



**RWANDA POLYTECHNIC HUMAN RESOURCES MANAGEMENT AND
PROCEDURES' MANUAL**

Kigali, October 2022



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Part 1: INTRODUCTION

1.1. Preamble

Referring to the article 3 of the Prime Minister's Order N°115/03 of 08/04/2016 determining the structure of the Manual of Administrative Procedures in Public Service which states that every public institution shall put in place and use a manual of administrative procedures customized to the institutional organization.

Considering that RP and its college's daily work require a harmonized and lawful framework to carry out its activities.

It is worthy for RP to have a Human Resource Procedure Manual that compiles important procedures in a written manner so that it will serve as a basis for administrative direction. This will also provide RP staff with the tools needed to effectively move to action and learn quickly how they have to proceed to perform their tasks. Therefore, this manual of procedures will help in streamlining administrative processes and providing a basis for individual and departmental accountability.

This human resource management Procedures Manual will facilitate the RP/IPRCs staff and its entire management to deliver in line with its Vision and Mission.

1.2 RP Background

Rwanda Polytechnic Higher Learning Institution is a public institution under the Ministry of Education and was established by the Law N° 22/2017 of 30/05/2017 which determines its Mission, Powers, Organization, and Functioning.

Rwanda Polytechnic has eight colleges established under Ministerial Order No 001/MINEDUC/2018 of 19/01/2018 Establishing Colleges of Rwanda Polytechnic Higher Learning Institution. It also has two aligned institutes, including the Rwanda TVET Trainer Institute (RTTI), and Africa Digital Media Academy (ADMA). The following are eight colleges of Rwanda Polytechnic:

1. IPRC Gishari;
2. IPRC Huye;
3. IPRC Karongi;
4. IPRC Kigali;
5. IPRC Kitabi.
6. IPRC Musanze;
7. IPRC Ngoma;
8. IPRC Tumba;



1.3 RP Vision Statement

Rwanda Polytechnic has the vision to provide a quality education that complies with the applicable standards through polytechnic education that enables beneficiaries to acquire advanced skills required to create jobs and compete in the world labor market.

1.4 RP Mission Statements

- To prepare technical and vocational education curricula for their use at various technical and vocational training levels and submit them to the competent authority for approval;
- To offer technical and vocational courses leading to certificate or diploma;
- To provide science- and technology-based technical and vocational training as well as education which enables the beneficiary to create jobs for personal development and contribute to national development;
- To carry out and promote research and technology in technical and vocational fields and disseminate their findings to foster national development;
- To participate in the discovery, exchange, and preservation of knowledge in the technical and vocational fields;
- To promote education, culture, and Rwandan values;
- To impart knowledge required to provide technical and vocational education and apprenticeship training;
- To offer in-service training to practitioners in various fields to develop their technical and vocational skills;
- To coordinate programs and activities aimed at developing teaching and research staff within institutions of technical and vocational education, upgrading their knowledge and skills capacities and improving their management;
- To contribute to finding solutions to other problems related to national development;
- To cooperate and collaborate with other national, regional, or international institutions with a similar missions in order to achieve its mission.

1.5 Objectives of RP Human Resource Procedure Manual

The purpose of the present manual is to establish the human resources management procedures to guide the proper implementation of RP activities.

The main objectives of the administrative procedure manual are:

- Harmonization of human resources procedures



- To provide guidance on staff recruitment, retention, and exit;
- To provide induction programs that enable new staff to understand the institutional culture;
- To provide the rights, obligations, privileges, roles, and responsibilities of the employer and employee;
- To promote staff empowerment through innovative human resources policies, a team-based organizational structure, and communication and decision-support systems which ensure all staff have the information needed for decision-making;
- To provide performance management processes that link organizational, team, and individual goals, identify individual training and career development needs and emphasize development, reinforce strengths and provide constructive feedback and guidance on opportunities for improvement;
- To ensure a safe, healthy, and pleasant environment for RP staff
- To provide a reward system that recognizes staff achievement and commitment and provides incentives for future achievement
- To allow RP Staff to avoid accidental errors for the attainment of their daily tasks
- To harmonize practices of RP and its colleges at all levels
- To hold RP staff accountable for their daily responsibilities.
- To increase staff productivity

1.6 Scope of this Human Resource Procedure Manual

This Human Resource Procedure Manual shall be applicable to all RP/IPRCs staff and authorities and shall serve as guidance in performing the institution's daily activities. It will be the responsibility and duty of each and every employee and authority to become acquainted with all the provisions of this Human Resource Procedure Manual in order to implement his or her related activities or responsibilities under the guidance of this Manual. All employees of the RP shall be required to strictly adhere to this Human Resource Procedure Manual and abide by it. This operational manual will help in the following aspects but are not limited to:

- To manage and direct employees including the right to select, hire, promote, transfer, assign, evaluate, discipline, and suspend;
- To determine goals, objectives, programs, and services and to utilize personnel to effectively meet these purposes;
- To determine the size and composition of the workforce and the organizational structure;
- To establish, modify and discontinue policies and procedures;
- To determine when a job vacancy exists, the duties to be included within all job descriptions and the standards of quality and performance to be maintained;
- To maintain the security of personnel and financial records and other important data or information;
- To maintain and improve the efficiency and effectiveness of the operations;
- To exercise any and all other functions deemed necessary by management.



