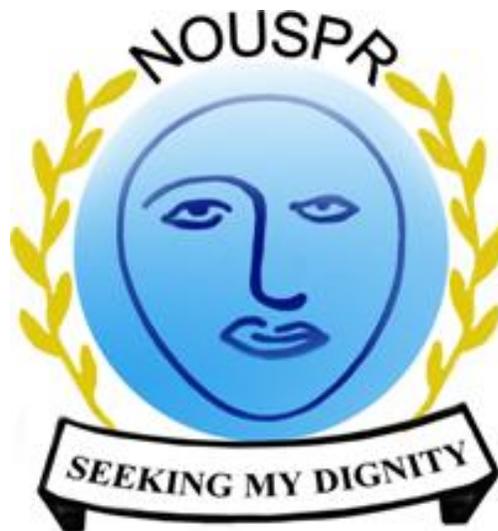


**NATIONAL ORGANISATION OF USERS AND SURVIVORS  
OF PSYCHIATRY IN RWANDA [NOUSPR]**



**HUMAN RESOURCE MANUAL**

# JANUARY 2018

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## **Acronyms And Abbreviations**

AIDS	-	Acquired Immune Deficiency Syndrome
BOD	-	Board of Directors
ED	-	Executive Director
HIV	-	Human Immunodeficiency Virus
HR	-	Human Resource
NGO	-	Non-Government Organization
NOUSPR	-	National Organisation Of Users And Survivors Of Psychiatry In Rwanda
PAYE	-	Pay as You Earn
RRA	-	Rwanda Revenue Authority
RSSF	-	Rwanda Social Security Fund

## 1.0. INTRODUCTION

Welcome to National Organisation Of Users And Survivors Of Psychiatry In Rwanda (NOUSPR). This Handbook serves as a guide to employment with NOUSPR. NOUSPR retains the right to alter this Handbook at any time. This manual is the property of NOUSPR and must be returned upon termination of employment.

On the following pages you will find policies, procedures, and practices that have been established in an effort to make NOUSPR day to day operations run smoothly and to ensure that everyone is treated fairly and consistently. We hope you will use this Handbook as a reference tool and will refer to it whenever you have a question about any matter pertaining to your employment at NOUSPR. If you find that your question is not answered on these pages, please discuss it with your supervisor or the Executive Director, who will be glad to help you.

This Handbook is for internal use only, and we welcome your suggestions pertaining to our policies and practices, which you might want to have included. It is important to keep the Handbook up-to-date. From time to time, this Handbook will be updated. As stated earlier, we encourage your suggestions on material for the Handbook, but the contents may be revised or modified at any time at the sole discretion of NOUSPR's leadership.

Signed:

  
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Shemus Murekatete

Date 26.01.2018

Chairperson of BOD, **NOUSPR**

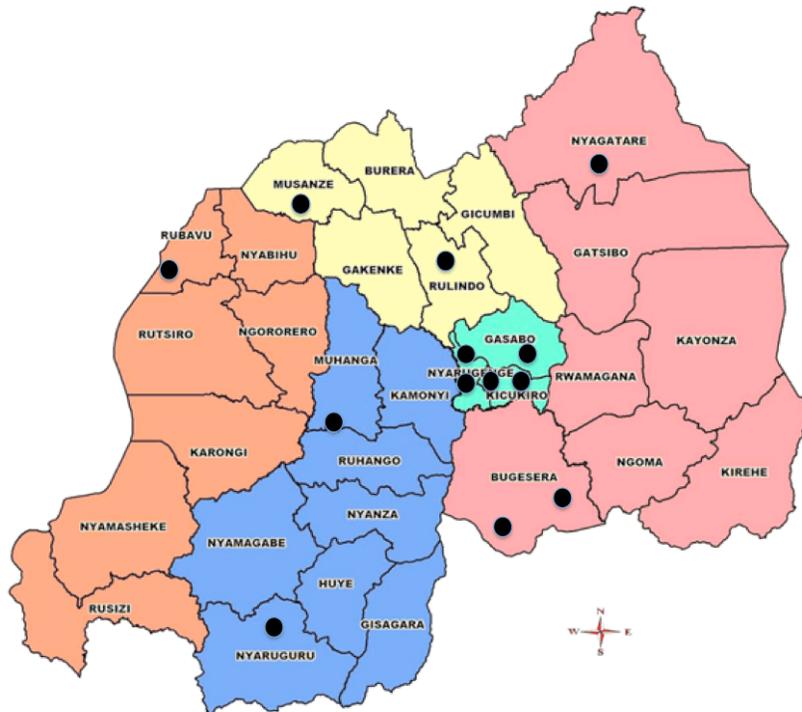
## **1.1. ABOUT NOUSPR**

The National Organization of Users and Survivors of Psychiatry in Rwanda (NOUSPR) was founded in 2011 in search of a space where individual persons with psychosocial disabilities could congregate and share feelings and experiences in life.

The founding of NOUSPR served to build confidence and provide hope to people with psychosocial disabilities so that they can contribute to and improve on their living conditions especially in relation to their medical conditions, justice, social life and livelihoods. NOUSPR and its members aim to create an environment where an individual is listened to and given the care that they need and deserve.

Our existence and approach has drastically broken the myths and misconceptions held within communities that often believe persons with psychosocial disabilities are hopeless, non-productive, violent and should be feared.

NOUSPR has 1528 members, that comprise 372 men, 963 women, and 193 children. On the map below, the localities of NOUSPR groups are spotted in black. Most of the NOUSPR groups are located in rural areas with three groups in or near Kigali city.



Many members struggle with poverty and isolation. Almost all the groups have either set up or collaborated with cooperatives working in areas such as agriculture or animal breeding. Participation in a cooperative gives meaning and structure to the members of the groups as well as income. In a few districts the local authorities actively support the development of cooperatives in which some of the persons with mental health challenges are now benefiting from.

NOUSPR envisions *“A world in which all people with psychosocial disability are treated with the respect and dignity that enables them to enjoy their human rights in all aspects their lives”*.

To this end, NOUSPR seeks a world where People with Psychosocial Disabilities can enjoy life, have their human rights fully respected, face no discrimination and have their decisions respected. This includes equal recognition before the law, access to justice and freedom from exploitation, violence and abuse, the

right to have a family, to vote, and to have access to labour, education and health care on an equal basis with their fellow citizens.

