two (2) working days in case of his or her civil marriage;
- 2) Four (4) working days in case of delivery of his wife;

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- 3) Five (5) working days in addition to days provided for in Item No. 2 of this Paragraph in case of complication related to his wife's delivery;
- 4) Seven (7) working days in case of death of his or her spouse;
- 5) One (1) month in addition to days provided for in Item No. of Paragraph One of this Article in case his wife dies while leaving a baby of less than three (3) months;
- 6) Five (5) working days in case of death of his or her child or adoptive child;
- 7) Four (4) working days in case of death of his or her father, mother, father-in law or mother-in-law;
- 8) Four (4) working days in case of death of his or her brother or sister;
- 9) Three (3) working days in case of death of grandfather or grandmother;
- 10) Three (3) working days in case of his or her transfer over a distance of more than thirty (30) kilometers from his or her usual place of work.

3.6.3. Coincidence of leaves

When annual leave coincides with incidental leave or maternity leave, the annual leave is suspended and resumes after the incidental leave or maternity leave.

3.6.4. Sick leave (Short-term sick leave & long-term sick leave)

1) Short-term sick leave

An immediate supervisor grants to a public servant a short-term sick leave not exceeding one (1) month for reasons of sickness ascertained by a recognized medical doctor.

2) Long-term sick leave

The competent authority grants to a public servant a long-term sick leave exceeding one (1) month but not exceeding six (6) months basing on the decision of a committee of at least three (3) medical doctors, which examines a medical report issued by a medical doctor who treated the public servant, attesting that he or she is unable to work. An employee who

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is granted a long-term sick leave is entitled to his or her full salary during the first three (3) months and two-thirds (2/3) of the salary for other three (3) months.

3) Authorized absence

For justified reasons, an immediate supervisor may grant to a public servant a written authorized absence from work for one (1) day maximum not deducted from annual leave. However, the immediate supervisor does not grant an authorized absence for more than ten (10) days in a fiscal year.

4) International Travel

Prior to departure for any international travel, all staff must complete and submit a “Traveler Checklist” form provided by the HRM office. All costs related to the mission abroad should be paid in accordance with Presidential Order No 44/01 of 24/02/2017 regulating official missions abroad.

5) Financial Travel Advances

Travel advances are intended to facilitate the staff member while outside the country on RMI business.

Every effort must be made to request travel advances for travel at least 5 days prior to departure.

Advances may include the following: hotel, communication, taxis, tickets and meals

Expected travel expenses should be included in monthly budget projections.

Charges for accommodations that have been either prepaid by RMI or charged to RMI on an employee's signature must be submitted on an expense report showing that charge.

A signed, dated room bill is considered proof of valid charge.

Prepaid travel (air, train, bus, taxi etc.) is treated as an advance.

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6) Travel Reconciliation

To receive reimbursement or to reconcile an advance for expenses incurred during RMI travel, staff, program/event participants, and other appropriate individuals must complete a travel expense report. To prevent processing delays, staff should ask the traveler to send his/her completed expense report directly to the attention of the responsible staff member. RMI staff must submit travel expense reports to their supervisor within five business days upon return from a business trip.

3.6.5. Compensation and other benefits

1) Staff salaries

The salary structure of RMI staff shall be determined in accordance with the relevant provisions of laws governing salary scale in Public Service and other laws.

2) Incentives of employees

Beyond the existing laws and regulations, the Board of Directors upon its own initiative or upon request by the Director General of RMI may allocate incentives to RMI employees depending on the performance. The amount of the incentive shall be determined by the Board of Directors. According to the index salary grid for public servants, every employee who scores 70% and above after performance evaluation shall be entitled to the performance bonus on annual basis depending on his/her job positions. In addition, when an employee scores 70% and above in 3 consecutive years, a horizontal promotion step shall give right to an increment of job position level in accordance with Presidential Order N° 53/01 of 19/08/2015 establishing the job classification and salary index grid in public service.

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3) Transport

RMI vehicles are available to RMI staff for business-related purposes only; Use of RMI-rented or owned vehicles for any personal business are prohibited. Seatbelts must be worn at all times while traveling in an RMI rented or owned vehicle.