1.7 Rationale for the Human Resources Procedure Manual

RP recognizes that its staff members are its most valuable asset. Consequently, sound human resource management is recognized as an iterative process within the Polytechnic. The human resource management policies and procedures manual that RP has developed ensures that high-quality human resource management opportunities are available for all staff members from the time that a candidate is sought for a vacant post until that person leaves the RP. In this way, RP aims to provide a sound working environment that will enable all staff to perform their individual roles to the best of their ability and contribute effectively as a team member.

Human Resource Management manuals are vital for any organization that is serious about resolving personnel issues and finding human resource solutions. HRM manual helps to maximize the effectiveness of the Human Resource function. It is the RP's objective to promote equitable and consistent human resource manuals that specifically prohibit discrimination. This manual will help to standardize the procedures in different RP units. It also will help in providing the flexibility the decentralized units need to meet individual workforce and institutional needs.

1.8 Legal framework

This HRM policy hinges on the Constitution of Rwanda and takes into consideration all the supreme laws governing the public service in Rwanda and those of higher education institutions. As a public university operating on the Rwanda territory, RP is governed by:

1. Constitution of the Republic of Rwanda of 2003 revised in 2015;
2. Law N° 017/2020 of 07/10/2020 establishing the general statute governing public servants;
3. Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda;
4. Law N° 22/2017 of 30/05/2017 establishing Rwanda polytechnic higher learning institution and determining its mission, powers, organisation and functioning;
5. Presidential order N° 128/01 of 03/12/2020 relating to recruitment of public servants and induction programme;
6. Presidential order N° 021/01 of 24/02/2021 determining professional ethics for public servants;
7. Prime Minister's order N°151/03 of 10/06/2016 determining modalities for conducting training of public servants.
8. Law N°18/2017 of 28/04/2017 governing results-based performance management in branches of government;
9. Ministerial Order No 02/MIFOTRA/15 of 09/6/2015 determining weekly working hours in Public service and modalities of their respect;
10. Ministerial Order No 03/MIFOTRA/15 of 09/6/2015 determining modalities for recruiting contractual staff in public service;
11. Ministerial instructions N° 02 of 07/12/2020 determining modalities for new placement and recruitment of public servants after 2020 rationalization of public institutions;
12. Ministerial order N° 002/19.20 of 17/03/2020 establishing the list of gross misconduct.



Other Laws and regulations that have been taken into account while designing RP-HRM procedures manual are:

1. Law No.20/2005 of 20/10/2005 Governing the Organization and Functioning of Higher Education in Rwanda
2. Organic Law No.20/2003 of 3rd August 2003 that established educational organizations in the Republic of Rwanda.
3. Organic Law No.14/2004 of 26/05/2004 Establishing General Rules Governing
4. Public Institutions,

The contents in this manual are subject to Rwandan Law. In case there is conflict between any content of this procedure manual and the national legislation, the Law of the Republic of Rwanda supersedes. All RP staff members are expected to follow the agreed policies and procedures of the University. It will be essential from time to time to seek advice from legal professionals on the range of employment related laws which are applicable to RP. There will be mechanisms within the Deputy Vice Chancellor in charge of Administration and Finance's office for updating staff about any changes in laws that affect RP's legal status and operations in any particular way. This information will be communicated to all staff members.



2 Part II: STAFF RECRUITMENT AND APPOINTMENT

2.2 Introduction

The process and modalities of recruitment for public servants shall be governed by the general statute and this will be conducted in accordance with the presidential order relating to the recruitment of public servants and the induction program and the law regulating Labour in Rwanda.

RP recruitment plan will be developed at the beginning of the fiscal year and approved by the office of the Deputy Vice Chancellor in charge of Administration and Finance.

The recruitment for the staff of RP can be conducted by the institution or award the tender to external recruitment firm to recruit on behalf of the institution.

2.3 Recruitment of Administrative Staff

RP is responsible for the whole process of the recruitment of all positions available to its organizational structures (RP Head office and Colleges). The competitive recruitment process for all staff must follow the key steps:

Develop staff gaps assessment report

Ensure budget availability for new staff salaries and approval by RP

Ensure availability of jobs profiles and job descriptions

Job advertisement through the e-recruitment

Short-listing of candidates

Claims handling

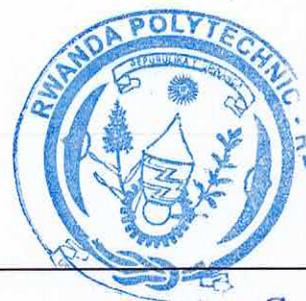
Written exam

Claims handling

Oral interview

Consolidation and submission of the recruitment report

Placement of successful candidates in accordance to the law governing recruitment.



2.4 Recruitment of Academic Staff

In line with the enhancement of the quality of education in RP colleges, the qualified and competent academic staff are really mandatory to ensure effective quality TVET delivery. Before preparing a recruitment plan for academic staff, each college must prepare the workloads and required qualifications of each potential academic staff that need to be hired, highlighting the real gaps in human resources within the College. The Office of the Deputy Vice-Chancellor in Charge of Training, Institutional Development, and Research (DVC-TIDR) at Rwanda Polytechnic will approve such request before any further process. Then after, the college must advertise the position in accordance to the approved job profile and job description by competent authority.