NOUSPR promotes the full inclusion of people with psychosocial disabilities in society and are appropriately accommodated and supported within their communities. From this stand, NOUSPR's mission is *“To advocate for and with people with psychosocial disability and to provide a platform for a unified and empowered voice that is able to achieve the provision of necessary services and opportunities and to have their interests and human rights fully promoted and protected”*.

For its start, NOUSPR activities were bundled around 3 pillars, i.e. (i) empowerment of members, (ii) organisational development and (iii) human rights advocacy.

## **2.0. EMPLOYMENT POLICIES**

### **2.1. CONDITIONS OF EMPLOYMENT**

Any employee of NOUSPR may voluntarily resign their position at any time, for any reason; with notice according to Rwandan Labor Law requirements (see Voluntary Termination Section). At the same time, NOUSPR reserves the right to terminate an employee with notice according to Rwandan Labor Law requirements (see Notice of Termination Section). Serious misconduct is a ground for immediate dismissal. Completion of the orientation period, which

period is not more than six months, shall not constitute guarantee for employment.

## **2.2. EQUAL EMPLOYMENT POLICY**

NOUSPR is committed to a policy of providing equal opportunities in recruiting and selecting applicants for employment, in advancing our personnel as suitable openings develop, and in any matter affecting their employment here. NOUSPR will provide equal opportunities without regard to age, sex, race, color, religion, national origin, disability, political opinion, social origin or marital status. However, as Rwandan Labor laws, any distinction, or exclusion in respect of a particular job, based on the inherent requirements of that particular job shall not be deemed to be discrimination.

## **2.3. DIVERSITY AND PLURALISM**

NOUSPR acknowledges that if we, as an organization, are to thrive in a world of plural cultures, we must learn not only to respect our differences, but also to appreciate them. Therefore, NOUSPR is committed to observing practices that will foster diversity and pluralism at all levels, and actively supports the employment and promotion of qualified individuals with a disability(ies), minorities, and women.

### **2.3.1. ASSISTING EMPLOYEES WITH LIFE THREATENING ILLNESSES**

Employees with chronic or life-threatening diseases such as Acquired Immune Deficiency Syndrome (AIDS), arthritis, cancer, diabetes, Human Immunodeficiency Virus (HIV), multiple sclerosis, etc., have a right to continue working as long as they are able to continue to perform their jobs satisfactorily (with reasonable accommodation when necessary), and as long as the best available medical evidence indicates that their continued employment does not present a direct significant health or safety threat to themselves or their co-workers. NOUSPR recognizes that AIDS is a life-threatening illness that is not transmitted through casual personal contact under normal working conditions.

### **2.3.2. HIV/AIDS IN THE WORKPLACE POLICY**

NOUSPR believes that employees with HIV infection and AIDS may want to continue to engage in as many of their normal pursuits as their condition allows, including work. Therefore, to help us all navigate the sometimes difficult and delicate challenges that HIV and AIDS create for the workplace, we have an overall policy that is based on these principles:

- Employees need information and training regarding HIV and AIDS, how to protect themselves from infection, how to prevent the spread of HIV, and their treatment options if infected.
- NOUSPR is committed to helping employees with HIV/AIDS and will do all it reasonably can to provide wellness and care programs.

- NOUSPR will monitor its HIV/AIDS program to insure that it is up to date and responsive to the latest information regarding HIV/AIDS.
- NOUSPR is committed to ensuring that employees with HIV infection or AIDS are not discriminated against in any manner and that all personal information is kept strictly confidential.

To serve as a guide for handling employee situations and concerns related to HIV infection and AIDS, we have established the following guidelines.

- HIV infection and AIDS do not present a risk to the health or safety of co-workers. On the basis of current medical and scientific evidence, NOUSPR recognizes that AIDS is a life-threatening illness that is not transmitted through casual personal contact under normal working conditions.
- Co-worker concerns will be handled through education. Co-workers are expected to continue working relationships with any employee who has HIV infection or AIDS. Co-workers, who refuse to work with, withhold services from, harass or otherwise discriminate against an employee with HIV infection or AIDS will be subject to the same disciplinary procedures that apply to other policy violations. Any employee who is unduly concerned about contracting AIDS may be further assisted through individual counseling.
- NOUSPR does not require HIV testing for current employees or any job applicants. We do, however, strongly encourage voluntary testing and counseling for NOUSPR staff. HIV status will not influence decisions

about hiring, termination, promotion, compensation, annual reviews or other aspects of employment.

- An employee with AIDS or HIV infection is expected to meet the same performance requirements applicable to other employees, with reasonable accommodation as necessary. If an employee becomes disabled, managers will make reasonable accommodation, as with any other employee with a disability, to enable the employee to meet established performance criteria.
  
- An employee's health condition is private and confidential. Under no circumstances will an employee's health status be revealed to a third party without the employee's consent. An employee with AIDS or HIV infection is under no obligation to disclose his or her condition to a manager or any other employee of NOUSPR. Managers are expected to take careful precautions to protect the confidentiality of information regarding any employee's health condition, including an employee with AIDS or HIV infection.
  
- Employees living with HIV/AIDS should feel free to confidentially discuss any issue regarding this policy with either their supervisor or the Executive Director.

NOUSPR will follow the progress of medical research on AIDS and HIV infection. If any significant developments occur, these guidelines will be modified accordingly. Any questions concerning AIDS-related issues should be directed to the Executive Director.

### **2.3.3. NOUSPR'S HIV/AIDS WELLNESS PROGRAM**

- 1) Education of staff on HIV prevention, infection, and treatment.
- 2) NOUSPR will, when providing medical insurance for the staff, choose the insurance cover that includes anti-retroviral and other supportive treatment for HIV/AIDS whenever possible.

## **2.4. RESPECTFUL TREATMENT**

NOUSPR believes that all individuals in the workplace have the right to be treated in a respectful and courteous manner. While we recognize that everyone is human and may have an occasional lapse, a pattern of such behavior will not be tolerated. Examples of behavior that might be construed as disrespectful are:

- Reprimanding someone in front of others
- Using a condescending or derogatory tone with someone
- Intentionally hurtful and unprofessional mails

The ability to effectively and respectfully work with your fellow workers is a requirement of all positions; therefore violations of this policy will be treated as serious performance deficiencies.

