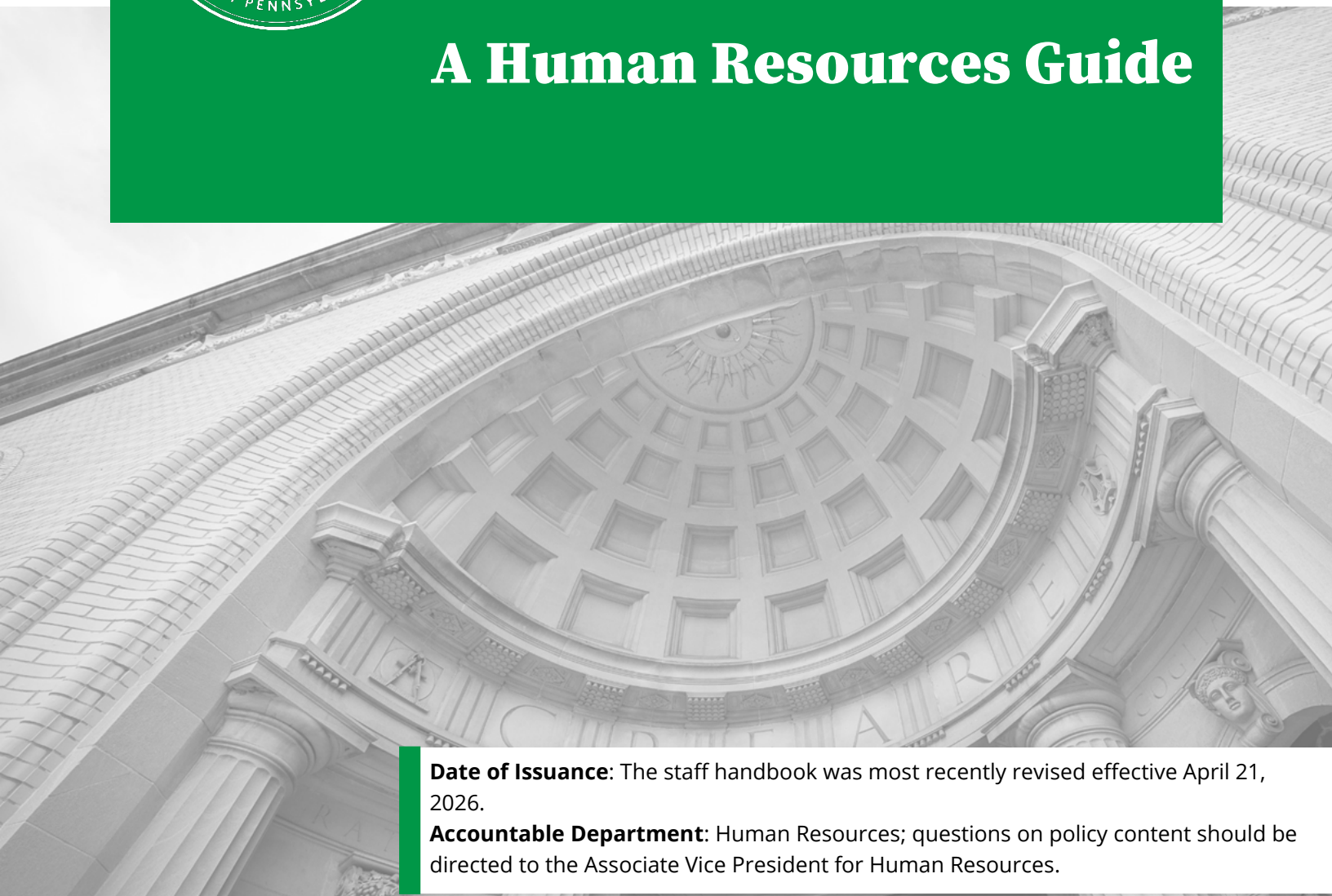
CMU-Africa Staff Handbook

A Human Resources Guide



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CONTENTS

Contents 2

I. INTRODUCTION 7

1. About This Guide 7

2. Equal Employment Opportunity 7

3. Human Resources 8

II. Employment Policies and Procedures 8

1. Our Expectations 8

2. CMU-Africa Staff Definitions 9

3. Intellectual Property 9

4. Probation Period 9

5. Hours of Work 9

5A. Work Schedules/Attendance 10

5B. Meal Periods 10

6. Flexible Work Arrangements 10

7. Discrimination, Harassment and Sexual Misconduct 10

7A. Resources for Mandatory Reporting 11

7B. Workplace Harassment Training 11

7C. Discriminatory and Sexual Misconduct Procedures for Staff Respondents 12

8. Child Protection 12

9. Conflict of Interest/Commitment 13

10. Confidentiality 13

11. University Property 13

12. No Solicitation - No Distribution Policy 14

13. Personnel Records 14

14. Changes in Personal Information 14

15. Reasonable Accommodations for Disabilities 14

16. Lactation Support 14

17. Pay Transparency Nondiscrimination 14

18. Staff Development 15

18A. Applying for a Posted Position 15

18B. Eligibility Requirements 15
18C. Position Consideration and Communication 16
18D. When You Are Offered a Position 16
18E. Professional Development 17
19. Employment Separation 17
19A. Separation for Legitimate Reasons and Separation for Gross Misconduct 17
19B. Layoff 19
III. Compensation and Benefits 19
1. Compensation 19
1A. Annual Review 20
1B. Your Paycheck/Advice 20
1C. Income Taxes 21
1D. Time Records 21
1E. Scheduled Hours and Overtime 21
1F. Overtime Pay and Compensatory Time Off 21
1G. Garnishment of Pay 22
2. Employment Date 22
3. Benefits Eligibility 22
4. Health and Welfare Benefits 23
4A. Medical, Prescription, Vision and Dental Plans 23
4B. Life and AD&D Insurance 23
5. Financial Benefits 23
5A. Retirement Savings 23
5B. Flexible Spending Accounts 24
6. Tuition Benefit Programs 24
7. Holidays 25
8. Annual Leave/Paid Time Off 25
8A. Local Positions 25
8B. Expatriate Staff Positions 26
8C. Part-time Local and Expatriate Staff Positions 27
8D. Use of Annual Leave/PTO 27

9. Volunteer Time Off (VTO) 27
10. Short- and Long-Term Sick Leave 28
10A. Short-Term Sick Leave 28
10B. Long-Term Sick Leave 28
11. Maternity Leave 28
12. Staff Parental Leaves of Absence 29
13. Personal Leave 29
14. Circumstantial Leave 29
15. Bereavement Leave 30
16. Military Leave 30
17. Employee Assistance Program (EAP) 31
17A. Summary of Services 31
17B. Time Off for Counseling 31
17C. Release of Information 31
IV. Staff Relations 31
1. Receiving Feedback about Your Work Performance 31
2. Solving Work-Related Problems at CMU-Africa through Informal Channels 32
2A. Your Supervisor 32
2B. CMU-Africa Chief Operations Officer 32
2C. Additional Issues 32
3. Staff Grievance Procedure: A Formal Process for Resolving Work Related Problems 32
3A. Filing a Grievance 33
3B. Steps in the Grievance Procedure 33
4. Disciplinary Guidelines 35
4A. Performance Coaching 35
4B. Verbal Warning 35
4C. Written Warning 36
4D. Suspension 36
4E. Involuntary Separation of Employment 36
V. EMPLOYEE SAFETY 36
1. Confidential Ethics Reporting Hotline 37

2. Emergency Closings 37
3. Emergency Preparedness and Response 37
4. Information Security Office 37
5. Alcohol and Drugs 38
6. Workplace Threats and Violence 38
7. Deadly Weapons 38
8. Sexual Assault and Relationship Violence 38
9. Green Dot – Bystander Training 39

Welcome to the Carnegie Mellon Community!

As one of the top research universities in the world, Carnegie Mellon University ("Carnegie Mellon") is only as good as the people who help us innovate and operate every day. Faculty and staff at Carnegie Mellon are the heart of the university's success — working with students to accomplish the university's mission to have a transformative impact by advancing human knowledge and the human condition, catalyzing new research to benefit the economy, and educating the next generation of thinkers, innovators, doers and creators. Find more on Carnegie Mellon's mission.

Carnegie Mellon strives to create an environment where every member of our community can not only contribute to the university's success, but also achieve personal career satisfaction and growth.

The *CMU-Africa Staff Handbook: A Human Resources Guide* serves as a resource for staff members during their CMU-Africa careers to provide an overview of university policies, procedures, and employment practices, as well as benefits and resources.

I. INTRODUCTION

1. About This Guide

The ***CMU-Africa Staff Handbook: A Human Resources Guide*** ("handbook") is applicable to all staff employees of the university working at CMU-Africa. This handbook is intended to provide guidance as to the university's employment practices and procedures, and to address the operational differences of the CMU-Africa campus necessitated by the requirements of applicable local law. To the extent that any provision herein conflicts with the requirements of Rwandan law, Rwandan law shall prevail.

Except as otherwise specifically noted, this handbook does not apply to faculty or students.

It is the responsibility of all employees to familiarize themselves with the contents of this handbook.

As needed, the university may unilaterally and in its sole discretion amend, supplement or delete any of the provisions described in this handbook, as well as any other employment benefits, work rules or policies, without prior notice to you. Every effort will be made to inform employees of changes as they occur.

If there are any questions as to the interpretation or application of specific sections of this handbook, or matters not covered herein, the Human Resources business partner for Rwanda may be contacted for guidance.