More specifically, the following must be considered for the recruitment process:

- (i) The recruitment of academic staff will refer to the presidential order and follow the key steps presented in the previous section. However, due to the nature of the academic programs and required urgency for academic staff recruitment, they will not be subjected to the written exams and will undergo only oral tests/interview and practical.
- (ii) With the exception of the permanent academic staff of RP who will be given mission allowances for lectures delivered out of his/her residence campus, other visiting/part-time lecturers will be remunerated in accordance with the approved salary scale.
- (iii) For the experts or other employees with rare skills, the RP will make a head hunting or call for applications for interested candidates, and the selection will focus on the job position requirements
- (iv) The recruitment plan of academic staff must consider the workloads of existing academic staff including those on study leave in accordance with the RP workload policy
- (v) The recruitment plan for the needed academic staff (Full time or Visiting staff) shall be developed from departmental level, based on identified needs and gaps. The recruitment plan shall be consolidated at college level for submission to the RP Head Office for approval.
- (vi) After approval of the recruitment plan in writing by DVC-AF from Rwanda Polytechnic Head Office, the College will proceed with the recruitment and the recruitment report shall be submitted to RP for further steps.



(vii) The details of the recruitment and promotion modalities of academic staff are provided by Rwanda Polytechnic Policy and Procedures on Academic staff appointment and Promotions policy.

Remarks:

(i) The Recruitment of Part Time Academic Staff

Depending on the needs or urgency of a trainer/lecturer for a specific module which does not have a full time staff and that cannot be covered by existing academic staff, the college will refer to the MoUs that RP may have signed with other institutions to get experts from those institutions or develop a call for applications to ease the head hunting of the qualified needed staff.

(ii) The Remuneration of Part Time Academic Staff

The recruited part time academic staff will be paid according to their levels of academic qualifications as follows:

Instructor:

The staff recruited to work on part time basis in RP as instructor will be paid a net salary of five thousand (5000 RFW) per hour while the RP permanent staff working as instructor hired to train in any of our college will be provided with mission allowance to facilitate them.

Assistant Lecturer

The staff recruited to work on part time basis in RP as Assistant Lecturer will be paid a net salary of six thousand (6000 RFW) per hour while the RP Assistant Lecturer working as permanent staff hired to train in any of our college will be provided with mission allowance as facilitation.

A lecturer

The staff recruited to work on part time basis in RP as Assistant Lecturer will be paid a net salary of seven thousand (7000 RFW) per hour with mission allowance as facilitation.

A senior lecturer:

The staff recruited to work on part time basis in RP as a senior Lecturer will be paid a net salary of eight thousand (8000 RFW) per hour while the RP a senior Lecturer working as permanent staff hired to train in any of our college will be provided with mission allowance as facilitation.



Associate professor:

The staff recruited to work on part time basis in RP as a associate professor will be paid a net salary of nine thousand (9000 RFW) per hour while the RP associate professor working as permanent staff hired to train in any of our college will be provided with mission allowance as facilitation.

Professor:

The staff recruited to work on part time basis in RP as a Professor will be paid a net salary of ten thousand (10,000 RFW) per hour while the RP Professor working as permanent staff hired to train in any of our college will be provided with mission allowance as facilitation.

2.5 The Recruitment Committee**2.5.1 Purpose of the Recruitment Committee**

In other to enhance and Promote Fairness and transparency during the recruitment of RP Staff; there should be a recruitment committee appointed by the Deputy Vice Chancellor in charge of Administration and Finance.

2.5.2 Composition of the Recruitment Committee

The recruitment committee is made up of 6 members from RP Headquarter and Colleges as follow:

One Division Manager from RP headquarter;

One Corporate Services Division Manager from Colleges;

One Deputy Principal in Charge of Academic and Training from Colleges;

One Head of Department from Colleges;

Legal Advisor from RP headquarter and;

Human Resources management Specialist from headquarter who will act as secretary of the committee.

Members of the recruitment committee shall have a mandate of three years (3) renewable once, but Legal Advisor and Human Management Resources Specialist are permanent members of the



committee while other members of the committee are appointed by Deputy Vice Chancellor in charge of Administration and Finance.

2.5.3 Responsibilities of the Recruitment Committee

The responsibilities of RP Recruitment committee are the following:

Organize recruitments of RP and its Colleges

Approve the ToR of staff to be recruited

Make a follow up of the recruitment processes within RP

Provide the advice on recruitment matters

Participate or conduct written and Oral Tests where necessary

Review recruitment reports before its submission to NPSC

Conduct any other assignment related to recruitment assigned by the Vice Chancellor or Deputy Vice Chancellor in Charge of Administration and Finance.

NB: To avoid conflict of interests during recruitment of RP Staff, any member of the recruitment committee, RP staff or Senior Manager is prohibited to participate in the recruitment process when there is a candidate family member or relative. Every staff involved in the recruitment process shall sign a declaration of conflict of interest.

2.5.4 Reporting

The recruitment committee shall report to the Deputy Vice Chancellor in charge of Administration and Finance.

2.6 The Remuneration of RP student working on Part time basis

In the line with the RP mandate for training highly skilled professionals, it has been recommended that RP students shall be given chances to participate in the routine operational activities/works conducted in the RP colleges and surrounding community. We believe that such opportunities given to RP students will empower them in terms of professionalism and early career development. The following will be considered whenever RP hires/invites its students for a given work/activity/event:



- a. The maximum hours a student can work on part-time basis shall for routine activities (laboratories, libraries, hospitality services) not exceed 3 hours per week and 12hours a month. Such student shall sign a casual worker contract.
- b. The student remuneration per hour shall be fixed at a 2000 FRW net.
- c. The student invited in other specific events shall be paid a net wage of ten thousand Rwandan Francs (10000FRW) per day.
- d. The attendance time for invited students in those specific events shall not exceed 3 days per month unless a clear justification is provided.
- e. Students to be invited/ recruited in event/activity/works shall be selected on competition basis.
- f. Class performance and special talents shall be considered as a measurement of student competitiveness in the selection process.
- g. Integrity shall always be given high consideration while selecting students for any event/activity/work participation.
- h. The student's selection team for events/activity/work shall be composed of students affairs unit; HoDs, representative of guild council and headed by Deputy Principal in charge of Academics and Trainings (DPAT).