## **2.5. AFFIRMATIVE ACTION**

It is the policy of NOUSPR, in accordance with all applicable laws, to recruit, hire, train, and promote persons of all job titles without regard to race, color, religion, sex, age, disability, or national origin, marital status, or any other basis prohibited by applicable law. All employment decisions shall be consistent with the principle of equal employment opportunity, and only valid qualifications will be required. All personnel actions, such as compensation, benefits, transfers, social and recreational programs, will be administered without regard to race, color, religion, sex, age, disability or national origin,

marital status or any other basis prohibited by applicable law.

## **2.6. DISCRIMINATION AND HARASSMENT PREVENTION**

NOUSPR expects that all relationships among persons in our offices will be business-like and free of bias, prejudice, and harassment. NOUSPR is committed to a work place free of discrimination and harassment based on race color, religion, age, gender, national origin, disability, sexual orientation, or any other protected status. To further ensure a positive work environment at NOUSPR we have, in addition to the discrimination and harassment policies described here, established a Respectful Treatment Policy, which was previously described in this section of the handbook.

### **2.6.1. DISCRIMINATION**

For the purposes of this handbook, discrimination includes any distinction, exclusion or preference made on the basis of race, color, sex, religion, political opinion, social origin or status, which has the effect of nullifying or impairing one's treatment in employment. It is a violation of NOUSPR policy to discriminate in the provision of employment opportunities, to create discriminatory work conditions, or to use discriminatory evaluative standards in employment.

### **2.6.2. HARASSMENT**

NOUSPR prohibits harassment of any kind. Harassment may be defined as visual, verbal or physical conduct designed to threaten, intimidate, or coerce.

Verbal taunting (including racial and ethnic slurs) which in the affected employee's opinion impairs his or her ability to perform his or her job is included in this definition. The use of NOUSPR's electronic systems to harass other individuals is prohibited under this policy.

### **2.6.3. SEXUAL HARASSMENT**

It is the policy of NOUSPR to ensure that all employees work in a positive and productive work environment, free of sexual harassment or activities that can be viewed as such. It is in conflict with this policy for any employee, male or female, to sexually harass another employee by:

1. Making unwelcome sexual advances or requests for sexual favors or other verbal or physical conduct of a sexual nature, a basis or condition for employment or continued employment; or
2. Making submission to, or rejections of, such conduct the basis for employment decisions (vacations, promotions, schedules, etc.) affecting the employee; or
3. Creating an intimidating, hostile, humiliating or sexually offensive work environment by such conduct; or
4. Making such advances, requests or conduct having the purpose or effect of unreasonably interfering with an individual's work performance.

Sexual harassment may include non-sexual conduct that is discriminatory on

the basis of the person's gender.

Employees who believe they have been subjected to discrimination, harassment, or sexual harassment have an obligation to themselves and to NOUSPR to report this directly to their supervisor, or Executive Director. Confidentiality will be maintained to the extent possible with respect to a complaint and only those who need to know about such a complaint will be advised of its existence. Any supervisor, employee, or agent for NOUSPR who has been found, after appropriate investigation, to have discriminated against, harassed or sexually harassed another employee will be subjected to appropriate action, which may include discharge.

## **2.7. ANTI-RETALIATION POLICY**

Any employee who, in good faith, reports an alleged incident of discrimination, harassment, or sexual harassment will under no circumstances be subject to reprisal or retaliation of any kind. The definition of retaliation for purposes of this policy includes disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work-related matters with an employee because that employee has complained about or resisted harassment or discrimination.

Any employee who feels he or she has been subjected to such adverse actions should report this to his or her supervisor or the Executive Director. An employee, however, who is found to have knowingly made a false accusation of

discrimination, harassment, sexual harassment or retaliation does not have protection under this policy and may be subjected to appropriate disciplinary action up to and including termination.

## **2.8. SUBSTANCE ABUSE & A DRUG-FREE WORK PLACE POLICY**

NOUSPR is committed to providing its employees with a safe work place, and to promoting high standards of employee health. Consistent with the spirit and intent of this commitment, a formal policy has been established regarding drug and alcohol abuse.

While NOUSPR has no intention of intruding into the private lives of its employees, it is recognized that off the job as well as on-the-job involvement with drugs and alcohol has an impact on the work place. Consequently, our policy is as follows:

- Employees are expected and required to report to work in appropriate mental and physical condition. It is our intent and obligation to provide a drug-free, healthful, safe, and secure work environment.
- The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance on company premises or while conducting company business off company premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences.
- For the comfort of non-smoking employees, smoking will not be allowed within the office buildings.

- Employees must, as a condition of employment, abide by the terms of the above policy and report to management any conviction under the law governing use of drugs for violations occurring on company premises or off the premises while conducting company business. A report of a conviction must be made within five (5) days after the conviction.

## **2.9. EMPLOYMENT OF RELATIVES**

NOUSPR permits the employment of relatives provided they do not work in the same department and/or there is not a reporting relationship. This policy also extends to domestic partners of NOUSPR employees. Since every chain of command ends with the Executive Director, under no circumstances is it permissible for a relative of the Executive Director to be hired as an employee, consultant or vendor. This restriction equally applies to every other NOUSPR official who is mandated to take a decision regarding the recruitment of an employee, consultant or vendor.

For purposes of this manual the relatives here are defined as: parents, sisters, brother, spouses and children of the employee.

## **2.10. CONFLICT OF INTEREST**

We believe that our employees act in the best interest of the organization. To

protect staff from any appearance of a conflict of interest, we require that prior written approval is obtained before outside commitments are made. Written approval can only come from the Chairperson or the Executive Director of NOUSPR.

Conflict of interest may fall under the following categories:

Outside Employment:

Certain NOUSPR staff may undertake assignments or positions independently outside of the organization when the work is not in an area of NOUSPR activity or interest, and there is no conflict with the employee's established work schedule. As a general rule, assignments with organizations working in areas of NOUSPR activity or interest will not be approved.

