



# CODE OF CONDUCT

October 2013  
Revision 1

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## 1. PREAMBLE

Considering that RWANDAIR Ltd mission is to provide unsurpassed, safe and reliable air transport and strategically linking Rwanda with the rest of the world with a fair return on investment; it is important that all RWANDAIR Staff understand that it is the responsibility of each and every one of us to conduct ourselves in a professional manner that demonstrates the highest standards of Ethical standards to enable us achieve the vision and mission of the Company.

As an employee of RWANDAIR irrespective of your position your conduct and the manner in which you conduct your work is perceived as the Conduct and manner in which RWANDAIR goes about her business.

To this effect therefore RWANDAIR is committed to maintain the highest standards of Ethical Conduct and integrity in all aspects of our professional life.

This code of conduct is a guideline to assist all employees to understand the personal and professional standards of conduct required of them so as to foster a business culture based on integrity, accountability, respect, fairness and excellence in performance.

## 2. SCOPE

The code of conduct shall apply to all RWANDAIR Employees, including temporary workers

## 3. DEFINITIONS OF TERMS IN THIS CODE OF CONDUCT

**“Abusive Language”**- Means any use of abusive words or otherwise inciting hatred, ridicule or contempt towards any person or group or race, tribe, religion, political opinion or sex.

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**“Corruption”** means misuse of public power, office or authority for private gain. Including giving, offering, accepting or obtaining from any other person any gift, money or benefits as an inducement to make illegal decision in favour of the person.

**“Misconduct”** Breach of staff code of conduct, rules governing RWANDAIR and other rules applicable in Rwanda.

**“Embezzlement”** Stealing Company revenues collected

**“Bribes”** means money, gifts offered or accepted in order to obtain a right of privilege or benefit that the donor would otherwise not be entitled to,

**“Nepotism”** means favouritism shown by RWANDAIR staff to relatives or close friends

**Insubordination:** Deliberate refusal by an employee to carry out lawful instructions given by his superior.

**“Petty Pilfering”** shall mean the equivalent of theft regardless of the insignificance of the value of the item concerned.

**“RWANDAIR”** RWANDAIR Ltd

**“CEO”** Chief Executive Officer

#### **4. RWANDAIR VISION**

“to be a reputable airline of obvious choice in the markets we serve”

#### **5. MISSION**

“To provide unsurpassed, safe and reliable services in air transportation, including strategically linking Rwanda with the rest of the world while ensuring a fair return on investment”

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## **6. RWANDAIR CORE VALUES**

### **6.1 Customers**

Surpassing customer expectations of services by continuously improving and innovating our products as well as service delivery

### **6.2 Safety and Environment**

Upholding the highest safety and security standards; to work in a manner that protects the health and well being of the individual, as well as the environment.

### **6.3 Integrity**

Upholding transparency, honesty, trustworthiness, and general integrity in dealing with all stakeholders.

### **6.4 Employees**

Maintaining an inclusive environment that embraces new ideas for change, respect for the individual and equal opportunity to realize one's potential.

### **6.5 Corporate Social Responsibility**

Remaining sensitive to the social issues affecting the communities RWANDAIR Ltd serves.

### **6.6 Profitability and Accountability**

Add value to the stakeholders' wealth by conducting business profitably and taking responsibility for individually and collectively for behavior, actions and results

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## 7. GENERAL GUIDELINES

### 7.1 Relationship of the employee with the Public

- 7.1.1 An employee shall serve customers in a polite, unbiased, fair and non-discriminatory manner while providing services or imposing obligations upon clients on behalf of the RWANDAIR;
- 7.1.2 An employee shall treat members of the public as valued clients who are entitled to receive the highest standards of service
- 7.1.3 An employee shall not discriminate against any member of the public, based on race, gender, ethnic or social origin, religion, language and political persuasion among others
- 7.1.4 An employee shall behave and dress in a way that is above question or reproach at all times outside RWANDAIR
- 7.1.5 An employee shall communicate openly and honestly; to not allow anyone to be misled
- 7.1.6 An employee shall never discuss Company matters where people other than those of the company are present and never make negative statements about the company
- 7.1.7 An employee shall decline any gift or benefit which could influence the perception of our company integrity, fairness and honest
- 7.1.8 An employee shall comply with the laws of the Nation
- 7.1.9 An employee shall not use his/her position to promote or prejudice the interest of any interest group