2. Equal Employment Opportunity

Carnegie Mellon recognizes that its success depends on the development and use of the full range of human resources. At the basis of this precept is equal employment opportunity. Through administration of the Equal Employment Opportunity / ADA Policy and related policies, the university intends to assure that it maintains an inclusive work and learning environment where all employees have the opportunity to succeed.

Carnegie Mellon is committed to:

- using job-related requirements to evaluate staff for promotion and applicants for employment;
- prohibiting discrimination on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, marital status, parental status, religion, ancestry, veteran status, or genetic information; and
- complying with applicable local laws.

The university's equal employment opportunity commitments are met through the broad-based, decentralized efforts of the campus community.

The administration of the university's equal employment policies is a shared responsibility. The president of the university, as well as the provost, vice presidents, deans, department heads and hiring supervisors support the importance of equal employment opportunity as a critical component of university operations. The Office of Human Resources coordinates, implements and monitors equal employment opportunity policies and programs, reports results, and handles or refers complaints to appropriate university contact points.

For more information on this subject matter, refer to the university's Equal Employment Opportunity / ADA Policy.

Additionally, Carnegie Mellon does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, marital status, parental status, religion, ancestry, veteran status, or genetic information. Furthermore, Carnegie Mellon does not discriminate and is required not to discriminate in violation of federal, state, or local laws (including Articles 8 and 9 of Government of Rwanda Official Gazette No. Special of 06/09/2018 and Article 16 of the Constitution of the Republic of Rwandan of 2003, as revised in 2015) or executive orders. For more information, please see the university's Statement of Assurance.

3. Human Resources

It is the goal of the Office of Human Resources to promote the university's mission by providing high-quality HR services and programs that:

- Help attract, develop and retain a world-class workforce;
- Offer proactive and innovative support to faculty and staff; and
- Ensure policies are developed, disseminated and applied in a manner consistent with legal and regulatory requirements.

For more information about the services Human Resources provides, go to the HR website, which includes information about benefits and compensation, recruiting and staffing services and professional development services.

Policies set forth in this handbook are not intended to create an express or implied contract, nor are they to be construed to constitute express or implied contractual obligations of any kind between Carnegie Mellon and any of its employees.

II. EMPLOYMENT POLICIES AND PROCEDURES

1. Our Expectations

You are expected to give your best efforts at all times toward your assigned job duties. While you are on the job, you are expected to be working and using your time and university resources for the purpose of doing your job.

Every employee, regardless of the position held, has general responsibilities to CMU-Africa and its community. These responsibilities include maintaining high standards of quality and productivity; properly caring for CMU-Africa equipment and property; having regular attendance; complying with all rules, regulations, policies and procedures of the university; cooperating with and respecting other members of the Carnegie Mellon community (including supervisors, co-workers, faculty and students) and their property; and generally demonstrating integrity as a CMU-Africa employee.

2. CMU-Africa Staff Definitions

A "**local"** position is generally held by an employee who is specifically hired to work in a position at CMU-Africa that is classified by the university as a local position. Individuals holding these positions could include Rwandan nationals, third country nationals or U.S. citizens hired to work at CMU-Africa.

An **"expatriate"** staff position is held by a staff member who was originally hired to work in Pittsburgh and is assigned from the Pittsburgh campus to CMU-Africa for a limited duration with the expectation of returning to the Pittsburgh campus upon the conclusion of the assignment in Rwanda. In some instances, however, the employee hired for the expatriate staff position is originally hired to work in, and will return to, a university U.S. work location other than Pittsburgh. An expatriate's offer letter typically sets forth the expectation relative to returning to, or not returning to, Pittsburgh upon the conclusion of the CMU-Africa appointment.

Exceptions to the above definitions may occur based upon the circumstances of the assignment as determined by the university.

3. Intellectual Property

Upon accepting employment, new staff members are required to abide by the university's Intellectual Property Policy and sign an Intellectual Property Agreement Form, both of which can be accessed at Intellectual Property Policy. In addition, you will be bound by certain additional restrictions on intellectual property unique to CMU-Africa as set out in the CMU-Africa IP Acknowledgement Form [pdf] that you must sign as a condition of your employment at CMU-Africa.

4. Probation Period

New staff members are hired under a three-month probation period. During this time, the supervisor determines whether the staff member has the knowledge and skills to perform the job satisfactorily.

Your supervisor may offer feedback on your work performance during the probation period.

If your supervisor determines during the probation period that you do not have the knowledge and skills to perform the job satisfactorily, upon providing you with a written performance evaluation, the university may terminate the employment relationship without prior notice. In the alternative, after providing you with the written evaluation of your performance during the probation period, your supervisor may extend your probation period for up to three additional months.

A probation period also applies to current staff members who transition into new positions within the same department or to a different department at the university.

A new staff member is not eligible to use the staff grievance procedure (described in the Staff Relations section) during the initial/extended probation period unless the issue involves alleged discrimination. Current staff members who have already served an initial/extended probation period of employment are eligible to use the staff grievance procedure.

5. Hours of Work

The standard workweek for full-time staff members at CMU-Africa is 37.5 hours.

5A. Work Schedules/Attendance

The CMU-Africa workweek begins at 12:01 a.m., Central Africa Time, on Monday. The CMU-Africa expected in-person workweek hours are 9 a.m. to 5 p.m., Monday through Friday, and it is expected that all offices will be open during these regular hours.

You are expected to be at work on time and to work a full schedule each day. If illness or other problems will cause you to miss work, you are asked to notify your supervisor within the first hour of your scheduled workday.

5B. Meal Periods

Meal periods should be coordinated with your supervisor. Meal periods are unpaid and may last up to one hour, but no less than 30 minutes, for full-time staff members. Part-time staff members may have an unpaid meal period, depending on the length of their workdays.

6. Flexible Work Arrangements

In recognition of the diversity of organizational needs, Carnegie Mellon offers flexible work arrangements for eligible employees (faculty and staff) in situations where the business needs of the college/division can be equally or better met while allowing the employee to balance professional and personal responsibilities. Flexible work arrangements, which are intended to support productivity and increase engagement, are available at the discretion of the employee's supervisor and can be modified or discontinued by the university at any time.

At CMU-Africa, a flexible work arrangement (FWA) is the organizing of work such that the work schedule meets the university's needs while balancing the employee's work and personal needs. FWAs, as such, are intended to address the scheduling of work hours and provide employees with the opportunity to adjust their start and end times, within certain limits, but does not alter the total number of hours worked in a workweek.

Requests for flexible schedules are evaluated and approved on a case-by-case basis by the employee's supervisor. Any consideration of a flexible work arrangement must include the business needs of the department and the particular position requirements (e.g., student facing positions). As such, some units may be unable to offer flexible hours for some positions and/or during certain times of the year.

Under flexible working arrangements, employees can request a start time between 7:30 a.m. and 9:30 a.m.

Daily hours totaling 7.5 per day, 5 days per week Monday through Friday remain unchanged.

A request for an alternative schedule (i.e., the schedule set forth in Section III, Item 1E.) must be discussed and confirmed in writing with an individual's supervisor and in most cases must be fixed for a period of at least one semester in duration. Additional information including the participation criteria and approval process are discussed in the Flexible Work Arrangement Guidelines for CMU-Africa Faculty and Staff [pdf].

7. Discrimination, Harassment and Sexual Misconduct

It is the policy of Carnegie Mellon to maintain an academic and work environment that promotes the

confidence to work, study, innovate and perform without fear of discrimination, harassment, or sexual misconduct. Such misconduct diminishes individual dignity, is contrary to the values of the university and is a barrier to fulfilling the university's mission. It will not be tolerated at Carnegie Mellon.

It is the responsibility of every member of the university community to foster an environment free of discrimination, harassment, and sexual misconduct. All members of the university community are encouraged to take reasonable and prudent actions to prevent or stop such behavior.

The university's Statement of Assurance prohibits all forms of unlawful discrimination or harassment. Specifically, Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, parental status, marital status, religion, ancestry, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws (including Articles 8 and 9 of Government of Rwanda Official Gazette No. Special of 06/09/2018 and Article 16 of the Constitution of the Republic of Rwandan of 2003, as revised in 2015) or executive orders. The university's Interim Discriminatory and Sexual Misconduct Policy contains grievance procedures that provide for the prompt and equitable resolution of Complaints alleging any action which is prohibited by the Statement of Assurance.

The university's Interim Discriminatory and Sexual Misconduct Policy prohibits all forms of discrimination on the basis of any Protected Class, including disparate treatment discrimination, discriminatory harassment, sex-based harassment, sexual assault, sexual exploitation, sexual harassment, stalking, dating violence, domestic violence, retaliation, and violation of protective measures (collectively referred to as "Prohibited Conduct"). Detailed definitions of the categories of Prohibited Conduct are set forth in the Policy.

All staff members are expected to be familiar with and must abide by these Policies. Staff members found in violation of these Policies may be subject to discipline up to and including involuntary separation of employment.

7A. Resources for Mandatory Reporting

All Carnegie Mellon Employees are required to report information about potential violations of Interim Discriminatory and Sexual Misconduct Policy to the Office for Institutional Equity and Title IX or the Title IX Coordinator.

Reports may be submitted by phone (412-268-7125) or email (institutionalequity@andrew.cmu.edu).

HR business partners are also available to help facilitate the reporting of any suspected violations of the Interim Discriminatory and Sexual Misconduct Policy. Please see Section IV of the Interim Discriminatory and Sexual Misconduct Policy for more information about how to file a report and mandatory reporting obligations.

7B. Workplace Harassment Training

The Office of Human Resources provides an online program called *Preventing Workplace Harassment* to increase awareness and understanding of potentially offensive behaviors, to foster an atmosphere of

respect and professionalism, and to set the tone and expectation that sexually-harassing behavior will not be tolerated.

