

REPUBLIC OF RWANDA



PUBLIC SERVICE COMMISSION

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CITIZEN'S CHARTER

January, 2012

Contents

FOREWORD	3
INTRODUCTION.....	8
OUR VALUES.....	8
VISION.....	9
MISSION	9
SERVICES PROVIDED BY THE PUBLIC SERVICE COMMISSION OF RWANDA	10
1. TYPE OF SERVICE: HR CONFLICT RELATED SERVICE.....	10
2. TYPE OF SERVICE: RECRUITMENT OVERSIGHT	11
3. TYPE OF SERVICE: Research and advisory service in HR Management.....	12
4. TYPE OF SERVICE: FINANCIAL SERVICES:	13
5. TYPE OF SERVICE: RECEIVING DIFFERENT CORRESPONDANCES AND PROVIDE RESPONSES	15
OUR SERVICE STANDARDS.....	16
Telephone.....	17
In Person.....	18
Interview.....	18
Written communication	19
Applications and decisions	19
Our Information	20
Your feedback	20

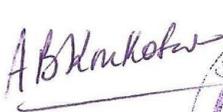
FOREWORD

It is my pleasure to present to you this Service Charter for the Public Service Commission of Rwanda.

This Service Charter has been prepared in tandem with the Government's reform agenda and in the spirit of being responsive to citizens' needs, transparency and accountability.

The Charter spells out the role of the Public Service Commission, highlights the services offered and the requirements therein, lists the service departments at which our services can be accessed and the guiding legal instruments.

The development of this Charter signifies PSC commitment to serve its clients with a view to creating a better understanding and enhancing service delivery.



Angelina MUGANZA

Executive Secretary
PUBLIC SERVICE COMMISSION



The present Citizen's Charter reflects the service provided by PSC to its customers. Therefore, it contains different services, service standards, service delivery methods and timelines, grievance mechanisms. This citizen's charter shows the Vision and Mission statement of the PSC which affirms its commitment to deliver the services with:

Integrity, Judiciousness, Courtesy, Understanding, Objectivity and impartiality, Transparency, Accountability, Promptness, Efficiency and effectiveness.

The present Service Charter details services delivered by the PSC and their specification, clear identification of the department to be approached or where specific services can be obtained. In this way citizens will know which office to approach and save time and energy. It states clearly the time it takes to deliver each service. This provides citizens with useful information and will prevent them from back and forth.

This service Charter defines service quality standard by specifying service standards in term of timeliness, access, accuracy, reliability, affordability, responsiveness, fairness, sensitivity and courtesy in service delivery; On the basis of this, citizens can expect improvement, Clear information about the required document and procedures to get a service in PSC. For example, the documents to be shown, the available forms to be filled in, etc.

It also determines Details of the 'Citizens', groups/end users or People who are eligible for each service offered by PSC, Complaint procedures or grievance redress mechanisms and how to access them, Feedback mechanisms for interaction with Citizens to continuously improve services, Information and dissemination for availability and visibility for services.

This Citizen's Charter is a tool to increase the information available to customers of PSC and sets standards for transparency in public services. It is expected that through Citizen's Service Charter, PSC's Clients will have faster access to services, setting an end to tremendous time wasting and delays in services delivery process.

Considering that its services have to be responsive to high expectations from citizens, PSC commits to inform them what services are available to them and what their rights and obligations are in accessing these services.

Realizing that PSC cannot go this route alone, it thus invites the citizens to keep a hawk's eye on its employees, to be correct, realistic and comprehensive in furnishing information to better

meet their expectations and root out all activities which negate service delivery improvement.

Indeed, for a better implementation of this Citizen's Charter, PSC expects continuous interaction with citizens seeking its services. For this, PSC has developed the following instruments in order to actively obtain feedback from its clients:

- Citizens' feedback form available at each department;
- Suggestion box at entrance;
- Open days/Accountability day
- Hot line services;
- Customer surveys,
- Grievance redresses mechanism or Complaints Systems in order to offer customers an immediate channel for feedback mechanism regarding the service they received.

This Citizen's Service Charter implies that actions will be taken when a service is not delivered, as it should. Thus, PSC encourages its clients to give their feedback through the complaints mechanisms that are accessible, approachable and open to all. It goes without saying that the PSC takes these complaints seriously and adopts prompt and proper action in a timely manner. Ideally, a time frame for dealing with these grievances and redresses has been set. The PSC is willing to share a more systematic review of the grievances with its clients.