### 7.2 Relationship amongst Employees

Every employee will:

- 7.2.1 Co-operate with fellow employees to advance RWANDAIR interests
- 7.2.2 Not intimidate or attempt to intimidate fellow employees
- 7.2.3 Have respect for each other rights in the work place

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- 7.2.4 Execute all instructions given by authorized persons, provided that these are not contrary to the provisions of RWANDAIR rules or the Constitution;
- 7.2.5 Use appropriate channels to air grievances
- 7.2.6 Contribute towards maintaining a safe and healthy working environment
- 7.2.7 Avoid favouring relatives and friends in work-related activities
- 7.2.8 Report instances of fraud, corruption, nepotism, or any other act that is prejudicial to the interests of the company
- 7.2.9 Avoid to abuse your authority or influence another employee, or be influenced to abuse your authority

### **7.3 Obligations of an employee towards RWANDAIR Ltd**

RWANDAIR employees are responsible for the followings:

- 7.3.1 An employee who is required as a condition of work to have an essential license or licenses issued under air navigation regulations of any country shall at his own cost or as per company policy renew such license(s) from time to time as required by the provisions of the said Regulations
- 7.3.2 An employee shall be required to submit himself to any medical examination which he may be called upon to submit himself as a condition of work as may be required by terms of Rwanda Civil Aviation Regulations or the Regulations of any other International Authorities
- 7.3.3 To serve the company with integrity, honesty, devotion, and dignity
- 7.3.4 To familiarize themselves with the terms and conditions of service of RWANDAIR, Company policies and procedures, this Code of Conduct and internal guidelines of the service;
- 7.3.5 To observe confidentiality and professional ethics at all times and wherever he may be for everything he has learnt or any information acquired during the completion of his duties;
- 7.3.6 Dress formally in accordance with RWANDAIR dress code
- 7.3.7 Accept accountability for your actions and decisions

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- 7.3.8 Employee must display the RWANDAIR identity card when on duty
- 7.3.9 Employee must accept all opportunities for training and career advancement.
- 7.3.10 Regular attendance at work;
- 7.3.11 To always show courtesy at work and avoid whatever may hamper the honour and dignity of their duties;
- 7.3.12 To safeguard, in whatever circumstances, the interests of RWANDAIR
- 7.3.13 Treat assets and property of RWANDAIR with due care and respect
- 7.3.14 To execute all instructions as authorized speedily and efficiently and mutually work together in the interests of the service;
- 7.3.15 Never make negative statements about the Company or discuss Company matters where people other than those of the Company are present
- 7.3.16 Employee is required to remain politically neutral in achieving his duties
- 7.3.17 An employee shall at all times conduct himself in such a manner as to promote the image of RWANDAIR. An employee shall not be under the influence of a drug; alcohol, dress inappropriately; or fight in a public place

#### **7.4. GROOMING REGULATIONS**

It is important to remember that when in uniform you are projecting the image of the company. You are the frontline of the Airline; it is on your appearance and manner that they base their judgment.

Your body language and general appearance is very important and gives an image of confidence and professionalism.

##### **7.4.1 FEMALE GROOMING REGULATIONS**

###### **Uniform and Non Uniformed Females**

- All Uniformed staff must wear full uniform at all times when on duty to/from work.
- Uniformed cabin crew must wear full uniform at all times when on duty or travelling to/from work.
- Hands must be kept out of pockets at all times.
- Do not make any individual variation or additions to the uniform (e.g. buttons)
- Do not wear any items of the uniform outside work.
- Never consume alcohol while in uniform. Immediate disciplinary action will be taken to anyone who does not adhere to this rule.
- All Uniformed staff are not permitted to chew gum or smoke while in the public eye.
- Uniformed cabin crews are not permitted to chew gum or smoke while in the public eye.