This computer-based training program explains the different forms that sexual harassment can take as well as university and individual legal obligations and provides practical guidance on how to determine if an action could be construed as harassing. It can be accessed from the Human Resources website. **All Carnegie Mellon University staff members are expected to complete this training program within their first 30 days at Carnegie Mellon.**

For more information, refer to the HR Website.

7C. Discriminatory and Sexual Misconduct Procedures for Staff Respondents

The following procedures apply to the adjudication of alleged Prohibited Conduct against Staff Respondents under Section VI.D of the Interim Discriminatory and Sexual Misconduct Policy.

The Office for Institutional Equity and Title IX will send a copy of the Complaint, the Investigative Report, and any relevant evidence to the assistant vice president of human resources, people and organizational effectiveness. The assistant vice president of human resources, people and organizational effectiveness or designee (collectively AVP-PEO) has discretion to:

i. Adjudicate the matter via the Procedures for Adjudication without a Live Hearing [pdf] with the AVPHR serving as the Decisionmaker; or
ii. Refer the matter for live hearing using the Hearing Procedures set forth in Section VI.E of the Interim Discriminatory and Sexual Misconduct Policy.

In either case, the parties may appeal the outcome as detailed in Section VI.F of the Interim Discriminatory and Sexual Misconduct Policy.

8. Child Protection

Carnegie Mellon is committed to providing a safe and secure environment for all minors involved in any programs or activities conducted on any of its campuses, as well as any off-campus programs or activities sponsored by the university.

The university's Policy on the Protection of Children in Carnegie Mellon University Programs, Activities and Facilities sets forth the university's requirements for and expectations of faculty, staff, students, contractors and volunteers who operate and/or participate in programs involving minors. The purpose of this Policy is to ensure the safety and well-being of minors while setting high standards to encourage the pursuit of excellence in our engagement, outreach, and service to the community. All members of the Carnegie Mellon community, including faculty, staff, students, contractors and volunteers, are expected to act in accordance with this Policy, as applicable to the work location in which they work and in compliance with local laws.

Regardless of their work location, every member of the Carnegie Mellon community has an ethical and legal obligation to immediately report instances or suspected instances of child abuse or any other inappropriate interactions with minors who are under the university's care, supervision, guidance or

training. CMU-Africa employees may report such incidents to their supervisors, the CMU-Africa HR officer, or the university's Office for Institutional Equity and Title IX. Employees can anonymously file a report by calling 844-587-0793 or visiting cmu.ethicspoint.com. In addition, employees must comply with any applicable Rwandan laws.

9. Conflict of Interest/Commitment

In pursuit of the university's mission, faculty and staff often become involved in outside activities. While extramural activities benefit the university and are generally encouraged, in some circumstances such activities give rise to conflicts of interest or commitment. Conflicts of interest occur when university members are in a position to influence a decision on policy or purchases where they might directly or indirectly receive financial benefit or give improper advantage to associates. Conflicts of commitment arise when university members' involvement in outside activities interferes with their primary commitments to the university. University members should only become involved in extramural activities insofar as they advance the mission or prestige of the university and the activities do not interfere with their responsibilities to the university. The university strongly encourages university members to disclose to the appropriate dean or department head their outside commitments on a regular basis.

For more information, refer to the Policy on Conflict of Interest/Commitment.

10. Confidentiality

Staff members at CMU-Africa may have access to confidential, proprietary, or private information of various types, including but not limited to, student records, employee records, alumni or donor records, admissions records, payroll records, university business information, financial records, personally identifiable information, intellectual property, research data, medical records, and other information subject to contractual or legal obligations of confidentiality. Staff members understand and agree that they are given access to such information and data solely for the purpose of performing their assigned and authorized employment tasks and will not access, disclose or otherwise use such information and data for any other purpose. Staff members are expected to maintain the confidentiality of the foregoing information and to follow all applicable legal, contractual and policy restrictions regarding the use, disclosure and safeguarding of such information. Failure to do so may subject staff members to disciplinary action, up to and including termination of their employment and/or legal or criminal proceedings under applicable law.

Staff members who become aware of an unauthorized access, disclosure or use of such information or data (whether due to their own or others' acts or omissions), are expected to immediately notify their supervisor and/or the Carnegie Mellon University personnel that authorized their access to such information or data.

Employees who violate confidentiality standards may be subject to discipline, up to and including separation of employment.

11. University Property

Carnegie Mellon reserves the right to search university property and personal property brought into the workplace and reserves the right to use other investigative methods, including video surveillance, as the

university deems necessary. Refusal to cooperate in the conducting of a search will be considered a violation of this policy and the staff member may be subject to discipline, up to and including involuntary separation of employment.

12. No Solicitation - No Distribution Policy

An employee may not solicit for any purpose (or distribute materials or literature of any kind) to another employee(s) when either employee is on working time. Working time does not include authorized break periods, meal times or other periods during the workday when the employee is authorized not to be engaged in the performance of work duties. An employee may not distribute materials or literature in working areas at any time, except by email during non-work time. Violation of these rules will subject an employee to appropriate discipline.

13. Personnel Records

A staff employee may review their personnel file in accordance with applicable law. To do so, submit a request in writing to assistant vice president for human resources, people and organizational effectiveness.

The executive assistant II for HR will work with the department to provide the staff member with access to the hard copy or electronic records within a reasonable time period but no later than 30 business days from the date of receiving the written request.

14. Changes in Personal Information

Changes in Personal Information Staff members can update personal and contact information in Workday using the self-service function. Refer to the Update Contact Information System Guide [pdf].

For changes to your work address, please contact HR Employee Services.

15. Reasonable Accommodations for Disabilities

If you have a disability, you may qualify for certain accommodations to enable you to perform the essential functions of your position. Employees requiring accommodations are encouraged to discuss your workplace accommodation needs with the Office of Disability Services at 412-268-5072 or employeeaccess@andrew.cmu.edu.

16. Lactation Support

During the twelve-month period starting from the date of birth of the child, the employee is entitled to a paid breastfeeding break of one hour per day.

17. Pay Transparency Nondiscrimination

Carnegie Mellon will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation,

proceeding, hearing or action, including an investigation conducted by the employer, or (c) consistent with the university's legal duty to furnish information.

18. Staff Development

CMU supports an environment and culture that values the pursuit of career mobility and encourages all interested staff members to pursue internal career opportunities that align with their background, experiences, and interests. While not required, a discussion between the employee and their supervisor is encouraged, prior to pursuing another internal opportunity. The knowledge of the staff member's pursuit of another opportunity should in no way negatively affect their current standing, treatment, or other conditions of their current position.

All staff members are encouraged to review the internal CMU Careers website and apply to any opportunity that seems to be a good match with their career goals and experience. Employees can create a personal profile within Workday that details their interests, certifications, education, job history and work experiences. Updated profiles allow employees to apply for internal job postings quickly and efficiently. Additionally, updated profiles provide a database of internal talent that supervisors and HR recruiters can leverage to identify employees qualified for internal postings and/or development opportunities. For a step by step guide on how to update your profile, refer to the Career Profile and Related Tools for Employees System Guide [pdf]. Requests for assistance should be directed to HR Employee Services.

You can learn about campus employment opportunities in a variety of ways:

- Open staff positions are listed on the Human Resources jobs website, Careers@CarnegieMellon. Each posting includes the job title, department, and a brief description of the responsibilities and requirements of the job. Internal job applicants are directed to view open positions in Workday.
- If you require an accommodation to participate in any part of the employment process, please contact Disability Services by emailing employeeaccess@andrew.cmu.edu or calling 412-268-5072.
- All positions are advertised in local and national publications as well as on job and career websites.

18A. Applying for a Posted Position

To apply for a posted position, you should submit an online application and resume via the Careers functionality in Workday. You are encouraged to also include a cover letter summarizing your interest in the position. Since some jobs are filled soon after being posted, it is important that you apply as early as possible in the recruitment process.

18B. Eligibility Requirements

To be eligible for consideration for a new role, the staff member must:

1. Complete 12 months of continuous service in their current role;
2. Demonstrate a history of satisfactory performance within the past six months; and,
3. Meet the minimum qualifications associated with the position, as listed on the job posting.

Upon receipt of application, recruiters will verify and confirm that the internal candidate meets the eligibility requirements by contacting the staff member's assigned HR business partner.

If it is determined that the eligibility requirements are not met, the internal candidate will be notified that they will not be moving forward in the search process. If the eligibility requirements are met, or an exception has been approved, the recruiter will forward the candidate to the hiring team for further review and consideration.

Exception Process:

Except under very unusual circumstances, staff members are required to complete 12 months of continuous service in a position to be eligible to apply for positions in other departments.

Staff members who wish to apply for positions before fulfilling this requirement may do so only if they have successfully completed the three-month probation period and obtained their current supervisor's approval. This approval should be provided to the staff member's HR business partner.

The following are not subject to the 12-month service requirement:

- Fixed-term staff members approaching the end of their assignment
- Promotional opportunities within your department

18C. Position Consideration and Communication

All candidates will normally receive notification from the recruiter or hiring manager regarding their application status, as well as the outcome of the search when it concludes. Candidates can also view their overall status by logging into their career profile and reviewing their application activity.

18D. When You Are Offered a Position

When you are offered a position in another department, the staff member is responsible for supplying timely and appropriate notice to their supervisor.

Appropriate notice for staff members in non-managerial positions is at least 15 days, and appropriate notice for staff members in managerial positions is at least 30 days. These timelines should be considered when identifying or negotiating the start date in your new role.