4) Drivers

RMI Drivers are available to all RMI staff for business related-purposes only. All trips must be recorded in a driver's log that includes the date and time of the trip, starting and ending odometer reading, total distance, destination, and purpose of trip, names of passengers, task of trip, and a place for the passengers to sign confirming the trip. This log must be completed at the end of each trip.

5) Use of Personal Vehicles

Use of personally owned vehicles (POV) for RMI business may be used only with prior approval of the Chief Budget Manager and should only be in cases when public transportation is either more expensive or impractical.

Note: RMI does not reimburse the costs of commuting to and from work. An Employee who uses his/her personal vehicle on RMI business will be reimbursed at the existing per kilometer reimbursement rate which is provided in **In-Country Travel Rates guidelines** by Rwanda Utility and Regulatory Authority (**RURA**). RMI is not responsible for any fines or fees levied as a penalty caused by traffic or parking violations when a personal or rental vehicle is used for RMI business.

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3.7. Safety and security

3.7.1. Overview

To ensure the safety of RMI staff and security of property, the following security measures must be observed and implemented:

- 1) Depending on the structure of RMI office buildings, each RMI staff member must have a key to the main office building and to his/her personal office. The Logistics Officer must have copies of all keys.
- 2) The last person to leave the office compound shall lock the main building door. Staff members should also remember to switch off lights close their computers and lock their office doors when they leave offices.
- 3) Staff members working after working hours or when the office is closed must ensure that the office is locked from the inside to ensure their own safety and protect RMI property.
- 4) All RMI campus and e-learning center offices must have first aid kits. The offices first aid kit are located in a place that has easy access by all staff.
- 5) Every RMI Main Campus office is required to have a safe in the office. Petty cash, checks, deposit/withdrawal slips, and important RMI documents must be kept in the safe.
- 6) Only the accountant or a designated staff has access to the petty cash safe.
- 7) A fire extinguisher is located at certain strategic points and at the reception area/room.
- 8) The building security guards must be on duty 24 hours a day, 7 days a week.
- 9) Persons appearing suspicious or presence of unclaimed suspicious packages in the office should be immediately reported to the DAF and security.

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3.7.2. Office working hours

RMI employees are expected to report for work on time. The RMI office hours of operation are from 7:00 A.M to 5: 00 P.M. and working days are from Monday to Friday. The total working hours for RMI personnel shall not be less than forty (40) in a week.

As a Public Institution, RMI personnel shall work from 7:00 A.M. to 3:00 P.M. on Fridays. RMI employees must take a minimum of a 30-minute paid lunch break during every eight-hour work day. The remaining time is dedicated to mandatory civil servant's sports on Fridays.

Lateness at work imposes a cost on RMI, affects efficiency in serving its clients and is an unfair burden on other staff members in different units and departments. Each employee's time reporting and departure time will be electronically recorded using a face recognition machine the front office.

If an employee is going to be late by more than 30 minutes, or absent for any reason, the employee must immediately or in advance notify his/her supervisor to explain the reasons for being late or absent and provide a time when he/she is expected to returning to work. However, an employee may ask another employee, friend, or relative to give this notification under exceptional situations of emergency.

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3.7.3. Office Cleanliness

1) At individual workstation

Staff members are required to place all litter into office trash, keep clean, neat and orderly their workspace.

2) Public office areas

Staff members are expected to treat the office and public space with the same care and courtesy as their own home. Water bottles, left-over food, coffee and tea, paper towels and other tissues should not be left in public areas. All printed materials should be removed from the copier as soon as copying is complete.

Boxes removed from RMI new equipment should be thrown away in the designated location. Relevant staff members should ensure that such boxes do not contain any parts of the machinery such as discs, printer cover plates or equipment before they are thrown away. See details in Ministerial Order N°02 of 17/05/2012 Determining conditions for occupational health and safety.

3) Smoking

To ensure a clean and healthy work environment, smoking is not permitted in any RMI office or in any RMI vehicle. Smoking may be permitted only outside of the office, in an open-air location not directly in front of the entrance to the office. For non-RMI personnel who may be visitors and smokers but are not aware of these regulations, the HR or Public Relations Officer should ensure that they get this information and place “NO-SMOKING” signposts where they can be easily seen with a proper orientation as to where smoking should take place.