2.7 The Report Submission and Employment Contract/Appointment

For the positions recruited at the RP level, the latter is liable for submitting the report to the Public Service Commission while for those positions recruited at the college level the report will be prepared by the college and approved by RP for the submission to the NPSC.

The appointment will be done after getting feedback from NPSC and the successful candidates will be given job offers through e-recruitment for permanent staff. The appointment of new staff should comply to the law governing recruitment of public servant and induction program, the successful candidate will be asked to submit all required documents to the Human Resources Office at RP or Colleges where he/she is appointed.

The competent authority to sign the appointment letter for successful candidates is the Vice-Chancellor of Rwanda polytechnic, apart from the staff occupying the position on level 3: II who are appointed by the line ministry and Directors who are appointed by the cabinet.

Staff under contracts will receive two copies of the employment contract outlining the terms and conditions of employment. Contractual staff will be required to sign the two copies, retain one for their records and return one to the Human Resource Office of the respective college.

For the academic expatriates' staff, their contracts are signed by the Vice-Chancellor while the contracts for visiting lecturers (part time) are signed by the Principal of the College



The date of commencement shall be the date on which newly engaged staff assume duties and responsibilities. The date of appointment of an expatriate staff member shall be the date on which the employment contract is signed by both parties (employer and employee).

2.8 Allowances for the participants in the recruitment process for RP staff

The government of Rwanda has put in place the way all public servants can be recruited, Presidential Order N° 128/01 of 03/ 12/2020 relating to recruitment of public servants and induction program. Considering that after the rationalization of public institutions, organizational structures of Public Institutions were reviewed with changes on job positions; some positions on Rwanda Polytechnic remained vacant and requires to carry out direct recruitment to acquire staff on various positions.

According to the forces of demand and supply of labor on Rwandan market and other factors which may affect labor turn over, Rwanda Polytechnic will possibly need to occupy the vacant position on one point or another.

Rwanda Polytechnic will need to recruit competent employee from using both written and oral exam, and also to support the spirit of "value for money" where we shall use our staff and seek for the skilled examiners from different colleges and institution and provide them with recruitment allowance fee hence avoid to hire recruitment firm which may be costly to our institution. This manual also is aiming at facilitating the institution to acquire the competent candidates to occupy the vacant position on RP structure and also the gap of labor shortage which eventually leads to low productivity and failure to achieve the institutional goals and objectives.

From the above background and considering that this exercise requires high attention and involves high risk in terms of coordination and confidentiality, the management of RP has fixed amount as minimum wage to be paid to the examiners, invigilators, and facilitators (room assistants) participated in the recruitment process of RP staff as follows:

- a. The external Examiner (written exam) is to be paid 150,000 FWR tax inclusive per exam.



- b. External Examiner (Oral Exam) is to be paid 100,000 FWR tax inclusive per day.
- c. RP staff member invited to be a panelist or facilitate in recruitment activities shall only be provided mission allowance where applicable.

2.9 Internal transfers and staff sharing within RP

The internal transfers and staff sharing is one of the key human resources functions. The management of RP may decide to transfer a staff from one college to another, to transfer a staff from one department, unit, or division to another and all will depend on periodical staff gaps or need of specific expertise. Depending on the needs or institutional priorities, some staff can serve more colleges and be shared among RP Colleges in compliance with the law. A staff may be transferred depending on the assessment of RP senior management. In case of transfer or staff sharing, the concerned employees will be given facilitations according to the relevant laws in place.

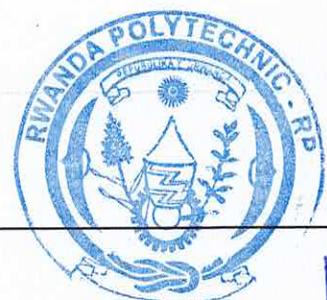
In case the staff requested for transfer for personal reasons, the transfer letter shall be issued to the concerned staff by the Vice Chancellor after approval by the receiving and releasing Colleges. Otherwise, a staff can be transferred for the interest of the work and Institution.

2.10 Other forms of staff mobility

They are various forms staff mobility legally stated by the law governing public servant

Secondment: A public servant may be seconded in the interest of service. A public servant is on secondment when he or she is temporarily assigned to work for:

- 1° another public institution.
- 2° Government project or program;
- 3° an institution in which the Government has interest;
- 4° a private institution bound to the Government by an agreement;
- 5° an international organisation;
- 6° State owned company.



Job Rotation:

For interests of the service, the head of a public institution may rotate, within the same institution, public servants on different job positions of the same grade, requiring the same qualifications and such job positions must not be on the level of public servants with a pool of public servants under their supervision.

A head of a public institution may, after consultation with the appointing authority, rotate within the same institution public servants having a pool of staff under their supervision.

The job rotation does not exceed twelve (12) months.

A public servant in job rotation provided for in this Article continues to receive the salary of the job position he or she was appointed to.