Under extenuating circumstances, exceptions may be made, but exceptions require the approval of the CMU-Africa director following consultation with the HR business partner.

While not common, if the staff member is planning to take time off in between the end of their current position and the start of the new position, this will require the use of paid time off and should be discussed with, and approved by, their current supervisor and new supervisor.

If a transfer involves no change in your employment status, your benefits eligibility remains the same and accrued Paid Time Off/annual leave days are carried over to the new position. If a transfer involves a change from part-time to full-time status or full-time to part-time status, contact HR Employee Services or the CMU-Africa HR officer to learn how the change will affect your benefits.

18E. Professional Development

Learning and development is a key factor in helping staff members to realize their full potential. The university identifies employee success as an integral component of its strategic plan. Continuing to learn and grow professionally is an important aspect of all Carnegie Mellon careers.

Supervisors and staff members should work in partnership to identify development opportunities that will serve the needs of the department and employees. A variety of courses are available through the Office of Human Resources, ranging from professional and personal development to managerial and leadership skills development.

For more information regarding learning and development opportunities available at Carnegie Mellon, refer to the Development Program Guide.

19. Employment Separation

Staff members terminating employment should notify their supervisor and the CMU-Africa chief operations officer as soon as possible and begin the resignation process by utilizing the self-service resignation process in Workday.

Upon separation, a staff member is expected to return his/her university ID card, university computer equipment, keys and any other university property.

Voluntary Separation/Resignation: Staff members who voluntarily resign from CMU-Africa are required to give 15 days' notice if they have worked for less than a year, and one month's notice if they have worked for a period of one year or more. They are required to submit a resignation letter specifying the last day of work and the reason for resignation. Staff members in senior administrative positions are encouraged to provide at least one month's notice whenever possible.

Generally, your final paycheck will include payment for accrued, unused annual leave days. If you have used more annual leave days than you have earned, the university reserves the right to subtract the value of those annual leave days from your final pay. Failure to return to work at the end of an authorized leave of absence is considered a voluntary separation effective as of the employee's last day worked.

End of Fixed-Term Appointment: A fixed term appointment terminates at the end of its term; provided, however, a fixed-term appointment may be terminated sooner on account of employee's gross misconduct and for other legitimate reasons following required notice and/or by mutual consent of CMU-Africa and the employee.

19A. Separation for Legitimate Reasons and Separation for Gross Misconduct

Separation for Legitimate Reasons: Employees may be subject to separation for legitimate reasons. In such cases, CMU-Africa will provide the employee with at least 15 days prior written notice in cases where the employee has been employed by CMU-Africa for less than one year; and, at least 30 days, in cases where the employee has been employed by CMU-Africa for more than one year. Such notice must state the reasons for such termination.

It is not possible to provide employees a complete list of every possible legitimate reason for separation.

However, in order to provide employees with some guidance, the following are examples of types of conduct that may lead to separation and is not an exhaustive list.

a. Failure to perform in accordance with expectations;

b. Excessive absenteeism or tardiness;

c. Violation of the annual leave/PTO policies (unless gross misconduct acts, such as falsification of records, are committed in connection with such policies);

d. Failure to report, at the earliest possible time, an accident involving a staff member driving a university vehicle;

e. Insubordination;

f. Negligence (unless such negligence rises to the level of gross misconduct);

g. Behavior or language directed toward the university or co-workers that is in violation of university standards (unless gross misconducts acts are committed in connection with such behavior);

h. On expiration of a fixed term appointment;

i. Due to internal reorganization or restructuring of the university due to economic reason or technological transfer with the aim of preserving the university's competitiveness;

j. Upon the insolvency of the university; or,

k. By supervening impossibility of performance, where either party becomes permanently unable to perform its obligations.

Separation for Gross Misconduct: Employees may be subject to immediate separation without notice where the employee has committed gross misconduct. In such cases, the university must notify the employee within 48 hours of the occurrence of evidence of the gross misconduct specifying the grounds for termination. The following acts are considered to be gross misconduct:

a. Theft;

b. Fraud;

c. Fighting or provoking a fight on university premises or during work time;

d. Taking alcoholic drinks at the workplace;

e. To be on duty under the influence of alcohol or drugs (e.g., impairment on the job due to substance abuse);

f. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance on CMU-Africa premises (e.g., violation of the university's Alcohol and Drug Policy);

g. Falsification (e.g., making false statements on your employment application or other employment records);

h. Sexual harassment (e.g., violation of the university's Discriminatory and Sexual Misconduct Policy (Interim));

i. Soliciting, offering or receiving bribes or illicit benefit (e.g., unauthorized use of your CMU-Africa affiliation for personal gain);

j. Embezzlement;

k. Unlawfully obtaining or disclosing professional confidential information;

l. Behavior that may endanger the health and safety of others at the workplace (e.g., unauthorized possession of weapons on university property or while on university business);

m. Gender-based violence at the workplace;

n. Illegal strikes;

o. Intentional destruction of CMU-Africa property or a co-worker's or student's property; or,

p. Any violation of criminal law that places the university (or its reputation) or persons associated with the university in jeopardy.

19B. Layoff

On occasion, budget cutbacks, reorganizations, changes in leadership, or decreased funding lead to a reduction in the university's workforce. When this occurs, factors such as (but not necessarily limited to) skills, experience, job performance, employment history and length of service may influence decisions on eliminating jobs and separating employment. Regular, full-time staff members who are laid off due to budget cutbacks, reorganizations, changes in leadership, or decreased funding will receive notice or pay in lieu of notice and a terminal benefit as required by Rwanda labor law.

Under certain circumstances, a staff member who has been laid off may continue to participate in a university health insurance program for a period of time. Find more information regarding benefits for CMU-Africa staff members in the Benefits Guide for Rwanda Faculty and Staff Members.

Staff members re-employed within 12 months of layoff will retain their original employment date for purposes of calculating annual leave entitlement, but no annual leave/Paid Time Off days is accrued during the layoff itself. Reinstatement in the retirement plan is governed by the terms of the plan. Staff separated as a result of layoff will be paid for accrued, unused annual leave/Paid Time Off days.

III. COMPENSATION AND BENEFITS

1. Compensation

Carnegie Mellon's compensation philosophy is that, through a market-competitive, performance-based compensation program, the university can attract, develop and retain the talent necessary to realize its vision of transforming society through continual innovation in education, research, creativity and entrepreneurship.

Through its compensation philosophy and strategy, the university provides equitable and competitive

pay practices designed to fulfill Carnegie Mellon's commitment to nondiscrimination with regard to age, ancestry, belief, color, creed, gender identity, genetic information, handicap or disability, national origin, race, religion, sex, sexual orientation, veteran status or any other category or characteristic protected by applicable law.

As a part of the associated processes and administration of compensation across the university, each position is required to have an up-to-date job description (JD) on file. The JD is a key tool in keeping Carnegie Mellon's compensation structure aligned with its philosophy, strategic principles and the job classification model. This multi-purpose document, which outlines the duties, requirements and responsibilities of the job, is used in the following ways:

- To define the position
- To establish the market value of the position and compare the position to others at CMU-Africa and across the organization (job evaluation)
- To recruit candidates to fill a position
- To establish a hiring salary
- As the standard by which an incumbent's performance is evaluated and rewarded

As such, it is critical that each new position has an accurate JD, and that the JD remains up to date.

The Office of Human Resources (OHR) staff are available to assist with all compensation related matters. As OHR is tasked with executing Carnegie Mellon's compensation program in collaboration with colleges and divisions, the university encourages hiring managers and supervisors to work in close association with their HR business partners from the onset of any new hire or subsequent compensation adjustment. The goal of early collaboration is to facilitate and streamline the compensation process and to ensure that compensation practices remain in line with the university's compensation philosophy. Hiring managers and supervisors are encouraged to contact their HR business partner for guidance, compliance assistance, and support regarding all compensation-related needs.

For more information, refer to the following compensation resources:

- Compensation Guidelines – Staff [pdf]
- Compensation Guidelines – Activity Pay and One-Time Payments [pdf]
- Guidelines for the Use of Compensation Data (External and Internal) at CMU [pdf]

1A. Annual Review

Your pay is normally reviewed annually, and increases are based on performance. Pay changes are usually effective July 1. The timing of the annual review may be delayed for staff serving probation periods.

1B. Your Paycheck/Advice

Salary payments are made on or prior to the last workday of the month via transfer directly into each employee's account with a financial institution in USD. You must enter your banking information into

Workday to initiate automatic deposit of your pay. When a CMU-Africa holiday falls on a payday, paychecks will be issued on the preceding workday.

Each pay period, a statement of earnings showing the pay period, gross and net amounts of pay, and amounts reduced or deducted for the pay period will be available for you in Workday.

1C. Income Taxes

For all locally hired employees, local withholding taxes will be withheld from all employees' pay in accordance with Rwandan law. For employees who are U.S. citizens, U.S. state, local and federal income taxes and Social Security taxes (FICA) may also be withheld.

Expatriate employees are provided Tax Equalization which is intended to ensure that eligible employees shall receive neither a tax advantage nor disadvantage as a consequence of their employment in Rwanda. Expatriate employees are provided tax advice and preparation services from a university selected provider.

1D. Time Records

All staff members who are eligible for overtime pay are required to keep time records verifying their hours of work. Employees who have worked pre-approved overtime and do not receive compensatory time within a 30-day period after working overtime must work with their supervisor to submit an overtime payment request to the CMU-Africa chief operations officer.

These time records are used to compute overtime pay, so accuracy is essential.