The key following elements will be considered during the implementation process of this Citizen's Charter:

- Establish regularly the channels through which users can log grievances; Potential channels include a website, text messaging, and customer surveys at the point of service delivery, complaints boxes, mail, and phone.
- Assign grievance redress responsibilities within the PSC and outline the internal grievance redress process for addressing each grievance subcategory;
- Devise standardized internal processes for lodging grievances. Grievances can be lodged either manually or, if resources allow, using a computer-based system that permits the PSC to identify "real-time" trends in the data.
- Set a clearly defined timetable for grievance redress, including time to initial acknowledgement of the complaint (if complainant is not anonymous), expected time to resolution for each stage of the investigation, and the time frame for updating beneficiaries on progress;
- Decide what measures will be taken if there is a violation of service standards;

- Establish a monitoring and evaluation system to monitor trends in grievances data.

For encouraging communication, feedback and dialogue on the implementation of its Charter, PSC commits to use new media and ICT such as sms, email, and any combination of these technologies.

To improve continuously the service delivery, PSC is considering using the tools and techniques below in the implementation process of the present charter:

- service delivery review;
- benchmarking with best practice;
- performance management;
- training, learning and knowledge management;
- empowerment or delegation of authority;
- diligent complaints management;
- information management.

Considering that information is the cornerstone of implementing and monitoring of Citizen's Service Charter, this Charter will be delivered through various dissemination technologies and publicized widely through websites, radio, newspapers, etc. to reach the public. Thus, PSC will seek to use the following channels to ensure maximum availability and visibility of its services to users and stakeholders:

- Public relations/information desk ;
- Open day/Accountability day ;
- Publication of promotional material: Leaflets, Posters, Press releases ;
- Publications and creation of booklet;
- Production of brochures or handbills;
- Print the Charter and display in front of the office and formally issue the Charter and place it on website;
- Formal announcement and publication in newspaper;
- Messages broadcasted on radio and television;
- Discussions on call-in radio and television shows;
- Internet and continuous update of the public institution web site: Search engines, Public Websites, Partner Websites, and Restricted Website ;
- SMS directions where to find the Charter;
- Distribution of copies to public representatives and key stakeholders;
- Newspaper articles;
- Conferences and other targeted events related to service delivery improvement;

- Trainings and orientation sessions to employees and their representatives;
- Other (mailing lists, web forums).

In brief, our customers include Public Institutions, private companies, local authorities, and general public.

Commitment to our clients:

This charter is a commitment by the PSC to provide high quality services to all our stakeholders/ customers. We in this regard endeavor to serve effectively, with due diligence and professionalism. We shall uphold the utmost integrity in the delivery of our services.

Expectations from customers:

In order to serve you better, you can help us improve performance by:

- Treating PSC staff with courtesy and respect;
- Abiding by the regulations governing the academics services;
- Suggesting ways of improving our services at PSC;
- Providing the PSC with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

Contacts:

Public Service Commission (PSC)

Toll free telephone : 3999

E-mail : pscrwanda@yahoo.com

Website: www.psc.gov.rw

We shall acknowledge receipt and respond to all complaints made within 3 working days. If the matter requires more investigation and time to be resolved, we shall inform you of the intended course of action and time frame of response.

INTRODUCTION

The Public Service Commission (PSC) was established by article 181 of the Constitution of the Republic of Rwanda which was promulgated on 4th June 2003.

In the year 2010 the Constitutional Amendment n° 4 of 17/06/2010 redefined the new role of the Public Service Commission as responsible for *“ensuring that policies, principles and laws governing Public Service recruitment and administration are adhered to and put into effect by all Government institutions”*.

Consequently the Presidential Order n° 83/01 of 9/12/2010 defines the Public Service Commission as an oversight institution in recruitment process in all public institutions. This provides that the recruitment process is owned by the institution seeking to fill its approved organization chart in conformity with the General Statutes of Rwandan Civil Service. However it is also provided that the recruitment process must be approved by the PSC to ensure checks and balance.

It is in this context that all public institutions will continue to be responsible for individual recruitment activities to fill vacant positions in their institutions and the Public Service Commission, as an oversight institution, shall carry out research on laws, regulations, human resource requirements, and other matters relating to the management and development of human resources and advise the Government accordingly. The PSC has a mandate to submit to the organs concerned proposals on appropriate disciplinary actions against employees in accordance with the law in force and to handle appeals at the final level. The PSC provides also technical assistance to State organs and public enterprises governed by special statutes using the expertise which it has by virtue of its functions referred to.