- Ownership of Interest:

Ownership of interest, including board membership in an organization, company, or firm, doing business with NOUSPR may constitute a conflict of interest *unless the concerned staff makes prior notice of declaration of interest to the relevant authorities in NOUSPR.*

- Gifts:

With the exception for gifts of nominal value, or meals or social invitations that are in keeping with good business ethics and do not obligate the recipient or the employee, it is not acceptable for any NOUSPR employee or member of

his/her immediate family to accept, give or offer commissions, gifts, payments, entertainment, services, loans, or promises of future benefits to or from suppliers, governments, or anyone in connection with NOUSPR activities.

Staff should review personal and professional situations and report any possible conflicts of interest that exist. Further, it is the responsibility of all staff to report any known conflicts of interest suspected within the organization.

## **2.11. WHISTLE BLOWER PROTECTION POLICY**

NOUSPR's Policy and Procedures Manual and Code of Ethics and Conduct require the Board of Directors, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the organization, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

### ***Reporting Responsibility***

It is the responsibility of the Executive Director and employees to comply with policies and the code of conduct and to report violations or suspected violations in accordance with this Whistleblower Policy.

### ***No Retaliation***

No employee who in good faith reports a violation of Policies or the Code shall suffer harassment, retaliation or adverse employment consequence. An

employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within NOUSPR prior to seeking resolution outside the organization.

### ***Reporting Violations***

NOUSPR's open door management philosophy encourages employees to share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with any person in management whom you are comfortable in approaching.

Supervisors and managers are required to report suspected violations of NOUSPR Policy or the Code of Conduct to the Executive Director, or his/her designee, who have specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the organization's open door policy, individuals should contact the organization's Compliance Officer or his/her designee directly.

### ***Acting in Good Faith***

Anyone filing a complaint concerning a violation or suspected violation of NOUSPR Policy or the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of policy or the code. Any allegations that prove not to be substantiated and which prove to

have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

***Confidentiality***

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

## **2.12. EMPLOYEE CATEGORIES**

Employees of NOUSPR fall under the following categories:

### **Regular Full-time Employees**

An employee who works the official full work schedule of 40 hours per week and has a written employment agreement specifying full-time employee status.

### **Contract Employee**

An employee who works full or part-time, with details of their employment terms negotiated on an individual basis and documented in a Letter of Agreement.

### **Casual or Temporary Employee**

An employee who is hired on a day-to-day basis with employment terms and conditions negotiated on a case-by-case basis.

### **Volunteers**

NOUSPR does as and when necessary employ the services of volunteers. These may be part time students, those on holidays, students seeking for “industrial experience” or those who have finished their studies and are seeking for experience to enable them get regular employment. It is the responsibility of the Executive Director to screen and accept all such volunteers, to ensure that

they are adequately supervised and that the scope and conditions of their voluntary work are clearly written out and discussed before they start.

Although, the volunteers are obliged to abide by the NOUSPR regulations, principles and values while at NOUSPR, the selection and deployment of the volunteers are not subject to the NOUSPR employment policies spelt out in this manual.

### **2.13.EMPLOYEE APPOINTMENT AND ORIENTATION**

All vacant posts shall be filled based on competitive basis, with preference given to current NOUSPR employees, if qualified and interested. An employee so selected shall be given an appointment letter stating the job description, effective appointment date, reporting times and all other relevant information about what he/she is expected to do including among others the job performance requirements and targets. The employee shall also sign two copies of the bio data sheet, the contract and retain the original copies for his/her own record while the other copies will be kept in his/her personal file at NOUSPR.

For purposes of emergencies and insurance, all regular full time employees will also be expected to submit to the Executive Director, the names and contacts of their next of kin as well as the names of their immediate dependants, including those to be catered for under the medical insurance.

All new staff shall be given the staff handbook to guide them through their work. It is the responsibility of the immediate supervisor of the employee to draw up a comprehensive orientation plan and ensure that the employee is fully oriented into the position within one month of starting with NOUSPR. Copies of the orientation plan and report will be kept in each employee's personal file.

## **2.14.HOURS OF WORK**

Office hours are from 8 a.m. to 5 p.m., including one hour lunch break, Monday through Friday. All employees will work a minimum of 40 hours each week but will not exceed 45 hours per week.

Specific categories of employees like drivers and office attendants may be required to work more than 45 hours a week. In such exceptional situations, the time spent on duty in excess of the 45 hours will be paid for as overtime. The overtime rate will be 150% of the rate of the normal working hours and the payment of such overtime will require prior written approval by the immediate supervisor before the work is done.

For all other categories of employees who may need to work more than 45 hours a week in order to meet deadlines, there will be no overtime pay. However, at the discretion of their immediate supervisor, they may be allowed to take some compensatory time off. The amount of compensatory time given at any time is at the discretion of the supervisor but will not exceed two working days at a time and will not necessarily be numerically equal to the amount of overtime worked. In any case, such compensatory time must be taken within three weeks of the time accrued.

All employees are expected to fill weekly time sheets and submit to their immediate supervisor for endorsement at the end of every pay period.

## **2.15. PROBATIONARY PERIOD**

New employees of NOUSPR will undergo an initial probationary period of six months. During the probationary period, the individual's supervisor will observe such matters as the person's ability to carry through assignments, his/her attendance, punctuality, job performance and adaptability to the work we do. During this same period the new employee has an opportunity to learn about NOUSPR's direction, policies, and objectives, as well as the way in which we undertake our various projects and programs.

Two weeks before the end of the probationary period, a performance review will be conducted and agreed upon by the individual and the supervisor. The Executive Director must approve this review, and if the individual's performance is satisfactory, he/she will receive written confirmation of employment. If performance is unsatisfactory, the probationary employee will receive a letter extending their probationary period for a further period, not exceeding a total of six months or terminating his/her employment.

The decision to extend the probationary period or to terminate it will be based on the level of individual's performance against agreed upon performance targets.

## **2.16. PERFORMANCE EVALUATION**

The job performance of each new employee will be formally reviewed after the probation period and for all employees, on an annual basis of between April 1

and May 1<sup>st</sup> using the annual performance review forms. Performance evaluations will be based on the employee's job description and except for the driver and office attendant, on an individual operating plan which should be developed by each employee and discussed with their supervisor by July 31 each year.