Acting public servant

If a position is not occupied, the competent authority temporarily determines another public servant to serve in that position.

A public servant in an acting position is entitled to a salary and monthly fringe benefits related to the position being acted in and such a salary and fringe benefits are calculated from the thirty first (31st) day in the acting position.

A public servant serves in an acting position for a period not exceeding one (1) year except in case;

1. the public servant is acting in the position of a public servant pursuing a capacity development program;
2. the public servant is appointed by the Cabinet as acting;
3. there is a reason approved by the Minister upon request of the head of the public institution.

A public servant acting on a vacant position or a position whose incumbent has been granted a leave of absence for a specific period. This public servant is entitled to a salary and monthly fringe benefits related to the position he or she is provisionally appointed to or acting in, from the time he or she is assigned those responsibilities.



2.11 Induction

Induction is the process of exposing a newly recruited staff to the working environment by providing useful information about the organization.

The office in charge of Human Resources management at either RP or at any college will be entitled to introduce new staff to colleagues.

The concerned Line Manager will be responsible to give a newly recruited employee the job descriptions, guidelines, the mandate and mission of the organization as well as core values.

During the first days of his employment, the new recruited staff shall be mentored and coached by his/her supervisor.

2.12 Probation Period

All newly recruited public servants are subjected to a probation period of 6 months unless otherwise stipulated in the contract of employment.

The details on the probation period, the completion of the probation period, and the appeal against decisions about probation are provided by the statutes of public servants.

2.13 Payroll

Salary: The salary scale of the Rwanda Polytechnic is governed by the Presidential Order establishing job classification and salary index grid to public service. Other benefits (responsibility allowances of Head of Department, ICT Allowances, lumpsum, etc) are determined by the Minister's guidelines.

Every month, salaries are prepared by the office in charge of human resources management at the College level, verified by the Director of Administration and Finance, and finally approved by the CSDM at college level and DVC-AF at RP level through smarthr.

After the preparation of salaries, the payment voucher is signed by the Deputy Vice-Chancellor for Administration and Finance.

The colleges are responsible to pay the salary of contractual staff including casual labour and part time employees whose salary is committed on their own revenues and outside smarthr.



2.14 Tax Declarations

Apart from Paye (Pay As You Earn) for all colleges and RP staff which are declared at RP level, other statutory withheld (Maternity, RSSB, CBHI) will be the responsibility of HR at college level. At RP headquarter, this will be the responsibility for HR specialist.



3 Part III: STAFF IN ACTIVITY (ON DUTIES, ON LEAVES, ON OFFICIAL MISSION AND ON STUDY LEAVE)

3.5 Staff On Duties

In RP, normal working hours are governed by the Ministerial Order No 02/MIFOTRA/15 of 09/6/2015 determining weekly working hours in Public service and modalities of their respect. The legal employment duration cannot exceed 45 hours per week. Normal Office hours are Monday to Friday from 7:00 to 12.00 and from 13.00 to 17.00. When necessary, staff can work in extra working hours which can be compensated by normal working hours. On the case of academic staff who works according to the fixed time table of training/teaching, their attendance period and time will be based on their fixed time table of training/teaching.

The staff attendance is done regularly using the fingerprint machine and the report should be consolidated by the Human Resource Officer every week.

The details on working hours are provided by the Ministerial order determining the weekly working hours in public service and modalities of their respect.

The line managers (heads of units and departments) are responsible for monitoring the daily attendance of their staff. The line managers are entitled to give authorised absence for one-day maximum to staff in his /her unit by signing a prepared form that will be kept in the staff file.

However, if staff is absent without notice, a line manager must follow the case and report to the Directorate of administration and finance. The authorised absence form is in the section of annexes

3.6 Staff On Leave

General provisions relating to the annual leave, incidental leave, maternity leave, sick leave, and authorized absence are in accordance with the General Statue of Public Service.

Especially for annual leave, at the beginning of the fiscal year, the office of the Human resources management, in collaboration with other units and departments, establishes the annual leave plan with the full support of the CSDM of the college.

The application for leave for administrative staff at RP Level, is approved by the Line Manager and the Director of Administration and Finance.



At the college level application for leave for administrative and academic staff at RP Level is approved by the Line Manager and CSDM.

For academic staff the Deputy Principal in charge of Academics and Training will keep copies in their approved study leave form.

Official Mission

Modalities for sending staff on official mission shall be governed by the Presidential Orders regulating the official mission inside and outside the country.

In the interest of the institution, staff may be sent on official mission in or outside the country. Official missions have to be work-related and shall be proposed by the concerned departments and approved by the competent authority. In the country, missions for RP staff are approved in the following order:

Vice-Chancellor : Missions are authorized by the line ministry

Deputy Vice-Chancellors : Missions are authorized Vice-Chancellor,

Principals: Missions are authorized by Vice Chancellor or any Deputy Vice chancellor in the absence of the Vice Chancellor

Deputy Principal : Missions are authorized by the Principal

Corporate Services Division Manager : Missions are authorized by Principal or Deputy Principal in the absence of the Principal,

All the rest of the staff at RP Head office and Colleges: Missions are recommended by line managers and authorized by their respective Chief Budget Managers

For Missions outside the country, every request for travel clearance should be signed by the Vice-Chancellor based on the supporting documents (workloads, invitation letter, and Concept paper) to be approved by competent Authority. The template for travel clearance outside the country and other instructions will be collected from the line ministry by the concerned staff while preparing his/her travel documents.