OUR VALUES

We embrace Public Service value system that embodies the principles, ideals and beliefs of its employees, institutional staff, administrators, and forms the foundation for Public Service actions :

Excellence
Teamwork
Collegiality and Shared Governance

Inclusiveness of Ideas
Principled Leadership
Supporting Our Community
Effective Use of Technology
Equitable Reward System

VISION

A highly professional, well-resourced and skilled Commission contributing to a transparent, equitable, merit-based and fair public service'

MISSION

To provide independent oversight in public service recruitment and handle appeals over grievances, to ensure public servants are selected and supported to act on the highest principles of equity, transparency, good governance and integrity. This will be achieved through identifying and promoting internal procedures based on these principles within all public service institutions; establishing and putting in place thorough oversight systems and procedures; and addressing grievances efficiently and effectively.

CORE FUNCTIONS

The responsibilities of the Commission are derived from the Constitution and the Law n° 06/2007 of 01.02.2007 determining the organization and functioning of the Public Service Commission. As an oversight body the Public Service Commission has the authority to monitor and carry out investigations across all public institutions and to enforce its instructions and decisions.

The responsibilities listed in the Public Service Commission law enables the Commission to define exactly how it will carry out its oversight function in respect to recruitment and administration of civil servants. The main responsibilities are indicated below:

- Ensuring that policies, principles and laws governing Public Service recruitment and administration are adhered to and put into effect by all Government institutions;
- To establish an appropriate system of recruitment of candidates which is objective impartial, transparent and equitable for all;
- To Carry out research on laws, regulations, human resource requirements, and other matters relating to the management and development of human resources and advise the Government accordingly;

- To Provide technical assistance to the state organs and Public Institutions governed by special statutes using the expertise which it has by virtue of its functions;
- To make decisions at the last level in appeal cases submitted to it;

SERVICES PROVIDED BY THE PUBLIC SERVICE COMMISSION OF RWANDA

1. TYPE OF SERVICE: HR CONFLICT RELATED SERVICE

What is the Service? Am I eligible?	To be provided with quick and accurate legal response to any misunderstanding or conflict arising from employee employer conflicts. All Public Servants are eligible.
Which unit within the public administration do I go to?	Inquiries and Public employees litigation Unit.
When can I access the service?	Document submission Monday to Friday 7:00 am to 5:00 pm. Document retrieval Monday to Friday 7:00 pm to 5:00 pm
Once a request is made or an application is submitted, how long will it take?	30 days basing on gravity of the conflict.
What, if any, are the costs for accessing the service?	Free of charge.
What documents are required?	All relevant documents that may give more evidences to the responsible unit
What is the procedure?	Go to the Public Service Commission Offices as a final appeal body after your respective Institution has failed to deal with the case. -Submit the request letter for the service to the Public Service Commission. -Provided that your document is clear you can also get a reply as soon as possible at the PSC Office within the time limits as mentioned above.
What, if any, other institutions do I need to visit to access the	First visit your respective Institution before coming to the Public Service Commission as a final appeal body.

service?	
Is there a complaint procedure?	Complaints may be made either in person or in writing to the Executive Secretary of the Public Service Commission or writing through www.psc.gov.rw .
Is there any additional information regarding this service that is useful to know?	Any other useful information available on Public Service Commission web site: www.psc.gov.rw
Available forms	-
Relevant legal documents	General statutes 22/2002 of 09/07/2002

2. TYPE OF SERVICE: RECRUITMENT OVERSIGHT

What is the Service? Am I eligible?	Recruitment oversight related service All public servants are eligible
Which unit within the public administration do I go to?	Recruitment oversight unit.
When can I access the service?	Place by Document deposit; Monday to Friday 7:00am to 5:00pm Document retrieval Monday to Friday 7:00pm to 5:00pm
Once a request is made or an application is submitted, how long will it take?	3 days time.
What, if any, are the costs for accessing the service?	Free of charge.
What documents are required?	-A letter written to the Public Service Commission.
What is the procedure?	Write to the Executive Secretary Public Service Commission Offices. -Submit the request letter for the service through post office or by hand at the PSC Office -Provided that your letter is clear you can also get a reply through post office or by hand at the PSC Office.
What, if any, other institutions do I need to	Before writing to Public Service Commission, first write to your

visit to access the service	respective Institution if you are not given answer or not satisfied with it write to Public Service Commission as final appeal body.
Is there a complaint procedure?	Complaints may be made either in person or in writing to the Executive Secretary of the Public Service Commission or writing through the Website: www.psc.gov.rw
Is there any additional information regarding this service that is useful to know?	At Public Service Commission web site www.psc.gov.rw
Available forms	Available are the recruitment forms on the website.
Relevant legal documents	Presidential recruitment order.