1E. Scheduled Hours and Overtime

The CMU-Africa expected in-person workweek hours are 9 a.m. to 5 p.m., Monday through Friday. In the event that a staff member is unable to complete the required 7.5-hour workday during in-person business hours (i.e., 9 a.m. to 5 p.m.) they may choose either to work remotely or in-person during the period of 8 a.m. to 9 a.m. In such cases, staff members should make these arrangements with their supervisors. Where appropriate, flexibility on start and end times may be permitted per the Flexible Work Arrangements Guidelines for CMU-Africa Faculty and Staff [pdf].

Full-time employees normally work 7.5 hours a day with an unpaid meal period. Part-time employees may have an unpaid meal period depending on the length of their workday.

1F. Overtime Pay and Compensatory Time Off

Eligible staff employees who are required to work between 37.5 and 40 hours will receive compensatory time or additional overtime pay at their existing equivalent hourly rate.

Eligible staff employees who are required to work more than 40 hours will receive compensatory time or additional overtime pay at one-and-a-half times their existing equivalent hourly rate.

Employees will be eligible for compensatory time or overtime pay in the event the work meets the eligibility criteria of what constitutes overtime eligible work under Rwandan labor law (see below):

An eligible employee may, upon request by the employer, work overtime that would be eligible for compensatory time or additional overtime pay if:

a. the work requires urgency
b. the work is exceptional
c. the work is seasonal
d. the work is done to preserve or increase productivity
e. the work is of a special nature
f. the work is not done on a routine basis

If the work performed is eligible for overtime, it will be included in the subsequent month's pay. Annual leave days or holidays are not considered time worked for purposes of calculating overtime.

Refer to the Overtime Guidelines for CMU-Africa Faculty and Staff [pdf] for more information on requesting and recording overtime.

1G. Garnishment of Pay

For employees who are U.S. citizens or permanent residents, the university is obligated by federal and state law to attach, or withhold, money from their paychecks for child support, unpaid student loans or unpaid federal, state, local municipality or school taxes, or upon other court order. CMU-Africa will further comply with similar legal requirements as may be mandated under Rwandan law.

2. Employment Date

The day you begin working at CMU-Africa as a paid, non-student staff member is your employment date. Your eligibility to participate in benefit plans, accumulation of annual leave days and other issues related to length of service at the university are based on your employment date.

Employees who end employment at CMU-Africa for reasons other than those listed under *Separation for Legitimate Reasons and Separation for Gross Misconduct* and return to paid, non-student employment within one year will not have a break in employment. You will continue to use your original employment date for determining your accrual of annual leave days and for other issues related to length of service at the university. However, if your time away from university employment lasts for more than one year from your date of termination, your employment date will be the date you resume employment with CMU-Africa.

3. Benefits Eligibility

Carnegie Mellon offers benefits for eligible CMU-Africa staff members. Offerings and coverage are determined by employment status (full- or part-time, expatriate or local).

In general, benefits eligibility is based on the following:

- Staff members scheduled to work at least 37.5 hours a week are eligible for full-time staff benefits.
- Staff members scheduled to work at least 17.5 hours a week or 46.7% of a full-time schedule are eligible for part-time staff benefits.

4. Health and Welfare Benefits

4A. Medical, Prescription, Vision and Dental Plans

Carnegie Mellon offers several health plan options for benefits eligible staff.

Staff members must enroll in health and welfare benefits within 30 days of the date they become eligible (e.g., hire date, change in employment status) and can only make changes during Open Enrollment, or if they experience a qualifying life or family status change.

Find information on CMU-Africa Health and Welfare Benefits, including plan options available through the university, eligibility requirements, and the associated rates, coverage, and resources provided by each plan.

4B. Life and AD&D Insurance

Carnegie Mellon provides basic life insurance coverage equal to the staff member's annual base salary, rounded up to the nearest thousand up to a maximum of $500,000, at no cost. For full-time, benefits eligible employees, the basic life insurance includes an AD&D component. If your death is the result of an accident, your beneficiary will receive double your insurance amount. AD&D coverage also pays a certain amount if you lose a limb or certain vital functions as a result of an accident.

Funeral and Death Allowances: Under Rwandan law, in the event a CMU-Africa employee dies while actively employed by the university, their family will receive a funeral expenses payment equal to one month's gross salary: one-ninth of an academic year salary or one-twelfth of a twelve-month employee's salary. In addition, the deceased employee's spouse or heir is granted a death allowance equivalent to three times the last monthly gross salary of the deceased employee.

5. Financial Benefits

5A. Retirement Savings

Retirement savings are available through Carnegie Mellon to eligible staff as follows:

- U.S. citizens and U.S. permanent residents in expatriate or local hire positions may contribute to the Carnegie Mellon University Faculty and Staff Retirement Plan (FSRP) by payroll deduction from eligible wages.
- University contributions are made to the FSRP for U.S. citizens and U.S. permanent residents in expatriate positions who are full time or part time upon reaching 1,000 hours in an employment year satisfying the eligibility requirements.

Find more information on retirement savings plans, including eligibility, investment options and summary plan documents on the HR Retirement Savings webpage and Carnegie Mellon University Africa in Rwanda webpage.

An alternative program, the Carnegie Mellon University Africa Employee Retention Bonus Program [pdf] (Retention Bonus Program), is available for eligible faculty and staff who are not eligible for the FSRP but meet the requirements of the Retention Bonus Program.

5B. Flexible Spending Accounts

Carnegie Mellon offers two types of spending accounts in which CMU-Africa employees can participate:

- Health Care Flexible Spending Accounts (HCFSA) — With the HCFSA, you put aside money from your pay on a pre-tax basis to cover anticipated health care expenses for yourself or your eligible dependents. Qualified health care expenses not otherwise covered by medical, prescription, dental or vision insurance may be reimbursed.
- Dependent Care Reimbursement Accounts (DCRA) — The DCRA helps you lower your dependent care expenses by paying with tax-free money. With the DCRA, you put aside money from your pay on a pre-tax basis to cover anticipated dependent daycare or elder care expenses while you work or attend school.

Find more information on spending accounts, including eligibility, maximum contribution amounts and eligible expenses.

6. Tuition Benefit Programs

Carnegie Mellon enables you to further your education, enhance your skills and pursue career development through the Tuition Benefits program. Benefits-eligible staff members can receive tuition remission or assistance for themselves and their dependent children. Courses may be taken at Carnegie Mellon or at another institution.

For eligible full-time employees, the university pays the tuition costs for up to two courses at any one time taken at Carnegie Mellon. The university pays 50% of the tuition costs for courses taken at other institutions. (Courses at other schools must be credit bearing and career-related.) For eligible part-time employees, the university pays the tuition costs for one course at any one time taken at Carnegie Mellon. The university does not pay for courses taken at other institutions by part-time employees..

The university also provides tuition benefits to an eligible staff member's dependent children enrolled in undergraduate courses at Carnegie Mellon or other accredited institutions. Staff members must have completed three full years of service with Carnegie Mellon and must be full-time benefits-eligible to satisfy the eligibility requirements. The three-year service requirement may be reduced or waived if the employee performed sufficient service at another college/university and meets participation requirements. Children of staff members must satisfy the following eligibility requirements:

- Must meet IRS dependency exemption criteria; and
- Must be born to, legally adopted by, or the stepchild of the eligible staff member or the child of the employee’s domestic partner; and
- Must be enrolled in an undergraduate (bachelor or associate) degree program, trade school certification program, or community college before the age of 30.

Tuition benefits will be subject to applicable federal income and social security tax and will be withheld from the employee’s pay. Additionally, the university will comply with the requirements of Rwandan law relative to the taxability of this benefit for all employees taking advantage of the benefit.

Staff members must apply through Workday for employee tuition benefits. Find more information on the university's tuition benefits for staff members and their dependent children.

7. Holidays

CMU-Africa is closed for the observance of the following official holidays:

Official Holiday	Date Observed
New Year's Day	1st January
Day after New Year's Day	2nd January
National Heroes Day	1st February
Good Friday	To be announced annually
Easter Monday	To be announced annually
Genocide against the Tutsi Memorial Day	7th April
Labor Day	1st May
Independence Day	1st July
Liberation Day	4th July
Umuganura Day	Friday of 1st week of August
Assumption Day	15th August
Christmas Day	25th December
Boxing Day	26th December
Eid al-Fitr	To be announced annually
Eid al-Adha	To be announced annually

Except 7th April, Genocide against the Tutsi Memorial Day, if an official holiday falls on one day of the weekend, the following working day shall be an official holiday. If two consecutive official holidays fall on a weekend day, the two official holidays shall be compensated in one working day that follows. In case of coincidence of two official holidays, the following working day shall be an official holiday to compensate one of the two coinciding official holidays.

CMU-Africa shares the dates with all employees via email on an annual basis at the beginning of the calendar year. Additionally, holiday dates are included on the local payroll calendar.

CMU-Africa emails employees with the Eid dates as soon as they are announced by local authorities.

8. Annual Leave/Paid Time Off

The annual leave/PTO to which CMU-Africa staff are entitled vary, based upon the type of position held by the employee.

8A. Local Positions

- **Leave Entitlement**. In accordance with Rwandan labor law, full-time employees holding a local position are eligible to accrue eighteen days of leave during the first three years of employment at CMU-Africa at a rate of 1.5 days per month. After three years of service, such employees will accrue an additional day each year up to a maximum of 21 days of annual leave by the sixth year of employment. Such employees begin to accrue annual leave on the first day of the month

coinciding with or following their date of employment, and then on the first day of each month thereafter. An employee must be actively at work (not on any leave of absence) to earn the annual leave. If you are on a leave of absence the first day of a month, annual leave will not accrue for that month.