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- Employees must never run while in uniform as a rushed appearance takes from the overall professional image.
- No visible tattoos or piercings are permitted.
- No sunglasses can be worn with the uniform.
- Uniforms have to be clean and well pressed at all times
- Uniforms must be dry cleaned only and not washed in a machine.
- Scarves must be worn underneath your coat and buttoned to the top and closed at all times when worn.

#### **Coat**

- Coat must be worn and fully buttoned at all times.
- Scarves are only allowed to be worn with the coat and scarf must be tucked underneath the coat

#### **Jacket**

- You have to wear your jacket fully buttoned at all times.
- Jackets must be removed after takeoff for the drinks service and Aprons worn.

#### **Skirts**

- Skirts must be worn on or below the knee.

#### **Blouse**

- Blouse must be changed daily. A bra must be worn at all times and the colour of the underwear must not show through the blouse.

#### **Handbag**

- It must be worn on the right hand shoulder.

#### **Crewbag/Trolley Case**

- To be carried in left hand. Not to be used without uniform.

#### **Name Badges**

- The above must be worn at all times in uniform.
- Name Badge must be placed on the right hand side

#### **Jewellery**

- Only one ring per hand is permitted. The only exception to this is for those who are married and may wear two rings (Wedding Band and Engagement Ring).
- Rings must be only worn on the ring finger. (Rings are not permitted on middle fingers)
- Earrings have to worn at all times, if ears are pierced. Pearls, gold or diamond studs are permitted only.
- Only one pair of earrings permitted at any time on the lower ear lobe.
- Chains, necklaces are not permitted to be worn.
- One Bracelet may be worn on the right-hand wrist. Bangles are not permitted.
- A neat, classic style watch must be worn at all times.





### **Nails and Make Up**

- Professional French Manicure or Nail Polish must be worn. French Manicure must be white tip and not clear. Nail Colour must be definite colour. (Bright, dark or light colours are not permitted).
- Make up must be worn in uniform and applied correctly.
- Lipstick must be worn. Lipstick must be definite colour. (Bright, dark or light colours are not permitted).

### **Hair Care**

- Hair should be kept clean and worn in a neat style.
- If hair is longer than jacket collar, it must be worn up in either a French Roll or a Doughnut.
- If hair is short it must be cut above the jacket collar. No hair clips are permitted.
- Hairpins and grips have to be the same colour as the hair.

## **7.4.2 MALE GROOMING REGULATIONS**

### **Uniform and Non Uniformed Male Employees**

- Uniformed cabin crew must wear full uniform at all times when on duty or travelling to/from work.
- Hands must be kept out of pockets at all times.
- Do not make any individual variation or additions to the uniform (e.g. buttons)
- Do not wear any items of the uniform outside work.
- Never consume alcohol while in uniform. Immediate disciplinary action will be taken to anyone who does not adhere to the rules.
- Uniformed cabin crews are not permitted to chew gum or smoke while in the public eye. The only
- Employees must never run while in uniform as a rushed appearance takes from the overall professional image.
- No visible tattoos or piercings are permitted.
- No sunglasses can be worn with the uniform.
- Uniforms have to be clean and well pressed at all times
- Uniforms must be dry cleaned only and not washed in a machine.
- Shoes must be black leather.

### **Coat**

- Coat must be worn and fully buttoned at all times.

### **Jacket**

- You have to wear your jacket fully buttoned at all times.
- Jackets must be removed after takeoff for the drinks service.

### **Shirts**

- Shirts must be clean, pressed and changed daily.



#### **Crewbag/Trolley Case**

- To be carried in left hand. Not to be used without uniform.

#### **Name Badges/Tie Pins**

- The above must be worn at all times in uniform.
- Name Badge must be placed on the right hand side
- Tie Pins must be worn at all times.