3. TYPE OF SERVICE: Research and advisory service in HR Management

What is the Service? Am I eligible?	Monitoring & evaluation reports and HR Related research findings and documents as well as records. All Public Servants are eligible.
Which unit within the public administration do I go to?	Human Resources management Research Unit
When can I access the service?	Document deposit; Monday to Friday 7:00am to 5:00pm Document retrieval; Monday to Friday 7:00pm to 5:00pm
Once a request is made or an application is submitted, how long will it take?	7 working days.
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	-A letter written to the Public Service Commission
What is the procedure?	Write to the Executive Secretary Public Service Commission Offices.

	<p>-Submit the request letter for the service through post office or by hand at the PSC Office</p> <p>-Provided that your letter is clear you can also get a reply through post office or by hand at the PSC Office.</p>
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	Only visit your respective institution before writing to Public Service Commission.
Is there a complaint procedure?	Complaints may be made either in person or in writing to the Executive Secretary of the Public Service Commission or writing through www.psc.gov.rw .
Is there any additional information regarding this service that is useful to know?	Any additional information can be found at the Public Service Commission web site: www.psc.gov.rw
Available forms	-
Relevant legal documents	General statute 22/2002 of 09/07/2002.

4. TYPE OF SERVICE: FINANCIAL SERVICES:

<p>What is the Service?</p> <p>Am I eligible?</p>	<p>Financial services for the entrepreneurs who compete for the different tenders.</p> <p>All Public servants and entrepreneurs in case of tender processes.</p>
Which unit within the public administration do I go to?	Finance and Administration unit.
When can I access the service?	<p>Document submission: Monday to Friday from 7:00 am to 5:00 pm.</p> <p>Document retrieval: Monday to Friday from 7:00 am to 5:00 pm</p>
Once a request is made or an application is submitted, how long will	As per regulations or contractual terms (7 working days).

it take?	
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	A letter asking for the payment service after all required goods/services have been provided as per the contract terms.
What is the procedure?	-Write to the Executive Secretary of the Public Service Commission. -Submit the request letter for the service through post Office or by hand at the PSC Office -Provided that your letter is clear you can also get a reply through post office or by hand at the PSC Office.
What, if any, other institutions do I need to visit to access the service?	Only your respective Institution before coming to the Public Service Commission.
Is there a complaint procedure?	Complaints may be made either in person or in writing to the Executive Secretary of the Public Service Commission or writing through www.psc.gov.rw .
Is there any additional information regarding this service that is useful to know?	Any other information may be found on Public Service Commission web site www.psc.gov.rw .
Available forms	-
Relevant legal documents	Contracts

5. TYPE OF SERVICE: RECEIVING DIFFERENT CORRESPONDANCES AND PROVIDE RESPONSES

What is the Service? Am I eligible?	To provide Human Resources (HR) Related services such as advice on HR management issues through writing and by writing to make it more professional and ethical. All public servants are eligible.
Which unit within the public administration do I go to?	Executive Secretariat for direction and co-ordination.
When can I access the service?	Document submission: Monday to Friday from 7:00 am to 5:00 pm. Document retrieval Monday to Friday 7:00 am to 5:00 pm
Once a request is made or an application is submitted, how long will it take?	2-3 days
What, if any, are the costs for accessing the service?	Free of charge.
What documents are required?	Any correspondence addressed to the Executive Secretary Public Service Commission
What is the procedure?	-Go to the Public Service Commission Offices. -Submit the request letter for the service through post office, by hand at the PSC Office or through the website. -Provided that your letter is clear you can also get a reply through post office or by hand.
What, if any, other institutions do I need to visit to access the service?	Your respective Institution before coming to the Public Service Commission.
Is there a complaint procedure?	Complaints may be made either in person or in writing to the Executive Secretary of the Public Service Commission or writing to www.psc.gov.rw
Is there any additional information regarding this service that is useful	For Additional information web site can be more helpful www.psc.gov.rw

to know?	
Available forms	For the job requirements, application forms are found on web site www.psc.gov.rw
Relevant documents	legal Recruitment presidential order and General Statutes 22/2002 of 09/07/2002

OUR SERVICE STANDARDS

This charter describes the main services provided by The Public Service Commission. The following table describes how we will measure how effective we are in delivering our core services to our Clients.