In the review process performance evaluation forms are completed by each individual staff, discussed with the immediate supervisor and signed by the two indicating their concurrence with the review, before forwarding to the Executive Director for approval. The employee's strengths and areas for development as related to the job description will be noted with the objective of improving performance.

If, following discussion with his/her supervisor, the employee does not concur with the review, he/she will explain the areas of disagreement in writing, and attach the letter to the review forms. In order to make the performance evaluation process useful in improving employee performance, supervisors are encouraged to conduct a mid-year appraisal in April and where necessary, quarterly informal appraisals.

Based on annual performance evaluations, employees may be awarded salary merit increases subject to budgetary approval. When approved, salary increases are generally effective at the date when the funding project kicks off.

## **2.17. PROMOTION WITHIN NOUSPR**

It is the policy of NOUSPR to promote employees from within whenever possible. In order to be eligible for promotion, employees must meet the specified qualifications for the position, or it must be determined that any necessary training is required in order to meet the qualifications.

## **2.18. DISCIPLINARY PROCEDURES**

### **a) Progressive Disciplinary Process**

There shall be a progressive disciplinary process intended to correct errant behavior and to encourage employees to adhere to the Code of Discipline. This process is a system where the severity of the disciplinary penalty increases each time an employee breaks the rules. It will normally begin at the lowest step and will be advanced to the next level dependant on the seriousness of the next infraction.

The following disciplinary penalties coupled with continuous counseling may be used in progression as appropriate:

- a) Verbal Warning
- b) Written Warning
- c) Final Written Warning
- d) Disciplinary Suspension without pay, or with half pay
- e) Investigative Suspension
- f) Summary Dismissal

### **b) Verbal Recorded Warning**

The verbal recorded warning is a conversation between a supervisor and an employee held in private about a disciplinary or performance problem. It is the first step of the progressive disciplinary process. The verbal recorded warning shall be documented and be signed off by both parties.

### **c) Written Warning**

A written warning is a documented formal conversation between a supervisor and an employee about a disciplinary or performance problem. It is the second step of the progressive disciplinary process. The Written Warning is to be used only after a Verbal Recorded Warning has been given and no change in performance or conduct has resulted within a mutually agreed time frame. Upon documenting the conversation the supervisor shall request the employee to sign against it and forward it to the Human Resource Unit Head to be placed on the employee's file.

#### **d) Final Written Warning**

A final written warning is a documented formal conversation between a Head of Department and an employee about a continuing disciplinary or performance problem. It is the third step of the progressive discipline process. The purpose of the Final Written Warning is in the first instance to alert the employee that they have exhausted the third and last notice to improve performance and conduct. In addition, to alert the employee that any further failure to improve performance and/or conduct shall amount gross misconduct which leads to dismissal after a hearing.

## **2.19.EMPLOYEE GRIEVANCES POLICY**

NOUSPR believes in equity and justice in all its operation and based on this principle, it recognizes that staff have a right to express their dissatisfaction with any situation affecting them and that they should receive fair and just treatment. Often a staff member may have a legitimate grievance against a colleague, a Manager, or the organization. This, for instance could include, but

not be limited to the following: conditions of work, unreasonable instructions, or poor co-ordination.

Staff are encouraged to feel free to seek settlement of such grievances without fear of coercion or reprisal.

### **2.19.1. OBJECTIVES OF THIS POLICY**

The grievance policy is aimed at:

- Providing a mechanism for addressing concerns arising out of perceived or actual injustice.
- Demonstrating NOUSPR's commitment to its core values through the provision of an open process of expressing grievances

### **2.19.2. GRIEVANCE PROCESS**

Staff shall first bring any grievances to the attention of their immediate supervisor in writing, for a fair and reasonable solution. Peer settlement is encouraged at this stage and if it cannot solve the problem, the immediate supervisor shall review the grievance in 5 working days.

If the immediate supervisor is unable to resolve the grievance to the satisfaction of the staff concerned, or if the grievance is against the immediate supervisor, then the staff member should submit a written complaint to the next level upwards.

Should both step one and step two fail, the staff member has the right to pass on his/her grievance to the attention of the Executive Director for further redress.

For all grievances related to staff within NOUSPR, the ED's decision will be final. For grievances held against the Executive Director, or the organization as represented by the ED, the employee may appeal to the BOD, who will investigate the matter and reach a decision. The decision at this level will be final.

There will be no standing grievance committee but an ad-hoc one will be formed whenever need arises, to work under the guidelines specified above.

### **2.19.3. EMPLOYEE APPEALS**

Any employee who feels unfairly treated may appeal to the line manager or the line manager's manager or the Human Resource Unit Head in writing within five (5) working days. If after two (2) weeks the grievance is not resolved then the employee should appeal to the ED in writing. The ED will review the case and then give her/his decision within three (3) weeks and this decision will be final. In case of the ED, the appeal will be made to the BOD.

### **2.20. REHIRING FORMER EMPLOYEES**

NOUSPR will follow the guidelines below in considering the hiring of former NOUSPR employees:

- 7. In general, employees who left NOUSPR voluntarily for such reasons as another job, health problems, family responsibilities, or education are considered eligible for rehire, provided their previous performance and attendance record had been satisfactory and provided a suitable opening exists.
- 7. Except for unusual cases, employees who were discharged by NOUSPR for unsatisfactory work or behavior will not be rehired.
- 7. In general, an employee who has terminated voluntarily and has been away from NOUSPR for six months or longer may be considered a new employee. If rehired, the employee will not receive credit for past service, and will have to meet all eligibility requirements of a new employee for the various benefits offered by NOUSPR.

*NOTE:* This policy merely contains guidelines and should not be construed as a guarantee of reemployment. Reemployment is always at the discretion of NOUSPR.

## **2.21. PERSONNEL RECORDS**

All information regarding the individual NOUSPR employee will be kept in his/her personnel file which will be opened for every new employee by the Executive Director or his/ her designate.