#### **Jewellery**

- Only one ring per hand is permitted. The only exception to this is for those who are married and may wear
- two rings (Wedding Band and Engagement Ring).
- Rings must be only worn on the ring finger
- Chains, necklaces and bracelets are not permitted to be worn.
- A neat, classic style watch must be worn at all times.

### **7.5 Prohibition and Incompatibilities**

Engagement in any of the following ways may lead to prosecution and/or disciplinary action:

- 7.5.1 It is forbidden for a RWANDAIR employee to release any information, paper or document to third parties without the approval of the Chief Executive Officer or his/her nominee;
- 7.5.2 It is forbidden to remove, alter or destroy official records.
- 7.5.3 It is forbidden for RWANDAIR employee to smoke in the offices, to take alcohol or any other toxic substance during working hours
- 7.5.4 It is forbidden for RWANDAIR employee to come at work in a drunken or intoxicated state or have a smell alcohol on them
- 7.5.5 It is forbidden for RWANDAIR employee in Company Uniform to consume liquor in a public place
- 7.5.6 It is forbidden for RWANDAIR employee to drink liquor or use a drug having narcotic effect within twelve (12) hours prior to reporting for duty
- 7.5.7 It is forbidden to perform any incitement related to politics or to deliver any speech or to bear distinct signs of political parties at the work place

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- 7.5.8 It is forbidden to insult, abuse or physically attack colleagues or clients both during and after working hours
- 7.5.9 It is forbidden for an RWANDAIR employee to carry out any business activity that can lead to a conflict of interest with the RWANDAIR
- 7.5.10 It is forbidden to carry out personal business activity during working hours and practice of other authorised activities
- 7.5.11 Employees shall not be involved in romantic relationships at work. Romantic workplace relationships create polarization in the workplace, employee distraction, and feelings of awkwardness among other employees
- 7.5.12 Employee shall not be involved with the representation of persons that have a business relationship with the RWANDAIR under any circumstances.
- 7.5.13 Gifts of cash( in any amount) must never be accepted and must be reported to the Corporate Security Office or Deputy CEO's Office
- 7.5.14 Any donations (tips or presents) offered should be politely refused

## **8. CATEGORIES OF MISCONDUCT**

- 8.1 Minor misconduct;
- 8.2 Serious misconduct;
- 8.3 Gross misconduct;

### **8.1 Minor misconduct**

Examples of minor misconduct include the following:

- 8.1.1 Leaving one's workplace or work station early without permission or valid reason
- 8.1.2 Unauthorized absence from the work place during working hours
- 8.1.3 Failure to display RWANDAIR Identity card while on duty
- 8.1.4 Being inappropriately dressed

### **8.2 Serious misconduct**

Examples of serious misconduct include:



- 8.2.1 Reporting late for duty
- 8.2.2 Unauthorized absence from work during a period from 1 to 2 calendar days;
- 8.2.3 A threatening or aggressive behaviour towards his/her colleagues, his/her superiors, clients
- 8.2.4 Failure to obey lawful and reasonable instructions given by the superiors
- 8.2.5 Drinking alcohol or using drugs during working hours;
- 8.2.6 Being guilty of insulting or threatening language;
- 8.2.7 Unauthorized use or abuse of the RWANDAIR facilities or equipment including a computer system
- 8.2.8 Deliberate access on the Internet or online chatting (MSM messenger, yahoo etc... during working hours on private issues.
- 8.2.9 Deliberate sending whether on the internal email system or externally, of bulk unsolicited mail, commercial advertising of other businesses, mail flooding
- 8.2.10 Failure to respect procedures and instructions set by the Administration
- 8.2.11 Failure to take action against an officer under your supervision who has committed an offence.
- 8.2.12 Failure to provide information intended to the public when required by the clients
- 8.2.13 Connecting a modem and any other external equipment that may hamper with RWANDAIR ICT network without authorization from IT Department.
- 8.2.14 Sleeping at work during working hours
- 8.2.15 Unauthorised use of cell phones while on duty
- 8.2.16 Failure to notify company of your illness within 1 day
- 8.2.17 Deliberately leaving passengers/ customers un attended
- 8.2.18 Deliberately placing customers on hold without sound reasons relating to customer care