Our Services	Measures of effectiveness
<p>Provide leadership in data collection, analysis and reporting</p> <p>Provide timely and accurate information to internal and external constituents in support of data driven decision making.</p>	<p>Five examples per year of pro-active contacts with various components or Public Service wide activities.</p> <p>Responses dependent on one variable will be provided within 0-24 hours. (eg. Recruitment)</p> <p>Complex queries involving tracing several variables over several years and involving complex data analysis will be completed within three days to 30 days depending on the complexity of the question.</p>

Provide compliance with national and other institutions of regulations	100% of all national and accrediting bodies will be complied with in an accurate and timely manner as indicated by documented due dates and submission dates.
Provide comparative data for Public Service	Comparative timely data from peer institutions will be available on the PSC website.
Provide comparative data for Public Service Employees Provide assistance in defining research needs and research design	Of those individuals requesting assistance with either defining their research needs and research design, 95% will indicate that assistance was provided.

The Tables below show processing time service standards for our interaction with our clients. We aim to process at least 75% of cases within these service standards. However, the service standards are indicative only. Individual cases may be decided in longer or shorter periods than the service standard, dependent on a range of factors, individual circumstances and the complexity of each case.

Telephone

Service Principles	Service Standards
Our telephones will be answered promptly	We will respond to your calls within four Minutes
We will be courteous, professional and helpful	When answering the telephone, we will provide you with our name and working position. When we call you, we will provide you with our name and work area and tell you why we are calling
We will be accessible by telephone during business hours	All departments will have telephone service during business hours

In Person

Service Principles	Service Standards
We will assist you promptly	We will serve you within 10 minutes of your arrival, if you have an appointment
	We will serve you within 20 minutes if you have no appointment
	We will advise you, in advance, about any unexpected delays
We will be courteous, professional and helpful	We will be neatly dressed and well presented
We will be accessible	Our departmental business areas will have in person service options. Our clients will be clean and comfortable, have clear signage and current, relevant information on display

Interview

Service Principles	Service Standards
We will give reasonable notice of interviews	We will advise you about interview arrangements in a timely manner. Where legislative timeframes apply, we will meet them
	We will inform you of any changes in arrangements before your scheduled interview
	We will see you within ten (10) minutes of your appointment time and advise you, in advance, of any unexpected delays
We will conduct interviews in a fair and reasonable manner	We will consider the appropriateness of any interview and whether the required information could be obtained in another way
We will actively address your diverse needs	We will conduct interviews in locations that are private, secure and reflect the nature of the interview

Written communication

Service Principles	Service Standards
We will respond to your correspondences promptly.	We will reply to all correspondence in a timely way using the most appropriate contact method-telephone, in-person or in writing
	We will acknowledge email requests within one (1) working day of receipt, and provide you with a likely timeframe for our full response
We will be courteous professional and helpful.	We will provide accurate, helpful and timely responses that are relevant to your needs
	We will identify ourselves and provide contact details in our written correspondence
	We will record all of your correspondence on departmental databases and filing systems
We will be accessible in writing	All departmental business areas will have mail contact options
	We will use out-of-office email messages when away from the office, and provide you with alternative contact details

Applications and decisions

Services Principles	Service Standards
We will acknowledge applications promptly and inform you about the assessment process	We will acknowledge all applications within seven (7) working days-unless we make a decision in that time
	We will provide you with the details of any outstanding requirements, next steps and likely processing times in timely manner

We will be courteous, professional and helpful	We will identify ourselves and provide you with options for contacting us
	We will let you know how and when you need to provide information to us
	Where you have a nominated representative, we will communicate with your representative
We will be open and accountable and tell you the reasons for our decisions	We will provide you with clear and timely reasons for our decisions and advise you of only review rights

Our Information

Service Principles	Service Standards
We will provide clear, accurate, helpful and consistent information	We will regularly review and update information to ensure it is current and meets your needs and expectations

Your feedback

Service Principles	Service Standards
We value your compliments, complaints and provide appropriate contact details in our client information	We will invite feedback and provide appropriate contact details in our client information
	We will acknowledge client feedback within one working day of receipt
	We will resolve client feedback received via the web , email and telephone within ten working days
We will use your feedback to improve our services	We will resolve written client feedback received via the letter, fax or courier within 3 working days
	We will monitor and report on all feedback and consider this in reviewing and improving our services

Approved by: **Angelina MUGANZA**

Executive Secretary
Public Service Commission