Among others the personnel file will include:

- Letters of appointment
- Name and contact of next of kin or person to be notified in case of emergencies
- Residential address, with sketch map
- Names of immediate family members who will be provided with medical insurance
- Filled Bio data form
- 1 Passport size photo
- A job description
- Probation evaluation report
- Confirmation letter
- Annual performance review reports
- Records for annual, sick or other leave
- Letters of commendation (praise)
- Records covering salary deductions
- Deductions from pay requested by employee
- Letters of warning or reprimand
- Letters of resignation or termination
- Leave requests and leave approval forms
- Time sheets for year in question.

Personnel files must be kept up to date and confidential and they shall not be readily available to other staff.

## **2.22. PAYMENT OF SALARY**

Employee salaries are once a month, with payments made directly to the employee's bank account on the 28<sup>th</sup> day of every month. Salaries are based on days worked and will be based on time-sheets. Employees will therefore ensure that they submit filled time sheets by the 25<sup>th</sup> day of the month.

## **2.23. EMPLOYEE TAX LIABILITY**

Lawful income tax (Pay as You Earn (PAYE) whenever applicable, will be withheld from each employee's salary each month and remitted to the Rwanda Revenue Authority (RRA) in accordance with the laws of Rwanda. It is the responsibility of each employee to satisfy any income tax obligations for which he/she may be liable in addition to the monies withheld and remitted by NOUSPR.

## **2.24. TIME SHEETS**

Timesheets must be completed once a month. The staff and the Executive Director or the immediate supervisor must sign them.

## **2.25. COMPENSATION STRUCTURE**

NOUSPR has a formal Compensation Program that has been structured to make compensation fair and equitable for our staff. Information regarding salary data is obtained at least every other year from other agencies to ensure that our program is competitive with comparable organizations. When adjustments are warranted and the budget permits, they are effected at the beginning of our fiscal year on May 1.

The Salary Program consists of job descriptions, a graded system based on duties, qualifications, and salaries paid for comparable positions, salary increase guidelines which may take into account performance, NOUSPR policies, and budget constraints. While the vast number of employees will fall within the salary range established for each position, there may be occasional exceptions to this based on length of service, performance, and experience. Promotions or reclassifications to a higher grade will only take place if the qualifications, job responsibilities, and duties so dictate – not simply as a means to pay someone more money.

Your salary should be considered a confidential matter between you and your supervisor, and should not be discussed with others. The Executive Director monitors the Salary Program.

## **3.0. BENEFITS**

### **3.1. PUBLIC HOLIDAYS**

A list of holidays to be observed during the year will be circulated in January of each year and will be based on Rwanda Public Holidays and any other days as may be approved by management.

### **3.2. VACATION LEAVE**

Employees earn 22 working days of vacation leave for each complete year of service.

NOUSPR recognizes the importance of time-off for employees, and employees are encouraged to use their annual leave. Plans for leave should be made well in advance of the proposed dates, and the employee's supervisor must be informed at least one month before the proposed vacation is to begin. Vacation leave may only be taken with the prior approval of the employee's supervisor. Vacation leave in excess of an employee's earned vacation leave is subject to approval by the Executive Director.

If an employee is unable to use his/her full annual vacation leave during the year in which it is earned, due to work pressure, a maximum of 5 days unused leave may be carried forward to the next year.

### **3.3. SICK LEAVE**

Employees may receive up to 12 sick days per year, provided they have completed 30-days of service. Unused sick leave can be accrued and carried over from one year to the next. Accumulated sick leave is intended to protect employees from loss of salary when illness or injury occurs during the course of their employment at NOUSPR. Therefore, at termination, employees will not be paid for unused sick leave.

An employee who is absent due to illness must advise his/her supervisor as soon as possible in writing or by phone. Employees who work according to schedules (drivers and guards) must make every effort to inform their supervisor that they will not be available for their assignment.

A doctor's statement is required for more than 3 sick days. If an employee does not have sufficient sick leave available for their absence, they will be entitled to the minimum required by Rwanda Labor Law (provided they completed at least one full month of employment). Sick days may not be used after an employee has given notice of resignation without approval by the Executive Director.

### **3.4. MATERNITY LEAVE**

The Rwanda law on payment on maternity benefits was passed in 2016. Employers are required to register an employee with the Social Security Administration within 7 days of the start of employment. The maternity

benefits for post-natal maternity leave (6 weeks) are now covered by the Social Security Administration.

### **3.5. PATERNITY LEAVE**

Male employees are entitled to 5-day paternity leave immediately after the delivery of the baby by their official spouses (as listed with NOUSPR personnel records).

### **3.6. COMPASSIONATE LEAVE**

Compassionate leave is an authorized absence from the office to conduct personal affairs that an employee is unable to deal with during non-working hours. Personal business, such as appearances in a court of law, death or funeral of a close member of an employee's family, and religious ceremonies, which the employee must attend, are considered legitimate reasons for compassionate leave.

Compassionate leave is not an entitlement. It is granted for not more than a total of 5 days in a year. All such absences lasting more than 5 days will be considered annual vacation leave or leave without pay.

Except in emergency situations, the employee's supervisor must approve compassionate leave in advance.



### **3.7. RSSF**

NOUSPR will contribute 10% of an employee's gross salary to the Rwanda Social Security Fund (RSSF) as per the Rwanda Labor Laws. NOUSPR will also deduct 5% of the employee's salary as required by law for submission to RSSF. All employees will be expected to provide their RSSF numbers to the Executive Director at the start of their employment. Where an employee does not yet have an RSSF number, NOUSPR will be responsible for registering the employee and giving her/him the number. NOUSPR will request for annual statements for all the employees from RSSF on behalf of the employees.

### **3.8. ANNUAL SALARY INCREMENT**

All staff who have served for a period of at least one year are entitled to a salary increment, which will be based on the cost of living fluctuations. Such increases will be calculated based on the prevailing annual inflation rates and will be affected on 1<sup>st</sup> of May of every year.

### **3.9. TRANSPORT ALLOWANCE**

A reasonable daily transport allowance to and from work will be provided to all staff at actual rate.

## **4.0. GENERAL OFFICE POLICIES AND REGULATIONS**

### **4.1. ETHICAL BEHAVIOR**

- No item or equipment may be removed from the office by any staff without written permission by the administrator.
- The use of stationery items for non-official activities is prohibited.
- The use of office telephones for personal reasons, other than in emergency situations is discouraged.
- All areas inside the office building are no-smoking areas.
- Employees must maintain a professional appearance while on duty. Employees provided with uniforms must wear their uniforms and keep them clean.