### **8.3 Gross misconduct**

Examples of gross misconduct include but are not limited to:

- 8.3.1 Unauthorized absence from work during a period from 1 to 7 calendar days;

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- 8.3.2 Absence from work or reporting late for duty causing a flight to delay more than 30 minutes
- 8.3.3 Embezzlement, theft and petty pilfering;
- 8.3.4 Being guilty of fraud or corruption;
- 8.3.5 Being guilty of criminal acts at or outside of RWANDAIR;
- 8.3.6 Being in a drunk or intoxicated state at RWANDAIR grounds during and after working hours;
- 8.3.7 Being drunk, fighting, or behaving in any other a shaming manner outside RWANDAIR grounds that will cause a negative image to RWANDAIR to the public
- 8.3.8 Being seen in the public eye in a sexually/ romantic situation with a fellow employee, a client, Company Partners during the course of duty
- 8.3.9 Giving or receiving, or attempting to give or receive, a bribe or inciting a person to make an act related to corruption;
- 8.3.10 Using one's position for personal advantage or attempting to do so;
- 8.3.11 Falsifying documents deliberately;
- 8.3.12 Fighting or making obstruction or attacking a fellow employee or any other person at the workplace;
- 8.3.13 Damaging an asset of the Company deliberately;
- 8.3.14 Incapacity with work due to alcohol or being under the influence of illegal drugs
- 8.3.15 Any act or omission at work, which causes an unacceptable loss of revenue or any other injury to RWANDAIR
- 8.3.16 An act or omission at work, which exposes people to danger
- 8.3.17 Showing a deliberate attitude / behaviour of disobedience or any other offensive act
- 8.3.18 Refusal to carry out duties in relation with the individual job description;
- 8.3.19 Deliberately neglecting the accurate achievement of some job requirements;
- 8.3.20 Disclosing professional confidentialities;
- 8.3.21 Breach of Company copy right in any form
- 8.3.22 Deliberately ignoring financial regulations or guidelines issued by the RWANDAIR or the Ministry of Finance,

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- 8.3.23 Taking advantage of one's position as a technician or IT engineer to destroy, amend or alter existing software, hardware or any other information or asset that belongs to the Company.
- 8.3.24 Demanding openly or implicitly, to receive indirectly or directly gifts or any other illegal profit for oneself or others or to accept it as a promise in order to render a service within his or her function, or mandate
- 8.3.25 Deliberately impersonating another computer user.
- 8.3.26 Deliberately damaging or deleting RWANDAIR business files on computer
- 8.3.27 Obtaining without authorization the access codes and/ or passwords of another computer user
- 8.3.28 Aiding an illegal passenger or person
- 8.3.29 Unauthorized possession of weapons, materials of explosive nature, company property/ any other Airline's property or symbols
- 8.3.30 Abuse of staff travel privileges
- 8.3.31 Failure to obtain and maintain a valid airport security ID, and essential license or licenses required by terms of Rwanda Civil Aviation Regulations or the Regulations of any other International Authorities

**8.3.32 Case requiring no further collection of evidence**

When an officer is caught red-handed, or the act is self evident he must be dismissed automatically and without notice in a period not exceeding 48 hours.

**8.3.33 Case of a gross misconduct which requires investigation**

An employee who is presumed to have committed a gross misconduct which requires investigation may be suspended from his duties for one month with possible extension to the second month depending on the complexity and/or gravity of the offence/fault committed.

**8.3.34 Suspected cases of fraud, corruption or theft**

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Any employee who has serious reasons to believe that another employee is involved in corruption, fraud or theft must report the matter directly to Security Department or through his/her Head of Department if he wishes.

The list of acts of misconduct enumerated above is not exhaustive but gives an indication of such misconduct, which can be regarded as minor, serious or gross misconduct.