- **Leave Carryover**. Leave days may be used within a period of two years after they have been earned, after which time, it is deemed to have been forfeited.
- **Use of Leave**. Under Rwandan law, CMU-Africa may require its employees to use annual leave days. Employees in local positions are expected to use their annual leave in the year in which it is earned. Annual leave days are deemed to have been used first in, first out.
- **Payout Upon Termination**. Unused annual leave will be paid out to employees in local positions upon termination of employment.

8B. Expatriate Staff Positions

- **PTO Entitlement**. Staff members hired for expatriate staff positions accrue Paid Time Off ("PTO") at the rate set forth in volume IV, Section 2 (Paid Time Off) of the Carnegie Mellon's Staff Handbook: A Human Resources Guide [pdf] (Pittsburgh campus). However, if an employee hired for an expatriate position has less than three years of service at the university when starting the CMU-Africa assignment, they will be entitled to accrue up to 18 days (1.5 days per month) in years 1 through 3. Thereafter, PTO shall accrue according to the schedule set forth below.

Years of Service	PTO Days Earned Per Month	Maximum PTO Days Earned Per Year
Beginning year 4	1.67 days	20 days
Beginning year 8	2.08 days	25 days
Beginning year 16	2.50 days	30 days

In instances in which the employee hired for the expatriate staff position is originally hired to work in, and will return to, a non-Pittsburgh university work location within the U.S., there may be variations in the PTO policy on account of state law. Such differences will be taken into consideration on an ad hoc basis.

- **Other PTO Provisions**. For the sake of clarity, the following provisions of Volume IV, Section 2 of the Carnegie Mellon's Staff Handbook: A Human Resources Guide [pdf] shall not apply to PTO accrued during the Rwanda assignment: the limitation on the number of unused PTO days that may be carried over to a following employment year set forth in Section 2B (Unused PTO Carryover); Section 2C (Reserve Sick Days); and Section 2D (Limitations).
- **PTO Carryover.** During the CMU-Africa assignment, a staff member holding an expatriate position may carry forward from one year to the next year the greater of (1) the number of PTO days for which they are eligible to accrue in the following year; and (2) the number of PTO days earned less than two years prior to the year ending.
- **Conclusion of CMU-Africa Assignment**. Upon returning to the U.S. work location, the staff member hired for the expatriate position will resume accruing PTO according to the Carnegie Mellon's Staff Handbook: A Human Resources Guide [pdf], or according to such other applicable variation of the PTO policy required by state law. Any PTO days accrued during the CMU-Africa

assignment in excess of the one-year entitlement will be transferred to their Reserve Sick Day bank.

8C. Part-time Local and Expatriate Staff Positions

In accordance with Rwandan law, part-time employees in local and expatriate staff positions are entitled to annual leave/PTO, as the case may be, pro-rated based upon the employee's hours of work.

8D. Use of Annual Leave/PTO

Annual leave/PTO may be taken for vacation, personal time or to care for a dependent. Except in the case of illness or emergency, all requests for annual leave/PTO must be scheduled in advance by way of a written request to the employee's supervisor. Employees should provide their supervisor with at least 10 days' notice of planned annual leave/PTO requests.

Whenever possible, annual leave/PTO should be scheduled in full-day or half-day increments. However, in non-medical and non-emergency cases in which the supervisor has granted prior approval, or in cases of medical necessity or emergency where obtaining prior approval is not possible, employees may schedule time in one-hour increments.

9. Volunteer Time Off (VTO)

Carnegie Mellon is committed to civic responsibility and community engagement. To support staff members' passion for giving back, the university provides regular, benefits-eligible full-time and part-time staff members with up to 15 hours (2 days) of paid volunteer time per year. Several groups, including unions, SEI and TES employees, as well as non-benefits eligible part-time staff and fixed-term staff (4 months or less), are excluded from this benefit. For those positions funded by a grant, please consult with your supervisor and the Office of Sponsored Programs to determine your eligibility for VTO based on the guidelines of your grant.

VTO must be taken in full (7.5 hours) or half-day (3.75 hours) increments. To qualify, you must complete a minimum of 6 hours of volunteering for a full day or a minimum of 3 hours for a half-day. VTO does not carry over to the next year and is not paid out upon separation from the university.

You must get pre-approval from the CMU-Africa HR officer before submitting VTO in Workday

Volunteer activities must take place during your regularly scheduled work hours as activities performed outside of working hours will not be eligible for compensation.

The number of VTO hours new staff members are entitled is prorated based on hire date. No payment for unused VTO hours is made to staff members who separate their employment from the university. In addition, unused VTO hours do not carry forward to the next calendar year.

For more information on VTO, including eligibility and how to request VTO, refer to the Volunteer Time Off page.

10. Short- and Long-Term Sick Leave

10A. Short-Term Sick Leave

In accordance with Rwanda labor law, an employee may be eligible for a short-term sick leave for up to 15 days for reasons of sickness ascertained by a recognized medical doctor. For an employee to benefit from the short-term paid sick leave, they must present to CMU-Africa's HR officer a medical certificate signed by a recognized medical doctor justifying the employee's inability to work.

10B. Long-Term Sick Leave

In accordance with Rwanda labor law, when a short-term sick leave exceeds 15 days, an employee may be eligible for a long-term sick leave up to six months for reasons of sickness ascertained by a medical committee composed of three recognized medical doctors. For an employee to benefit from the long-term sick leave, they must present to the CMU-Africa's HR officer a medical certificate signed by the medical committee justifying the employee's inability to work.

An employee on a long-term sick leave is entitled to their full salary during the first three months of the long-term sick leave.

If an employee is unable to return to work after the first three months of their long-term sick leave, under Rwandan law, the employee is entitled to a non-payable work suspension for three additional months if the employee provides written certification by the medical committee that the employee still is unable to return to work for reasons of sickness.

If the employee is unable to return to work after six months, the employee may be separated from employment and paid a terminal benefit in accordance with the requirements of Rwandan law. Although not required under applicable law, the university provides a long-term disability benefits plan for which the employee may be eligible for income replacement according to the eligibility requirements of the plan. Contact the Leaves Administration manager within the Office of Human Resources for information about the Long Term Disability benefits plan.

For questions concerning sick and non-work-related leave of absence, please contact the Leaves Administration manager within the Office of Human Resources.

11. Maternity Leave

In accordance with Rwanda labor law, employees who have given birth are eligible for up to fourteen consecutive weeks of maternity leave for recovery and bonding with the newborn. Two weeks of maternity leave may be taken prior to the anticipated delivery date. The employee may be required to present a certification from a recognized physician as to the expected due date to CMU-Africa's HR officer. Employees on maternity leave shall be entitled to full pay for the full fourteen weeks of leave (this includes two weeks that may be taken prior to the presumed delivery date).

In the event that the employee who has given birth, or the child, experiences complications as certified by recognized medical doctor, the employee is eligible to receive up to one additional month of paid leave.

For additional leaves related to the birth of a child that may be available under applicable Rwandan law, please refer to the current Order, Official Gazette No. Special of 02/08/2023, Chapter VI: Maternity and

Paternity Leave [pdf]".

12. Staff Parental Leaves of Absence

Parents, excluding birth parents who are eligible for Rwandan maternity leave benefits, are eligible for up to six weeks of paid parental leave to bond with a newborn, newly adopted or newly fostered child, or child for whom legal guardianship has been appointed. For additional paternity leaves related to the birth of a child that may be available under applicable Rwandan law, please refer to the current Order, Official Gazette No. Special of 02/08/2023, Chapter VI: Maternity and Paternity Leave [pdf]".

The Staff Parental Leave Program runs concurrently with any applicable Rwandan paternity leave. For timekeeping and payroll purposes, parental leave requests will be processed by the Office of Human Resources Leaves Administration team only. Staff members must submit the Parental Leave Request Form [pdf] to the Leaves Administration team.

13. Personal Leave

CMU provides personal leave of absence of up to one year without pay to regular, full-time staff members who have been employed for more than one year and are performing satisfactorily. A personal leave of absence may be granted for, but is not limited to, the following reasons:

a. Personal necessity
b. Dependent care (including adoption of a child or caring for an elderly parent)
c. Educational programs directly related to your present job or one that you might reasonably be expected to hold in the future
d. Professional development related to your present job or one that you might reasonably be expected to hold in the future

Any employee requesting a personal leave of absence must exhaust all of their annual leave/Paid Time Off prior to the start of this leave. Approval of a requested personal leave of absence remains within the discretion of the CMU-Africa director.

The terms of a personal leave should be agreed upon by the staff member and the CMU-Africa director and should be stated in writing. The date the staff member intends to return to work should be specified on the request. If the staff member does not return on this date, they will be considered to have resigned on their last day of work before the leave began.

Staff requesting a personal leave may be unable to return to their former positions, and similar positions may not be available at the time they wish to return. When returning from leave, you should inquire about continuing your employment by contacting the CMU-Africa director and the CMU-Africa chief operations officer.

14. Circumstantial Leave

As required by Rwanda labor law, employees are eligible for a grant of circumstantial leave with pay for fortunate and unfortunate events. The events for which circumstantial leaves may be granted, and the related entitlements are determined by Order of the Rwanda Minister of Public Service and Labour. Refer

to the current Order, Official Gazette No. Special of 02/08/2023, Chapter VII: Circumstantial Leave [pdf]".

If an employee is on a scheduled absence from work due to vacation, holiday, sickness (paid or unpaid) when an event qualifying for circumstantial leave arises, the employee will be entitled to substitute the required number of circumstantial leave days for their previously scheduled leave time. Employees shall make the request for circumstantial leave as early as possible prior to the need for leave, but not less than 24 hours after the need for such leave occurs.