### **4.2. PERSONAL/BUSINESS TELEPHONE CALLS**

It is important that the use of NOUSPR telephone lines be limited as much as possible to business purposes. Please restrict your own calls to those which are necessary -- both incoming and outgoing calls. Personal business should not be conducted during regular working hours.



## **5.0. END OF EMPLOYMENT ISSUES**

### **5.1. TERMINATION POLICY**

There are several types of termination, and the following guidelines have been developed to ensure fair and consistent treatment of all employees who may leave NOUSPR, whether on a voluntary or an involuntary basis.

### **5.2. VOLUNTARY TERMINATION (RESIGNATION)**

It is expected that employees will give notice of intent to resign according to Rwanda Labor Law requirements as follows:

- a) not less than two weeks where an employee has been employed in the category of support staff;
- b) not less than one month, where the employee has been employed in the category of officer or Manager; and
- c) not less than six weeks, where an employee has been employed in the category of senior manager or Executive Director.

The notice should be in writing to the employee's supervisor and the Executive Director specifying the reason and the actual date that the person plans to leave.

Payment of wages for the last pay period worked, as well as payment for earned but unused vacation credits will go through the regular payroll, which coincides with or immediately follows the last day worked.

### **5.3. INVOLUNTARY TERMINATION**

Termination of employment may occur for any of the following reasons:

- Misconduct, non-performance, or unsatisfactory performance of duty.
- Willful insubordination or disobedience to any reasonable order of management.
- Theft, fraud, or dishonesty.
- Falsifying records or tampering with or causing loss or damage to supplies, equipment, or NOUSPR premises.
- Habitual absence, lateness, or absence without leave for more than ten days.
- Habitual breach of office rules and regulations or disorderly conduct.
- Office closing or end of specific projects that funds employment.

In certain cases, consideration will be given to permitting an employee to resign, rather than have a discharge on the permanent personnel record. This will be applied primarily to people:

- who have considerable service with NOUSPR and have good previous records

- whose discharge is due primarily to an error in placement.

All documentation of the circumstances surrounding a termination will be filed in the employee's personnel folder.

## **5.4. NOTICE**

### **Notice Requirement**

A fixed term contract terminates at the end of its term or by cancellation by either of the parties. The cancellation is either by agreement or in case of gross negligence. The party terminating the contract on gross negligence must notify the other party within forty eight (48) hours. In case of resignation before expiry of contract or dismissal on the basis not provided under the law, the party initiating the termination has to pay an indemnity equivalent to the remuneration for the remaining contract period along with the other compensation which must be paid.

An indefinite term (open ended) contract may be terminated by either of the parties by serving a notice or paying in lieu of notice. The employment may be terminated for legitimate reasons.

Labour Code (Articles 27-32 of the Law regulating Labour in Rwanda, 2009 ) does require an employer to serve a contract termination notice to the workers except when they are dismissed due to serious misconduct. The termination notice must be in writing and contain the reasons for termination.

For terminating an indefinite term contract, the required notice period depends on the worker's length of service as follows:-

15 days for a worker who has worked for less than a year; and

1 month for a worker who has worked for more than a year.

Notice is not required in case of mutual agreement between parties or in case of gross negligence or if the employment contract is terminated during probationary period.

Payment in lieu of notice, by either party, is equivalent to the salary and other benefits from which the worker would have benefited during the notice period that has not been effectively respected. The notice allowance doubles in case of termination of the employment contract during paid leave or suspension period by the employer.

## **5.5. SEVERANCE PAY**

"In accordance with the Labour Code, (Articles 27-32 of the Law regulating Labour in Rwanda, 2009) a worker is entitled to severance pay (dismissal compensation) upon dismissal, provided that they have completed at least one year of continuous service with the employer. Severance pay is payable at the following rates:

one-month salary for less than 5 years of service;

two-month salary for 5 to 10 years of service;

3-month salary for 10 to 15 years of service;

4-month salary for 15-20 years of service;

5-month salary for 20-25 years of service; and

6-month salary for more than 25 years of service.

The average monthly salary is calculated by dividing by twelve the total salary the worker has received for the last twelve (12) months exclusive of allowances allocated to the worker to enable him/her to discharge his/her duties.

An employer may terminate workers on individual or collective basis due to economic reasons, internal organization or consecutive restructuring for economic difficulties or technological transfers with the aim of protecting the competitiveness of the enterprise. (Art. 34-35 of Labour Code)"

## **5.6. FINAL PAY CHEQUE**

A terminating employee's final pay cheque will include payment for all hours worked and any severance owed, if applicable. Employees are also entitled to payment for unused vacation leave. Payment will only be made once the employee has accounted for all the NOUSPR assets and cash in his/her custody.

## **5.7. STAFF SAVINGS**

The organization will deduct 5% of the staff salary that will be kept on a fixed savings account, and will be availed to the staff upon expiry of her/his contract or upon resignation or termination of service unless the termination is due to gross misconduct like embezzlement of the institution's funds or theft, where part of funds due to him/her can be deducted to clear the embezzled funds or stolen property.

## **5.8. COMMUNICATION**

There are times when an employee may have job and/or workplace related issues or problems. We feel it is important to clear the matter up and important that employees receive fair, objective consideration of a problem without fear of reprisal. For that reason, we have set up the following guidelines as a series of steps an employee may take.

***Procedure:***

- The employee should first consult with his/her supervisor.
  
- If the questions are not answered or the situation remains unresolved, the employee should talk with the Executive Director.

In order to initiate a grievance, an employee must start the process within one calendar week of the situation that caused the disagreement.

## **ANNEXES**

### **SALARY SCALE, BENEFITS AND ALLOWANCES**

This section shall be a guide in matters of salary awards, employment benefits and any other allowance due to persons under employment and service of NOUSPR during a given financial year.