Once back from any mission, the report should be submitted to the person that authorized the mission with a copy to the Director of Administration and finance in at least Eight (8) days after the return. Mission order and mission report forms are on the annex.



BP



18

PART IV: TRAINING AND STAFF CAPACITY BUILDING.

RP recognizes the importance of attracting and retaining high-quality employees and motivating them. In addition, the RP believes in helping employees to learn job-related skills and to prepare them for career opportunities within and outside the Rwanda Polytechnic. RP will provide all Employees with appropriate opportunities for training and development following the framework described in its staff development policy.

Study leave should be granted only when the program the employee is going to attend benefits his or her job role and RP as a higher learning institution. The training plans should be prepared in advance in order to guide the employees, skill priorities, and gaps that are needed to be bridged.

Generally, study leave will refer to a leave of absence to attend short or long-term courses that will benefit both the individual professionally and the RP. If long-term study leave is granted this may be taken inside or outside of the country. This study leave will be undertaken as authorised by RP and the staff will retain his/her terms and conditions and rights and obligations.

Request for study leave shall follow internal college processes and shall be recommended by the Principal or the Deputy Principal. After the recommendation of the responsible college, the selected staff will sign the study leave contract with the Vice-Chancellor known as a binding agreement. At RP Head office, the study leave will be recommended by either Vice Chancellor or any of the Deputy Vice Chancellor. All forms of study leave can be found in Annexes.

The college is responsible for monitoring the staff on study leave by requesting progress reports twice a year and any other time when deemed necessary and report to the DVC-TIDR any diversion from study plans.

Requests for extension of study leave shall be approved at college level and extension of study leave shall be recommended by Principal or deputy principal.

A staff returning back from studies shall report back to the college with a written confirmation letter addressed to the Vice-Chancellor with copy to the Principal of the College.

The continuous staff capacity building will be conducted in the following approaches:

Training of Training: All RP trainers will undergo regular skills upgrading in areas of pedagogy, ICT, Technical skills and Communication skills with more focus on the median of instruction.

Professional Courses: Both administrative and academic staff will benefit from all organised professional courses aiming at improving their professional competences. The selection beneficiaries will depend on the needs assessment report produced by RP. In case of obligatory certificates required by MIFOTRA on some positions, such as CPA, ACCA, CPA/CPFA/CPFM,



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PMP, SPHRM/SPHR/PHRI/CHRM or any other certification as may be required in any other field of work, the institution will pay for the training beneficiaries.

Dual-Practice: RP-IPRCs will develop an industry-academia collaboration framework/policy guidelines which will allow exchange of skills and knowledge between IPRCs and relevant industries

Study Tours: Both students and Staff for RP-IPRCs will benefit from study trip allowing them to acquire more skills and understanding in their training programs. The study tours will be conducted either locally, regionally or internationally depending on the needs and available resources.

Long term training: This is a training which can be attended by either academic or administrative staff to upgrade their academic qualifications and this can last for one year or beyond.

3.7 Guidelines for study leave

The training and study leave of RP staff shall be conducted in accordance with Prime Minister's Order N°151/03 Of 10/06/2016 Determining Modalities for Conducting Training of Public Servants. These guidelines are applied to all RP staff (Academic and administrative staff) governed by the general statutes for public service as well as special statutes unless provided otherwise.

Selection of areas of studies

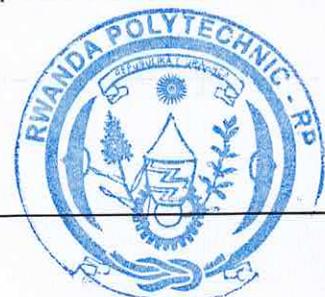
The department shall be responsible for identifying areas for which staff need to go for further studies in light of the gaps highlighted

The identified areas of studies should be in accordance with the College and RP HQ approved training plans

Selection of the institution

In most cases the recommended training institutions are Technical Universities or Universities of Applied Sciences/Polytechnics for Engineering related trainings and other trainings.

Recommended training institutions shall be on the basis of the partnerships (MoUs) but other training institutions with recognized excellence in the areas of specialization can also be considered for both administrative and academic staff.



Funding of study leave

Staff shall be encouraged to look for sponsorship

RP shall assist staff in the applications for scholarship from internal and external funding agencies

Granting a fee waiver to staff registered to study in RP but the binding contract shall be signed (workload remission to 30% and serving RP for the period of three years after completion).

Selection of staff to study

The human resource office at colleges, in collaboration with the concerned unit, division or department are responsible for selecting a staff to attend the training in line with the selection criteria

An employee requesting recommendation either for application of admission or of study leave must address his/her request to the Principal in writing who will seek advice to the selection committee. Once recommended, the Principal for college applicants or DVCTIDR for RP-HQ applicants will submit the report together with the recommendation letter to the office of VC for further processes.