4) Consumption of Alcohol

RMI prohibits the use of alcohol in the workplace except as permitted at work-related, organization-sponsored social functions and approved in advance by RMI-DAF. Employee

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attendance at any event at which alcohol is served is entirely optional and such events should not serve as occasions to conduct official RMI business while consuming alcohol. See details in Ministerial Order N°02 of 17/05/2012 determining conditions for occupational health and safety.

Staff members are reminded that their behaviour at such events directly reflects upon the organization. Staff members who behave inappropriately at RMI-sponsored or other work-related events or cause harm to others will be subject to disciplinary actions.

Following the consumption of any amount of alcohol, employees may not (i) drive RMI owned or rented vehicles, or (ii) drive any vehicle containing RMI employees, clients, partners or board members.

5) Official Portraits

The Office of the Chief Budget Manager /Head of Institution shall have the portrait of the Rwanda Head of State and the Coat of Arms displayed on the wall of his/her office. The HRM should give guidance on all matters relating to official office portraits and decorations.

6) Use of telephones

During business hours, the Customer Care Officer will answer calls coming into the main office number. If the staff member being called is not at his/her desk, the Customer Care Officer will take a message with the name and telephone number of the caller and will give messages to the staff member upon their return. Personal calls during the workday should be kept to a minimum. Mobile number telephones should be set to silent mode when in meetings or when there are clients in his/her office.

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7) Professional ethics

All RMI employees must behave professionally and respectfully to each other. They should treat one another with appropriate behavior. Examples of appropriate behavior could include but not be limited to the following:

Respecting other staff members' views and opinions especially when in work meetings.

Keeping conversations private when discussing performance issues with a colleague.

Improving the quality of your argument instead of raising your voice when speaking to colleagues.

8) Dress code

The dress code for all RMI officers is standard business attire. Managers and staff members conducting interviews for new recruits or attending professional business meetings must put on formal attire.

For purposes of standing out and marketing RMI services and products, if need be, RMI Senior Management may decide to introduce a uniform for its personnel. Such a uniform should be perceived as a badge of honour in serving the public good.

Specific questions and guidance about appropriate attire should be directed to the RMI team members who have consistently exhibited the mastery and practice of using professional dress code at work.

In any case, RMI expects its employees to exercise good judgment about appropriate attire in the workplace.

3.8 Termination

3.8.1. Resignation/Termination

If an employee decides to leave, it is requested that the employee provides RMI with written notice as much in advance as possible; however, the notification should be at least thirty calendar days in

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advance. See details Law N° 017/2020 of 07/10/2020 establishing the general statute governing public servants

When an employee leaves RMI, he/she is required to return all RMI assets. This includes hardware and software, proprietary RMI information, including technical materials, all documents, keys, and security badges provided to him/her.

All departing employees are required to sign the “*Compensation Release Certification*” form which is available in the HR Office.

3.8.2. Position elimination

Employment with RMI is contingent upon continued staffing needs and employee performance. Employment can likewise be terminated at any time with proper notification according to the laws and regulations of Rwanda.

3.9. Guidelines for staff disciplinary action

3.9.1. Disciplinary action procedures

In general, RMI follows progressive actions; however, RMI does reserve the right to carry out immediate termination if warranted, within the limits of the Rwandan laws, rules and regulations.

Progressive disciplinary action for employee misconduct consists of:

- 1) Verbal counseling,
- 2) Written warning,
- 3) Final written warning.

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In situations where a staff member's behavior warrants immediate termination, the stages of the process do not need to be followed. See details in Law N° 017/2020 of 07/10/2020 establishing the general statute governing public servants.

Listed below are examples of offenses that may be grounds for disciplinary action up to and including discharge without any warning. The offenses for which an employee may be immediately terminated are governed by Rwandan labour laws and regulations. In general, they include, but are not limited to the following:

- 1) Unsatisfactory results of the employee's performance during the probation period;
- 2) Embezzlement of RMI funds or property in any amount
- 3) The employee's inability to perform the duties of the position or carry out work due to insufficient qualifications;
- 4) Numerous infringements of policies and procedures within one year, if disciplinary actions were earlier applied;
- 5) Coming to work in the condition of alcoholic, narcotic or toxic intoxication;
- 6) Breach of the confidentiality agreement;
- 7) Signing an unreasonable and unauthorized legal agreement causing material or reputational damage to RMI;
- 8) Submission of false labour or education documents.
- 9) Sexual harassment.