## **9 DISCIPLINARY ACTION**

There are four forms of disciplinary sanctions which can be taken against any employee namely:

Verbal Warning  
Written Warning  
Final Written Warning  
Dismissal

### **9.1 Verbal Warning**

- 9.1.1 Verbal warning applies to acts of minor misconduct committed for the first time.
- 9.1.2 Verbal warning is issued by immediate supervisor of an offending employee, a copy to head of department and to HR for record keeping purposes.
- 9.1.3 Verbal warning is valid for three months after which it is set aside assuming the employee has not in the meantime committed other offences.

### **9.2 Written Warning**

A written warning is given if an offending employee:

- 9.2.1 Commits another act of minor misconduct before the elapse of 3 months
- 9.2.2 Commits an act of serious misconduct for the first time
- 9.2.3 A written warning is valid for 6 months after which it is set aside assuming the employee has not in the meantime committed other offences

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9.2.4 A written warning can be removed by the CEO on the request of an interested party, if the party obtained very good appraisal results and if he showed devotion and discipline.

### **9.3 Final Written Warning**

Final written warning will be issued:

- 9.3.1 When the employee commits three minor acts of misconduct within one period of six months or having been issued with a written warning followed by a minor misconduct
- 9.3.2 When an employee with a written warning commits another offence which constitutes an act of serious misconduct
- 9.3.3 When an employee is guilty of gross misconduct with mitigating circumstances
- 9.3.4 The sanction can be removed by the CEO on request of the interested party if the party obtained at least two very good assessments in the most relevant appraisal exercises
- 9.3.5 Final written warnings are valid for 1 year but can be escalated if the offender commits another offence.

### **9.4 Suspension from duties as sanction with salary deprivation**

It applies in the event of:

- 9.4.1 Final written warning followed by a minor or serious misconduct
- 9.4.2 Gross misconduct with mitigating circumstances
- 9.4.3 Time limit for suspension from duties must not exceed six months
- 9.4.4 A record of suspension remains in an offending employee's file for 2 years provided she/he does not commit any other offence.

### **9.5 Demotion**

Demotion applies in the case when an employee on a last written warning commits another act of serious misconduct;

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## 9.6 Dismissal

An employee is dismissed in case:

- 9.6.1 An employee on suspension from duty commits another act of serious misconduct less than six months after the end of suspension
- 9.6.2 An employee on demotion commits another act of serious misconduct;
- 9.6.3 An employee commits an act of gross misconduct.

## 10 DISCIPLINARY HEARING PROCESS

- 10.1 Any disciplinary action taken by RWANDAIR will be in terms of procedures authorized in this Code, and shall take into account the principles of natural justice and any other provisions of the Rwandan labour law.
- 10.2 Formal disciplinary hearing will be invoked only in instances where the sanction is Written Warning, Final Written Warning or Dismissal
- 10.3 Informal disciplinary hearing in form of counselling and correction will be encouraged to deal with minor misconduct acts
- 10.4 Any person involved in the disciplinary process who violates the professional secrecy will be liable to disciplinary action

### 10.2 Stages of the disciplinary process

#### 10.2 For an oral warning

- 10.2.1 The immediate supervisor formally charges the employee by informing him of the allegations and asking him to respond to the charges in writing.
- 10.2.2 If the immediate supervisor is not satisfied with the response, he/she issues him/her an oral warning as a sanction;( see appendix 1)
- 10.2.2 The immediate supervisor fills the suitable form and transmits it to the HR Department and keeps a copy in the file of the employee;( see appendix 1)

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### **10.3 For a written warning**

- 10.3.1 A Manager/Supervisor formally charges the alleged offender and requests him to respond to the charges in writing. Copies of the correspondence are sent to various supervisors of the employee and General Manager Human Resource
  
- 10.3.2 The reply to the charges should be provided by the employee within a time not exceeding 2 working days, with a copy for information to the head of HR and the Head of Department of the related staff;
  
- 10.3.3 If the relevant manager is not satisfied with the provided explanations, he or she will issue to the employee the sanction of a written warning and give copies to various supervisors of the employee and to the Head of HR
  
- 10.3.4 The Department of HR keeps the copy of the letter relating to written warning in the file of the employee for 2 years.