15. Bereavement Leave

The university provides regular, full-time staff members with time off with pay for bereavement to arrange and attend a funeral and to see to the affairs of the estate of a deceased member of their immediate family. Staff members whose employment terms are four months or less are not regular, full-time staff members.

In compliance with Rwanda labor law, CMU-Africa provides seven working days of time off with pay for eligible staff members for the death of a spouse and extends such benefit to the death of a domestic partner. The time off for all other Immediate Family members, as defined below, is up to five working days of bereavement for each eligible death. The time off with pay must be taken in full day increments, and must be used within a month of the date of death. "Immediate Family" includes a spouse or registered domestic partner, child(ren), stepchild(ren), grandchild(ren), parents, stepparents, grandparents, siblings, and their spouse or registered domestic partner's children, grandchildren, parents, stepparents, grandparents, and siblings. It also includes up to five days of time off with pay for the gestational parent's reproductive loss (miscarriage and stillbirth).

In unusual circumstances, time (paid or unpaid) may be granted at the discretion of the supervisor with the advice of the Human Resources business partner.

Bereavement leave runs concurrently with any applicable Rwandan circumstantial leave. Bereavement time off with pay maintains all aspects of the employment relationship during the regularly scheduled days of work when the staff member is absent. You should request a bereavement time off with pay as soon as you learn of the death of a member of your immediate family. A staff member on bereavement should return to work on the first regularly scheduled day of work following the end of the time off with pay.

Refer to the Loss of a Loved One page for more information.

16. Military Leave

Carnegie Mellon University is committed to protecting the employment rights of employees who serve in the U.S. military. If an employee's absence from employment is necessitated by reason of service in the U.S. Uniformed Services, the employee will be granted Military Leave benefits by the university as set forth in the Carnegie Mellon's Staff Handbook: A Human Resources Guide [pdf] and the Staff Leave of Absence Policy.

17. Employee Assistance Program (EAP)

17A. Summary of Services

Carnegie Mellon provides an environment designed to facilitate excellence in teaching and research, recognizes the importance of the university's human resources, and believes that the job performance of the individual determines the quality of the institution as a whole. Furthermore, the university recognizes that job performance may be affected by personal problems, which, when addressed in a timely, confidential and professionally supportive manner can be successfully resolved. The university, therefore, has partnered with an outside EAP vendor to offer expert information on various topics like time management, job, money, relationships, well-being, family and life. Also available are personalized community referrals and telephone contact with an employee assistance professional. Find more information on CMU-Africa EAP resources [pdf].

All counseling through the EAP vendor is on a voluntary basis, even if recommended to the employee by management, although it may be required as a condition of continued employment in certain disciplinary situations. Consultation with an EAP professional will not jeopardize an individual's job security, limit promotional opportunities within the university, or relieve the employee of their responsibility to meet established job performance and attendance standards.

The EAP vendor will hold information regarding any employee using the services in strictest confidence. No information will be released regarding an employee's problem without written authorization from the employee, unless required by law.

The EAP vendor will provide counselors to assess individual problems and provide referrals for those individuals who require specialized or long-term assistance in resolving their problems at no cost. However, fees (if any) for the services of referral resources are the responsibility of the individual and/or their group health plan. The EAP vendor is committed to minimizing costs by coordinating referrals, where possible, with the employee's existing insurance coverage.

17B. Time Off for Counseling

Employees are expected to use the EAP on their own time. Any time off from work to attend a counseling session is treated the same as other absences due to personal illness, injury or medicalappointments. Arrangements should be made with the employee's supervisor in advance to schedule time away from work or make up any time lost.

17C. Release of Information

All counseling is conducted in strict confidence and no information from an individual's record will be provided to anyone without the individual's written consent, unless required by law.

IV. STAFF RELATIONS

1. Receiving Feedback about Your Work Performance

Your supervisor can give you feedback about your work performance in a variety of ways. This can include, among other things, verbal feedback during meetings, emails, memos, and other more formal assessments of performance such as periodic or annual performance reviews. Ongoing communication

between you and your supervisor about your work performance helps to clarify job expectations and build effective working relationships.

2. Solving Work-Related Problems at CMU-Africa through Informal Channels

When work-related problems or concerns arise, there are a number of ways to address them, including the informal options detailed in this section.

2A. Your Supervisor

Your first line of communication on job-related matters is your supervisor. Discussion with your supervisor is often the most efficient and effective way to resolve problems. Therefore, where appropriate and where you are comfortable doing so, work-related problems or concerns should first be discussed with your immediate supervisor as soon as possible after they arise.

2B. CMU-Africa Chief Operations Officer

If discussion with your supervisor does not resolve a job-related issue, the CMU-Africa chief operations officer or Human Resources business partner for Rwanda is available to consult with you. Staff members can obtain information about workplace policies affecting their employment, request feedback about their particular situation and explore alternatives.

2C. Additional Issues

The staff ombudsperson is available to consult with staff regarding work-related problems. The ombudsperson acts as a source of information and referral, aids in answering questions, and may assist in the resolution of workplace concerns. Schedule an appointment for a virtual meeting with the staff ombudsperson or call 412-268-1018.

3. Staff Grievance Procedure: A Formal Process for Resolving Work Related Problems

Where an employee believes they have wrongly been subjected to an “adverse action,” they can file a formal staff grievance through the process outlined in this section. For purposes of this formal grievance process, “adverse action” is defined to include suspension without pay, demotion (movement to a position in another classification at a lesser level of responsibility and lower pay grade; a demotion is normally accompanied by a reduction in compensation), and furlough.

The grievance procedure is available to all staff members who have completed their probation period, or for those staff members who did not have a probation period, at least six months of employment with Carnegie Mellon. Staff members who have not satisfied this length of service requirement may not file a grievance. This process is not available to staff represented by a union or to faculty.

Staff members can use the grievance procedure without fear of reprisal or retaliation. It is a clear violation of university policy for a supervisor to retaliate against a staff member who uses the grievance procedure. Refer to the Policy Against Retaliation.

If there is more than one staff member involved in a particular matter as a grievant, each staff grievant is required to file a separate grievance. The university has discretion to determine whether related grievances will be investigated and resolved individually or together.

A grievant may have another university staff member assist them in preparing a grievance statement or accompany them at any time during the grievance process. This individual can be from the staff member's department, a member of Staff Council, or any other staff member of the university. The staff member who is supporting the grievant is there to provide support and is not authorized to speak for or otherwise represent the grievant. Since the grievance procedure is provided for the internal resolution of problems and is not a legal forum, staff members may not be accompanied by legal counsel or anyone else who is not employed by the university.

Note: The staff grievance process is not intended to address issues of discrimination, harassment, any form of sexual misconduct, or research misconduct, nor is it intended as a forum to review employee discipline resulting from such issues. Staff members who wish to file a formal charge of discrimination or sexual misconduct should refer to the Interim Discriminatory and Sexual Misconduct Policy or contact the Office for Institutional Equity and Title IX for appropriate referral. Staff members who wish to file a formal allegation of research misconduct should refer to the Research Misconduct Policy. For questions about violation of any other university policy, please contact your HR business partner who can refer you to the appropriate resource or process.

3A. Filing a Grievance

To commence a grievance, the staff member ("grievant") submits a written statement describing the work-related problem and detailing the relevant facts and circumstances. The grievance statement should be submitted to the employee and labor relations partner ("ELRP"). Because it is more difficult to investigate and resolve outdated issues, grievances must be submitted to the ELRP in writing within 30 calendar days of the effective date of the adverse action or 30 days from the date the employee is notified of or otherwise learns of the action, whichever is later.

The following information should be included:

- Grievance Statement — A detailed description of the work-related issue.
- Background — A statement of the relevant facts supporting the grievant's position, including information about the impact the issue has had or is having on the staff member.
- Requested Resolution — A statement of what the grievant is requesting as a satisfactory resolution to the grievance.

During the process, a grievant may supplement their initial grievance statement with additional information or documents in order to clarify the issues further. However, they cannot expand the scope of a grievance once it has been submitted for consideration. If a grievant who has already filed a grievance wishes to pursue a new and different issue, a new grievance must be filed. The grievant may stop the grievance process at any time by giving written notice to the ELRP.

3B. Steps in the Grievance Procedure

There are a number of steps in the grievance procedure which involve review of the matter by successively higher levels of supervisors in the grievant's reporting structure. The first review is by the direct supervisor, the second is by the department/division/unit head, and the third and final level of review is by the dean or vice president. If the grievant has already discussed the matter with the direct

supervisor without resolution, or the grievant would prefer not to address the matter with the direct supervisor, the initial review may take place at the second step. The ELRP is available to explain this process to anyone considering filing a grievance and will provide process advice during a grievance.

The decision at each step is final unless the grievant submits a timely, written request for further review at the next step.

The timelines below for response at each stage are intended to set general expectations; it is understood that the responsible supervisor at each stage may take as much time as is necessary to render a decision or attempt to achieve resolution.

Review by ELRP

Normally, within 10 business days of receipt of the written grievance statement, the ELRP determines if the submitted matter is grievable, as described in Section 3, and takes one of the following actions:

a. If the ELRP determines the matter is not grievable, the ELRP sends a written response to the grievant explaining the decision. Such determination shall be final and cannot be appealed. As appropriate, the ELRP may refer the grievance or portions of the grievance for review under other applicable policies.

b. If the ELRP determines that the matter is grievable, the ELRP will do the following within 10 business days after making that determination: (i) meet with the grievant to discuss the issues raised in the grievance and possible resolutions; and (ii) forward a copy of the grievance to the direct supervisor, and notify the relevant department/division/unit head that a grievance has been filed.