3.9.2. Staff grievance procedures

RMI will do all it takes within the limits of the laws to provide working environment that reflects its concerns for the individual staff members. RMI recognizes, however, that individuals can disagree with the decisions taken regarding disciplinary action and that there needs to be an objective way to resolve such disagreements.

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In situations where a staff member feels the decision taken was unfair and a complaint or an appeal is in order, the following steps should be taken:

- 1) In the case where a grievance involves termination, an employee will not remain on the payroll while the grievance procedure is being conducted
- 2) The employee is encouraged to first resolve the issue(s) through discussions with his/her immediate supervisor.
- 3) If the situation is not resolved within five working days from the time, the complaint is discussed with the employee's immediate supervisor or, the problem is directly related to the immediate supervisor, it should be brought to the attention of the next level supervisor.
- 4) RMI will attempt to resolve the complaint within a reasonable period while preserving the confidentiality and privacy of those involved, to the extent feasible.
- 5) In instances where a grievance is directed against a member of senior management, that senior staff member will excuse him or herself from deliberations with respect to the complaint.

3.10. Approvals and Responsibility

3.10.1. Recruitment

The RMI management initiates the recruitment process after consultation and approval by the Board of Directors. Human Resource Department and the technical Unit where the position falls in, prepare technical specifications for advertisement.

The Unit of Administration and Finance through Human Resource office supervises the recruitment process and submit the results to the Management for publication.

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3.10.2. Appointment

The Director General gives an appointing letter to the newly recruited personnel after consultations and approval by Board of Directors.

3.10.2. Capacity building (Induction, on boarding, and training)

The annual capacity building plan is the responsibility of DAF unit but it uses the technicity of planning officer and Human Resource office who collect capacity from different units the capacity building needs, consolidate them and submit the capacity building plan to Management for approval.

3.10.3. Performance management

A planning session led by the *Chief Budget Manager* and facilitated by the Planning Officer helps to identify the key outputs for the entire organization. The Chief Budget Manager uses different outputs and he/she cascade them to different Heads of Units who also cascade them to different individual staffs. At all levels they draw from outputs the consecutives milestones to effectively achieve the mentioned outputs. From the low to high level targeted outputs and milestones are approved by the supervising organ until the Board of Directors approves the Director General's performance contract that reflects the entire organization. On a quarterly basis, an evaluation facilitated by the Planning Officer confronts the achievements to the targets and each organ reports to its supervisor.

3.10.4. Leave and personnel benefits management

The calculation of leave duration an employee is entitled to is the responsibility of Human Resource Office based on the records of any employee. An employee who wants to take leave fulfils the form and Human Resource Officer verifies the due duration of leave and takes back the form to the employee who takes it to the direct supervisor and to the Chief Budget Manger.

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3.10.5. Mission and Travel

The mission travels are verified by the direct supervisors and approved by the DG or DDG at latest level.

3.10.6. Compensation

Salaries and related benefits are technically managed by Administration and finance Unit through Human Resource office and they are approved by Chief Budget Manger.

3.10.7. Safety and security

All activities related to safety and security are under the responsibilities of Administration and Finance who daily monitor them and make suggestion to the Management for approval when there is any action to take undertake.

3.10.8. Termination

Termination involves different levels of responsibilities depending on their nature. In Any case the Management takes the decision and consult other organs among others: BOD, Parent Ministry and Civil Service Commission.

3.10.9. Guideline for grievance

Management and Administration and Finance Unit are mandated to daily monitor employees 'complaint. The disciplinary Committee plays the arbitration role in that process.

4. Conclusion

This HR management procedure manual has been elaborated for RMI to enable it to comply with labor laws and rules of procedures. It shall serve as a guide to staff in charge of human resources management to observe all laid down procedures to ensure that RMI's staff are properly and effectively managed, safe and secure to guarantee the performance of the institution and serve in the best interest and of the institutions applying best practices. This manual has therefore to be respected as a guide and a control tool to all concerned staff of RMI effective from the date of its signature.