Selection criteria

The criteria for selection of public servants eligible for training are the following:

the training must be provided for in the institutional training plan;

the training must be related to required capacities in particularly in priority areas;

the training must be related to building professional capacities of a staff in conformity with the tasks and requirements of the post currently occupied;

a staff is required to demonstrate potential career development leading to tangible future institutional benefits;

to ensure equitable distribution of training opportunities on the basis of skills required within RP and avoiding to regularly giving training opportunities only to the same public servant;

a staff is required to have completed a probation period;



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where there is more than one candidate suitable for the training and basing on the required skills, a staff who demonstrates the best performance is selected for the training

Conditions of the study leave to be incorporated into the contract

- Completion within the specified period:
Staff shall be required to complete studies within the prescribed period (which is stipulated in the contract)
- Binding period:
Staff granted the study leave shall be bond to serve RP for a period of sponsored study as follow: one (1) year if the staff benefited from the training for a period that lasted for three (3) months but not more than six (6) months; two (2) years if the public servant benefited from the training for a period that exceeds six (6) months but not more than twelve (12) months; three (3) years if the public servant benefited from the training that lasted for a period that is above twelve (12) months but not more than twenty four (24) months; five (5) years if the public servant benefited from a training that lasted for a period that is above twenty -four (24) months.
- Absconding or staff leaving RP before the completion of the binding period shall be required to refund back the salary paid to them for the period they were in on study leave.

Condition for extension:

- Applications for extension shall be made to the principal and shall provide detailed reasons for failing to meet the initial deadline and a detailed plan to meet the requested new deadline. This request shall be forwarded to the Vice Chancellor for further processes. The staff shall be allowed only one-year extension for the study leave.
- The minimum serving period before proceeding with next high qualification is at least one year. This period will give a chance to other staff members to proceed for next higher studies and also allow the beneficiaries to apply the acquired knowledge and skills in their daily basis assignments.
- Staff granted study leave and failed to qualify for a qualification shall be affected in their performance evaluation. But the any academic malpractice in light to the staff in study leave may lead to the disciplinary sanctions.

Submission of Reports:

- A staff in study leave shall prepare and submit the progressive report to DVCTIDR-RP and send a copy to VC and the concerned line supervisors at semester basis.



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- Every staff who pursues training inside or outside the country is required to submit training report to the authority that authorized him/her to go for the training within eight (8) days from the end of training.
- A staff who completes his/her training must return to the job position held before the training however a staff may be transferred to a different position depending on the new skills acquired.
- Academic staff returning from studies with higher qualification may be promoted to a new academic rank based on the criteria in the RP appointment and Promotion Policy

3.8 Staff Performance

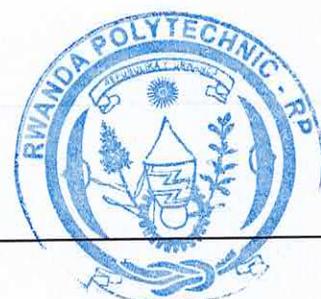
The modalities of RP staff performance appraisal are provided by the Prime minister's order establishing the procedure of performance appraisal and promotion of public servants; the signing of the performance contract shall be done at the beginning of each fiscal year not later than July 31 and it is done in Results-Based Management System (RBM).

The signing of the performance contract and evaluation shall be an obligation of every Authority and employee of RP/IPRCs.

The performance contract of every employee shall be based on the annual action plan of each College and RP in respect of the annual budget which has been given. Every performance contract /milestone shall indicate the quantity, quality, and time required to achieve the expected results. The line manager will monitor progressively performance contracts of their subordinates and approve or give comments on reports uploaded to the RBM system for evaluation.

3.9 Promotion of RP Staff

Academic staff will be Vertically promoted to higher academic ranks based on their academic achievements as it is the only way RP as academic institution can grow and develop while the administrative staff will be horizontally promoted.



3.10 Disciplinary proceedings

3.10.1 Establishment of disciplinary committee

As per the current laws, each public institution establishes an internal disciplinary committee comprised of at least five (5) members. The internal disciplinary committee is composed of at least the following members at both RP head office & Colleges:

- 1° A public servant at managerial level appointed by the head of a public institution, to act as a chairperson of the committee;
- 2° The director of Administration and Finance to act as the secretary of the committee
- 3° a staff member in charge of legal affairs;
- 4° a public servant from the category of professionals elected by his or her peers;
- 5° a public servant from the category of support staff elected by peers

3.10.2 Competent authority for disciplinary proceedings and imposition of a disciplinary sanction (Refer to the power delegation)

Disciplinary proceedings for a fault of the first category is conducted by immediate supervisor. The head of a public institution or a delegated person is the one competent to impose sanctions of the first category based on the recommendation from Internal Disciplinary Committee

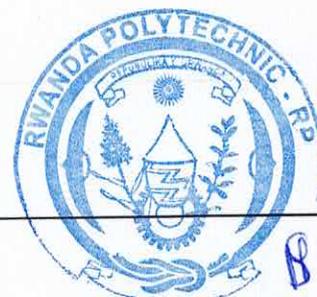
Disciplinary proceedings for a fault of the second category are conducted by the head of a public institution or a delegated person. The sanction is imposed by the appointing authority or a delegated person.

For the disciplinary proceedings of second category, the Principal will request explanations to the suspected employee and in case of unsatisfactory explanations, He/she will address the case to the Vice Chancellor of RP for further proceedings and decisions.

3.11 Termination of employment RP staff

3.11.1 The termination of employment for under statutes

Grounds for termination of employment of a public servant are provided by the General Statutes that governs Public servants as follows: Leave of absence for a non-specific period, resignation, removal from office, authorization to cease his or her duties in the interests of the service, Dismissal, Retirement and Death.