Step 1 Review and Resolution by Direct Supervisor

At Step 1, the ELRP will take the following actions:

a. Within 10 business days following the meeting with the grievant, the ELRP will meet with the direct supervisor to discuss the grievance, requested resolution, and the direct supervisor's response.

b. Within 10 business days of the meeting with the direct supervisor, the ELRP will provide to the grievant a written summary of the direct supervisor's response, including any proposed resolution (the Step 1 response).

Step 2 Review and Resolution

If the staff member does not agree that the grievance has been satisfactorily resolved at Step 1, the staff member must notify the ELRP in writing (the "written notice") within 10 days after receiving the Step 1 response that the grievant seeks further review at the level of the department/division/unit head.

a. Within 10 business days after receipt of the written notice, the ELRP will provide a copy of the grievance and related documentation from Step 1 to the department/division/unit head and will meet with them to discuss the grievance.

b. Within 10 business days of the meeting with the department/division/unit head, the ELRP will provide to the grievant a written summary of the department/division/unit head's response,

including any proposed resolution (the Step 2 response).

Step 3 Review and Resolution

If the staff member does not agree that the grievance has been satisfactorily resolved at Step 2, the staff member must notify the ELRP in writing (the "written notice") within 10 days after receiving the Step 2 response that the grievant seeks further review at the level of the dean or vice president.

a. Within 10 business days after receipt of the written notice, the ELRP will provide a copy of the grievance and related documentation from Steps 1 and 2 to the dean/vice president and will meet with them to discuss the grievance.

b. Within 10 business days of the meeting with the dean/vice president, the ELRP will provide to the grievant a written summary of the dean/vice president's response, including any proposed resolution.

A decision at the level of the dean/vice president is final and not subject to further review.

4. Disciplinary Guidelines

If a staff member's work performance is not satisfactory, or if the staff member has violated university policy, it is the supervisor's responsibility to take corrective action. To determine an appropriate course of action, the supervisor considers the staff member's status (whether the staffmember is serving a probationary period), the nature and severity of the work performance issue, the frequency with which the problem has occurred and any extenuating circumstances.

Some situations, for example, may prompt a supervisor to take disciplinary action (including suspension or involuntary separation of employment, or both) without following all of the steps outlined below. The steps identified in items 4C, 4D, and 4E are generally undertaken only after the supervisor has discussed the performance issue with their manager and the CMU-Africa chief operations officer.

For further information, please refer to Probation Period, Employment Separation and Personnel Records in the Employment Policies and Procedures section, and the Staff Grievance Procedure in this section.

The following disciplinary guidelines have been developed.

4A. Performance Coaching

Performance coaching is often an effective means of resolving work-related problems while promoting mutual respect between staff members and supervisors. As part of this ongoing process, the supervisor identifies areas that need to be improved and specifies a method of improvement. When discussing work performance, the supervisor provides specific feedback to the staff member about how performance should improve. If coaching does not result in improved performance, the supervisor has a number of options, including those described below.

4B. Verbal Warning

A verbal warning directs a staff member's attention to a work performance issue or other work- related problem by giving the staff member specific information about the nature of the problem, the improvement needed, a timetable for future review, and the consequences of continued unsatisfactory performance. At this time, the supervisor will also share additional resources and/or support available to

the staff member that may help them address the identified performance gap or help rectify the work-related problem. Once a verbal warning is communicated, there will be ongoing communication between the supervisor and the staff member about the issue or problem.

4C. Written Warning

If a staff member does not meet the performance standards or other work-related expectations communicated by the supervisor, a written warning can be issued. Normally, this step is undertaken only after the supervisor has discussed the performance or work-related issue with their immediate supervisor and the HR business partner. The written warning is usually given to the staff member during or following a meeting between the staff member and the supervisor.

This disciplinary document contains specific information about the nature of the problem, the improvement needed, a timetable for future review and the consequences of continued unsatisfactory performance. A copy of the documentation is placed in the staff member's personnel file.

If the performance or work-related issues are not resolved, the supervisor may institute a performance improvement plan. This plan clearly articulates goals and objectives the staff member is expected to successfully accomplish within a pre-determined time period. During that period, the supervisor meets with the staff member on a regular basis to provide feedback and guidance on their progress.

If a performance improvement plan is not appropriate, an additional written warning or a final written warning may be issued.

4D. Suspension

Staff members who commit serious infractions of university policy or procedure or who have demonstrated serious performance deficiencies may have their employment suspended for a period of time compliant with Rwandan law. In addition, suspension may be imposed to permit an investigation prior to taking final action. This step is undertaken after the supervisor has discussed the performance, behavior, or other work-related issue with their immediate supervisor and HR business partner. Details of the suspension will be communicated to the staff member in writing. A copy of this communication is placed in the staff member’s personnel file.

4E. Involuntary Separation of Employment

Staff members who are not performing satisfactorily or who have committed more egregious infractions are subject to involuntary separation of their employment. This step is undertaken after the supervisor has discussed the performance issue with their supervisor and the CMU-Africa chief operations officer. Management’s recommendation to involuntarily separate employment must be approved by the Office of Human Resources. All involuntary employment separations must be documented and communicated to the staff member in writing. A copy of this communication is saved in the staff member's personnel file.

V. EMPLOYEE SAFETY

Carnegie Mellon is committed to maintaining a safe and secure environment for the university community. The policies and programs referenced in this section demonstrate the university’s commitment to safety and outline the reporting mechanisms in place for concerns or potential violations.

1. Confidential Ethics Reporting Hotline

In support of the health, safety and well-being of the university community, Carnegie Mellon provides a hotline that all members of the university community can use to confidentially report suspected unethical, discriminatory, or illegal activity relating to financial matters, academic and student life, human relations, health and campus safety or research.

Students, faculty and staff can anonymously file a report by calling 844-587-0793 or visiting cmu.ethicspoint.com.

All submissions will be reported to appropriate university personnel. Intentionally filing a false report is considered a violation of university standards.

The hotline is NOT an emergency service. To report an emergency in Kigali, call 112.

Refer to the Carnegie Mellon University Africa emergency information page for additional resources.

2. Emergency Closings

CMU-Africa will make every effort to maintain operations during severe weather or otheremergencies.

Everyone is expected to be at work unless the director of CMU-Africa announces that the campus is closed. If this occurs, the announcement will be posted on the university's website. Staff members who provide essential services may be required to work. If the campus is open but you are unable to come to work because of severe weather or other emergency, you should notify your supervisor as soon as possible to make alternative work arrangements.

3. Emergency Preparedness and Response

The purpose of the Emergency Preparedness and Response Plan is to provide governance, guidelines and structure for the management of actions and operations needed to address immediate requirements for an emergency incident or planned event.

The goals of the plan are:

- Preserve life and safety of students, faculty and staff;
- Provide concept of operations and direction, control, and coordination of resources needed for incident or event stabilization;
- Protect university property, the community and the environment;
- Manage communications and information regarding incident and event response operations and safety; and
- Provide and analyze information to support decision making and action plan.

Find more information on CMU-Africa's Emergency Preparedness and Response Plan.

4. Information Security Office

Carnegie Mellon's Information Security Office (ISO) collaborates with the campus community to protect

Carnegie Mellon from and to respond to threats to our electronic information resources and computing and networking infrastructure. ISO can be contacted at iso@andrew.cmu.edu or by calling 412-268-2044.

5. Alcohol and Drugs

The university permits the use of alcohol and drugs within its community only in a manner that is legal, responsible, and consistent with the expectations outlined in the Carnegie Mellon Alcohol and Drug Policy.

6. Workplace Threats and Violence

Threats or acts of violence against anyone on property owned or controlled by the university will not be tolerated. Such behavior may result in criminal arrest and prosecution and/or disciplinary action, up to and including dismissal, against the perpetrators whether they are students, faculty or staff.

Workplace violence includes, but is not limited to:

- Making threatening remarks (written or verbal);
- Aggressive or hostile acts such as shouting, using profanity, throwing objects at another person, fighting, or intentionally damaging a coworker's property;
- Bullying, intimidating, or harassing another person (for example, making obscene phone calls or using threatening body language or gestures, such as standing close to someone or shaking your fist at them);
- Behavior that causes another person emotional distress or creates a reasonable fear of injury, such as stalking; and/or
- Assault.

Individuals should notify their HR business partner of any threats or violent behavior that have occurred, particularly threats or behavior they have witnessed or been subject to. Such behavior should be reported regardless of the personal or professional relationship between the apparent perpetrator and victim.

Individuals on the Kigali campus, refer to the Carnegie Mellon University Africa emergency information page for who to contact or dial 112.

For more information, refer to the Workplace Threats and Violence Policy.

7. Deadly Weapons

Deadly weapons are not permitted on any property owned or controlled by Carnegie Mellon. The prohibition of deadly weapons on campus is a proactive step toward reducing the risk of injury or death due to the intentional, accidental, inexpert or improper use of firearms.

For more information, refer to the Policy on Deadly Weapons.

8. Sexual Assault and Relationship Violence

The university is dedicated to preventing and effectively responding to all forms of sexual misconduct,

including sexual harassment, sexual violence, dating and domestic violence, and stalking. If you would like more information, or if you would like to share concerns or seek help, please contact the Office for Institutional Equity and Title IX to set up an appointment. If it is an emergency situation, please contact University Police at 412-268-2323.

9. Green Dot – Bystander Training

Carnegie Mellon is a model campus for its implementation of Green Dot, a primary prevention strategy to reduce power-based personal violence on college campuses. For more information, visit Green Dot at CMU.