### **10.4 Suspension from Duty pending investigation**

- 10.4.1 This suspension may be considered when it is found that either employee may hinder investigations or cause further damage in case they remain in work places.
  
- 10.4.2 An employee who has been suspended from duty and subsequently found guilty of fault other than those leading to dismissal or cleared of all charges against him, shall immediately be reinstated to his job, and a third of his salary or other benefits shall be restored with effect from the date of suspension
  
- 10.4.3 The authority entitled to give suspension from duty pending investigation is a Head of the Department or the CEO

## **11 Investigations**

The concerned department must carry out necessary investigations before the disciplinary committee meets. The investigation must follow the following stages:

- 11.1 Identifying the rules or procedures that were violated and gathering all necessary documentation relating to the case;
  
- 11.2 Convening a disciplinary hearing attended by the offending employee and any witness;
  
- 11.3 Drawing up a report after investigation;

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11.4 Transmitting the investigation report to the CEO with a copy to the General Manager Resources and to the Department of the employee

**11.5 Invitation of the alleged offender**

- 11.5.1 The General Manager HR invites the alleged offender to attend a hearing by forwarding an invitation at least 5 working days before the meeting of the disciplinary committee in order to give the alleged offender enough time to prepare his/her defence. This letter must specify the nature of the charges, or allegations, the date and the place of hearing;
- 11.5.2 Having finalised the proceedings at the committee meeting, the chair person of the disciplinary committee asks a representative of the Department that carried out the investigations to disclose the facts of the matter.
- 11.5.3 After the presentation of the facts, the chair person asks the alleged offender to present his/her means of defence, after which the alleged offender is cross-examined by members of the disciplinary committee.
- 11.5.4 The disciplinary committee may invite more witnesses if it so wishes and the alleged offender will be given an opportunity to cross examine the witness;
- 11.5.5 At this point, the disciplinary committee releases the alleged offender and then deliberates in confidence on the matter before submitting its recommendations to SMT.
- 11.5.6 A report of the meeting of the disciplinary committee is drawn up by the secretary of the committee and is signed by all the members. The secretary also prepares the minutes of the same meeting for filing as a permanent record.
- 11.5.7 The secretary makes copies of the signed report and forwards them to the General Manager HR for transmission to the Executive Committee
- 11.5.8 The Executive Committee examines the report of the Disciplinary Committee and makes the final decision that is notified to the employee by the competent authority.

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**12. CATEGORIES OF OFFENCES, CORRECTIVE ACTION AND AUTHORITIES ENTITLED TO TAKE DISCIPLINARY ACTION**

<b>Offences</b>	<b>Sanction</b>	<b>Competent authority</b>
All acts of minor misconduct committed for the first time.	Verbal warning	-Direct supervisor occupying a position not lower than Team leader
Acts of minor misconduct committed before the elapse of the All acts of serious misconduct committed for the first time.	Written warning	- Manager  - Head of Department for Managers
Three (3)minor acts of misconduct within one period of six months  A written warning followed by another an act of serious misconduct  Guilty of gross misconduct with justifiable circumstances.	Final warning	-Head of Department
Final written warning followed by a minor or serious misconduct  Gross misconduct with mitigating circumstances	Suspension from duty	- Head of Department  - CEO  - DCEO
last written warning followed by another act of serious misconduct;  Suspension from duty followed by another act of misconduct.	Demotion	CEO



Offences	Sanction	Competent authority
Suspension from duty followed by another act of serious misconduct  Demotion followed by another act of misconduct;  All acts of gross misconduct.	Dismissal	CEO
	Dismissal of General Managers is done by the BoD	Board of Directors

### 13. DISCIPLINARY COMMITTEE

Any case involving an employee who commits an act of gross or serious misconduct or, being on Final written warning and commits misconduct will be examined by the disciplinary committee.