- a) **Leave of absence for a non-specific period:** Is a decision made by an employee of RP indicating in writing his/her will to cease his/her duties for personal reasons.
- b) **Resignation:** Is a decision of an employee of RP expressing in writing his/her wish to cease his or her duties.
- c) **Removal from office:** An RP employee shall be subject to removal from office for the following reasons :

1° After the probationary period, the results of the public servant's performance appraisal are not satisfactory;

2° The public servant is suspended for a period exceeding six (6) months due to provisional detention;

3° The public servant who did not return to work after taking a long term sick leave provided for under this Law;

4° The performance appraisal of the public servant indicates that he or she is incompetent in accordance with the legislation governing the management of performance contracts;

5° A period exceeding six (6) months expires after suspension due to removal of a job position from the organisational structure;

6° The public servant no longer meets the required profile for the position;

7° He or she is removed from the job position filled without competition.

- d) **Cessation of duties in the interests of the service:**

An employee of RP may apply for cessation of duties indicating in writing his or her wish to cease his or her duties in the interests of the service.

The cessation of duties in the interests of the service is granted by the Vice Chancellor with exceptions provided by the law.

- e) **Dismissal:** Refer to a written decision taken by a competent authority, of definitive expulsion of a public servant from public service as a result of a gross misconduct as stipulated in the Presidential order N° 021/01 of 24/02/2021 determining professional ethics for public servants.

- f) **Retirement:** An employee who attains the age of sixty five (65) years retires. However, a public servant who attains at least the age of sixty (60) years may apply to the competent authority for early retirement.

The employee who applied for retirement continues to be paid his/her monthly salary and benefits until he gets a response letter from the Vice Chancellor.

Retirement plans should be developed by the staff in charge of human resource at college and RP head office level.



- g) **The death** of a public servant shall mark the definitive termination of his/her employment in the public service and put an end to any disciplinary procedure in all its respects.

3.11.2 The termination of employment for under contract staff

The reasons for ceasing of duties are stipulated in the contracts signed between two parties and Law regulating labour in Rwanda.

3.11.3 Handover procedures

-No employee is allowed to leave his post without having done an official handover to the replacement staff appointed and Approved by RP. This duration should not exceed 30 Calendar days.

-When an employee has not done an official handover, there should be a commitment in writing when an official handover will be done.

- Handover report should clearly show all assets given to the outgoing staff and the status of his/her responsibilities.

-Handover report should be by witnessed by the line Manager

3.11.4 Conclusion

This human resource procedure manual is live and dynamic document and more details or instructions are found in different Laws, Presidential and Prime Minister's orders.



4 ANNEXES: FORMS AND TEMPLATES

MISSION AUTHORISATION N°/2022

- 1. Issued to :
- 2. Function :
- 3. Purpose of the mission :
- 4. Destination :
- 5. Means of transport :
- 6. Place and date of departure :
- 7. Returning date :
- 8. Duration :
- 9. Mission Allowances :
- 10. Name of Supervisor : Signature.....

Issued at, on/...../2022

Approved by:

DVC-AF/CSDM

Stamp and Signature of the destination Institution:

Time and Date of Arrival -----

Time and Date of departure -----



B

MISSION REPORT

1. Name of Staff:

2. Period:

3. Venue visited:

4. Purpose of mission:

5. Results/Outcome of the mission whereas at College levels, the study leave can be recommended by the Principal or the Deputy Principal:

6. Challenges faced if any:

7. Next steps:

Done at: on/...../.....

Name and signature:



ANNUAL LEAVE FORM

For Applicant (in General)

Name		Signature	
Post			
Contract PeriodYear(s)	From:	To:.....
No. of Days requested			
Leave Period	From:	To:.....	
Type of Leave	<input type="checkbox"/> Annual	<input type="checkbox"/> Compassionate	<input type="checkbox"/> Others- Specify:
Contact Details During Leave			
Name of Person Covering Duties		Signature:.....	
For others, pls provide details			
Date of Submission			

For Official (HR) Use Only:

Leave Balance Day(s) Year
HR Name		
HR Signature		Date:.....

For Supervisor (s) approval (s)

Direct Supervisor	Signature	Date
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For the Approval of CSDM

Approval	Yes				No	
Reason for rejection						
Approving	Names					
	Signature					Date:



B

PERMISSION APPLICATION FORM

I. To be filled by the Applicant

- 01. Names:.....
- 02. Position:.....
- 03. Signature:.....
- 04. Leave date:.....to
- 05. Replacement staff:.....Position:.....

II. Type of Leave (tick appropriate space)

06. Circumstance leave

07. Sick leave

III.OFFICIAL Approval:

Direct Supervisor

Names:.....

Signature:.....

Date:.....

Corporate Services Division Manager

Names:.....

Signature:.....

Date:.....



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ASSET HANDOVER FORM

Names :

Position:

S/N	Asset Description	Asset code	Serial Number	Location	Comments on the condition of the asset
1.					
2.					
3.					
4.					

HANDED OVER BY: Name Signature.....

IMMEDIATE SUPERVISOR: Name Signature.....

Receipt And Inspection Of Assets

By Logistics and Maintenance Officer: Name Signature.....



WORK CERTIFICATE

The Management ofhereby certifies thatwas an employee ofworking as.....; Department ofon a permanent contract. He/ she worked fromdate to..... date.

Any service rendered to him / her will be highly appreciated.

Done at On date.

DVC/AF or Corporate Services Division Manager



B

SALARY CERTIFICATE

The Management ofhereby certifies thatis an employee ofworking ason a permanent basis. is/her monthly net salary ispaid on Bank account.....

Any service rendered to him will be highly appreciated.

Done at on date...../...../.....

DVC-AF or Corporate Services Division Manager



Handwritten signature