**1) Salary Scale;** there shall be established staff grades that shall be reflected on each and every employee salary scale. The salary scale shall be composed of entry level amount and the employees shall be allowed to progress from the lower limit to the upper limit. Below is a table showing the current salary scale;

**Table: Salary Scale of NOUSPR:**

<b>EMPLOYEE GRADE</b>	<b>SCALE</b>	<b>UPPER LIMIT</b>	<b>LOWER LIMIT</b>
NOUSPR - 1	A-to-D	1,200,000	<b>800,000</b>
NOUSPR - 2	A-to-D	799,000	<b>600,000</b>
NOUSPR - 3	A-to-D	599,000	<b>400,000</b>
NOUSPR - 4	A-to-D	499,000	<b>250,000</b>
NOUSPR - 5	A-to-C	399,000	<b>250,000</b>
<b>NOUSPR - 6</b>	<b>A-to-C</b>	<b>249,000</b>	<b>150,000</b>

## 2) Position Grades for NOUSPR staff

In staff grading - skill, experience, and qualifications shall be considered especially for administrative positions. Its also important to note that much as the posts may be under the same strata, they may not necessarily be equal. Salaries are not based on this categorization, other parameters including skill, expertise, workload, experience and performance are Used.

<b>Staff Grade</b>	<b>Relevant Position</b>
<b>NOUSPR – 1</b>	- <b>Executive Director</b>
<b>NOUSPR – 2</b>	- <b>Associate Resource mobilizer</b>  - <b>Head of Finance and administration</b> - <b>Head of Programs</b> - <b>Chief Internal Auditor</b>
<b>NOUSPR – 3</b>	- <b>Accountant</b> - <b>Monitoring and Evaluation Manager</b> - <b>Public Relations Manager</b> - <b>Human Resource Manager</b> - <b>Internal Auditor</b> - <b>Legal advisor</b>
<b>NOUSPR – 4</b>	- <b>Monitoring and Evaluation Officer</b> - <b>Project Officer</b> - <b>IT /Data management officer</b> - <b>Capacity Building Officer</b> - <b>Human Resource Officer</b> - <b>Counsellor</b>
<b>NOUSPR – 5</b>	- <b>Office Administrator</b> - <b>Records Officer</b> - <b>Sign Language Interpreter</b> - <b>Accounts Clerk</b>
<b>NOUSPR – 6</b>	- <b>Security Officer</b> - <b>Receptionist</b> - <b>Drivers</b>

- |  |
|--|
| <ul style="list-style-type: none"><li>- <b>Cleaners</b></li><li>- <b>Office Messengers</b></li><li>- <b>Volunteers</b></li></ul> |
|--|

### **3) Benefits and Allowances**

The main objective is to attract, recruit and retain staff. The proposed salaries are gross figures, therefore statutory deductions shall be applied. The duty facilitating allowances and benefits shall be as follows;

i) **Night allowance**

This is paid when an officer stays a night or more from duty station on official duty; it caters for meals, accommodation, laundry and other incidentals. Night allowance within Rwanda is recommended (as per attached schedule).

ii) **Safari day allowance**

Safari day allowance shall be paid when an officer travels for a period of six hours or more on any one day and returns to the duty station the same day (as per attached schedule)

iii) **Overtime (extra load)**

This shall be paid to staff, who work on Saturday/Sunday, Public holidays and the rate is at 15,000 Rwanda francs (Rwf) for all staff per day (5,000 Rwf for lunch and 10,000 Rwf for transport. This rate will be reviewed from time to time according to financial status on one hand and inflation rate on the other hand.

iv) **Responsibility allowance**

This shall be paid to officers who carry out extra work other than that specified in their contract for example acting heads of departments, or generally being in an Acting position. This shall attract 50% of the position's salary.

v) **Medical treatment and death benefits**

A Law governing the organisation, functioning and management of health insurance schemes in Rwanda was passed in 2015. Ministerial orders on medical liability insurance will be in place by January, according to Health Minister and this will accordingly determine the support by NOUSPR to an employee.

Medical bill above the officer's monthly salary – NOUSPR should pay up to 40% of the Medical bill and the officer should pay the remaining 60%.

If an officer or spouse or biological child below the age of 18 years dies, NOUSPR shall be responsible for meeting some funeral expenses and the following rates shall apply;

**Cash contribution to the deceased burial expenses;**

	<b>NOUSPR Officer</b>	<b>Spouse of Officer</b>	<b>Biological child of the Officer below 18 Years</b>
<b>Senior staff</b>	<b>500,000 Rwf</b>	<b>200,000 Rwf</b>	<b>100,000 Rwf</b>
<b>Intermediate and support staff</b>	<b>300,000 Rwf</b>	<b>200,000 Rwf</b>	<b>100,000 Rwf</b>

vi) **Housing allowance;** there shall be no housing allowance for any staff of NOUSPR unless approved by the Board of Directors in writing.

vii) **Mileage allowance**

This shall be paid to an officer who uses his/her personal vehicle to facilitate him/her to perform NOUSPR duties. The recommended rates are as follows:-

<b>Engine capacity</b>	<b>Rate</b>
<b>Below 2,000 c.c</b>	<b>500 Rwf per km</b>
<b>Above 2,000 c.c</b>	<b>600 Rwf per Km</b>

viii) **Gratuity**

This shall be paid to senior staff at the end of their contracts (3 years) and the recommended gratuity is 15% of the earned annual gross salary.

ix) **Annual Leave**

All the staff of NOUSPR shall be entitled to paid annual leave. Expecting mothers shall be entitled to both maternity and annual leave as per the Law regulating Labour in Rwanda, 2009 (aka Labour Code), Article 2-7 Ministerial Order N°05 Of 13/07/2010 Determining The Major Contents And Modalities For A Written Contract.



Schedule 1: Proposed day and Night allowance

<b>Scale</b>	<b>Day Allowance</b>	<b>Night Allowance</b>
<b>NOUSPR 1</b>	20,000 Rwf	<b>80,000 Rwf</b>
<b>NOUSPR 2</b>	20,000 Rwf	<b>80,000 Rwf</b>
<b>NOUSPR 3</b>	12,000 Rwf	<b>70,000 Rwf</b>
<b>NOUSPR 4</b>	10,000 Rwf	<b>65,000 Rwf</b>
<b>NOUSPR 5</b>	10,000 Rwf	<b>60,000 Rwf</b>
<b>NOUSPR 6</b>	<b>6,000 Rwf</b>	<b>50,000 Rwf</b>