The disciplinary committee has the following role:

- 13.1 Examining the received accusations and proof
- 13.2 Examining any evidence before the hearing from the offending employee or possible witnesses;
- 13.3 Offering a hearing to the alleged offender or possible witnesses;
- 13.4 Writing or submitting a report.

The disciplinary committee must be constituted in the following way:

Level of the alleged offender	Members of the committee
Team leaders, Supervisors and staff below	<ul style="list-style-type: none"> <li>• General Manager HR or his/her nominee having the rank of head of Manager (Chair)</li> <li>• Head of Department of the alleged offender or his/her</li> </ul>



Level of the alleged offender	Members of the committee
	nominee having the rank of Manager  Head of another Department or his/her delegate having the rank of head of Division.
Managers, Senior Managers and Directors	General Manager HR (Chair).  Head of Department of the alleged offender  Head of another department.
General Manager and above	Disciplinary Committee whose members are designated by the Board of Directors.

No member of RWANDAIR staff will take part as a member of the disciplinary committee if he/she was previously involved as a witness in the same case or has personal interests that can influence the other members of the committee in their decision-making.

#### 14 APPEAL

- 14.1 An employee will have the right to lodge an appeal if he/she so wishes against any disciplinary action resulting from determinations made in terms of this Code with the exception of oral warnings;
- 14.2 An employee must lodge an appeal in a written form and send it either to the CEO. For employees appointed by the board they should forward their appeal to the Board of Directors
- 14.3 The members of the appeal committee are designated by the CEO
- 14.4 The appeal committee is convened by the General Manager HR, under mandate of the CEO.

#### The appeal committee is responsible for:

- 14.5 Considering any evidence and reports relating to the case;
- 14.6 If necessary inviting any person for additional evidence and report;



- 14.7 To make a decision by confirming the sanction taken before, by modifying the sanction or by setting aside the sanction;
- 14.8 The appeal committee draws up a report and transmits it to the CEO or to the Chairman of the Board for their final determination;
- 14.9 The CEO or the Chairman of the Board makes the final decision and notifies it in writing to the employee;
- 14.10 No appeal can be lodged against the decision of the appeals committee.
- 14.11 Deadline of lodging an appeal:

\*An employee who wishes to lodge an appeal against a sanction given to him will make it within 14 calendar days from receipt of notification against which he wishes to appeal

## **15. CRIMINAL PROCEEDINGS AND CASES BEFORE COURT**

The fact that criminal proceedings have not been instituted against an employee shall not preclude taking of disciplinary action for the same offence by RWANDAIR nor shall acquittal in a court of law for the same offence deter the disciplinary process in RWANDAIR.

RWANDAIR may be entitled to terminate an employee even when criminal proceedings against him or her in a court of law have not been finalised. The outcome of the criminal proceedings shall not affect the Authority's decision to dismiss suspended employee or impose any other sanction.

## **16. COMMUNICATIONS**

### **16.1 External Communication**

Only the CEO or an officer authorized by him can make Public statements on behalf of the Company

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**16.2 Internal Communication**

An employee who wishes to submit matters for consideration by higher authorities shall submit the same through his immediate supervisor or his Head of Department.

In forwarding letters sent through them the supervisor or Head of Department or their representative shall give their appropriate versions or comments.

All correspondence shall be sent to the CEO through the respective Head of Department or Regional Manager; provided that sensitive or confidential information of an ethical nature may be addressed directly to the CEO.

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**Annex 1. Oral Warning Letter**

Date:

Name of staff	ID No
Job Title	
Department	
Name of Supervisor/ Acting Supervisor	
Job Title	

**Nature of inappropriate work-related behavior**

Please clearly state inappropriate behavior, dates of occurrence, supervisory action taken to date, etc. for an oral Warning  .....	Date
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Employee **Signature:**

Date:

Supervisor **Signature:**

Date: