



PROTESTANT INSTITUTE OF ARTS AND SOCIAL SCIENCES, PIASS

P.O. Box 619 Butare - Phone: (+ 250)0252530619 Fax :(+250) 0252530298

E-mail: fathebu@yahoo.fr Website: www.piass.ac.rw

PIASS STAFF DEVELOPMENT POLICY

1. Historical background of Protestant Institute of Arts and Social Sciences

The institution which later on became the Protestant Institute of Arts and Social Sciences was founded in 1970 by mainline protestant churches which were operating in Rwanda. The institution was then called “Ecole de Theologie de Butare: ETB” (Butare School of Theology). In 1990, it was upgraded into Faculty of Protestant Theology of Butare (FTPB) which got official accreditation in 1993 by the convention No 1552 of 09 December 1993. In the same year, the convention No 1554/09.2/01/02 acknowledged the degrees delivered by the FTPB.

In the aftermath of 1994 genocide against the Tutsi in Rwanda, the founders of the institution, in the collaboration with the FTPB national and international partners deployed a lot of efforts to help FTPB resume its activities in such a way that specific needs of a recovering society could be met. In that perspective, a so-called Special Program was launched in 1995 and lasted till 2001: three successive intakes of students have been trained over two years and educated in contextual and practical theological training through those kinds of crash courses. The graduates of the Special program were awarded with Diploma in Protestant Theology. As of 1999, the FTPB returned to the ordinary four years program of Hon. Bachelor’s degree in Protestant Theology.

In 2010, the FTPB grew up and was supplemented by two more new Faculties: Faculty of Education (FED) and the Faculty of Development Studies (FDS) within the new framework of Protestant Institute of Arts and Social Sciences (PIASS). Those two new fields have been chosen based on the experiences and expertise acquired by Protestant Churches in Rwanda. The new Institution (PIASS) has been respectively accredited by the Ministerial Order no 09/11 of November 2009 licensing “Institut Protestant des Sciences Humaines de Butare (IPSHB)” and the ministerial order n°29 of 19/07/2010 recognizing the Institute under the new name of Protestant Institute of Arts and Social Sciences (PIASS).

2. PIASS Philosophy

PIASS holds the view that hope and science are indispensable tools for any society to survive and harness moral obligation of people to creatively improve the socio-economic environment in which they can survive and realize their potential. This can only be achieved through a well-conceptualized educational and scientific package through which everyone must rightfully experience and acquire the tools to facilitate this philosophy.

3. PIASS Vision

“To be a reference university, fostering knowledge development and research that is relevant for the society and inspired by Christian ethics and values.”

4. PIASS Mission

“To provide to Rwandan Society and Churches well trained personnel who are inquisitive, solution oriented, committed and equipped with intellectual tools that enable them to meeting specific needs of societies that are moving to a global, modern and pluralistic world.”

5. PIASS Moto

“Fides et Scientia”

Faith and Science for Life.

6. PIASS Objectives

PIASS as Higher Learning Institution has the following objectives:

- To develop practical and applicable knowledge in social as well as economic development
- To impart a high quality in teaching, enabling creation of employment and that proves relevant to communities is close to reality, helpful for the society at large.
- To contribute to the positive transformation of society using short teaching and training, research, consultancy and projects and respect to ethical dimension.

- To contribute to local and national sustainable development by promoting scientific and technological research as well as research for integrated development.

7. Policy Statement

PIASS is a rapidly growing HLI. It has moved over 12 years from 300 to 1800 students and from 12 to 40 permanent teaching staff (excluding equivalent of part time ones). New facilities have been developed and infrastructures resulting into two campuses. Goals are translated in additional academic objectives. New departments and new programmes have been launched. Additional academic expertise needs to be mobilized and developed. New jobs are piling up and additional responsibilities have to be assumed by present staff but also more qualified staff needed due to the dynamic change and developmental vision of the institution, our country and the region. Management of activities, priorities and risks become integral part of human capacity building.

Complexity of administration and management makes it compulsory to acquire new skills and carry out new tasks. Integration and consistency within the institution between academics and administrative staff requires a sound capacity to interact and coordinate between academics and administrative staff.

8. Key Principles

As a HLI inspired by Christian ethics, PIASS considers that staff development and staff capacity building form an integral part of its own development as an institution as well as of its mission.

PIASS understands that Human Development is nurtured by knowledge; know how, personal development according to the French triptych: *savoir, savoir-faire, savoir être*.

PIASS also considers that Human Resource Development is not limited to knowledge, skills and academic degrees. HRD consists also in the acquisition of expertise in personal development:

work organization, time and stress management, social communication, performance assessment and setting of professional objectives. Social skills acquisition does matter in the 21st century, such as communication, settling of divergences, team work.

PIASS believes that level of salaries is only one part of staff motivation to remain committed and active. Team spirit and working atmosphere as well as Career Development and perspective are the other two drivers that matter.

PIASS considers itself not only as a teaching institution but also a learning institution, looking back to its own experiences, be it successes or failures and drawing lessons out of those, that requires specific abilities and interest, so that PIASS performance and memory can improve constantly. Evaluation and Monitoring are part of its HRD policy

PIASS stresses not only on new capacities to acquire from outside but also on the capacities that exist within the institution and fosters systematic transfer from knowledge and skills between staff.

Thus, the following key principles are adopted:

- a. Human Development is comprising of acquisition of additional knowledge, supplementary know how as well as new personal and social skills.
- b. HRD has to be properly planned and equitably conceived, finding a solid match between domains of individual interests and requirement of Faculties/ Departments development
- c. Acquisition can happen from outside as well from inside, on more formal or informal ways.
- d. Skills acquired or available are advantageously shared among staff, for the benefit of both imparting and receiving.
- e. Learning culture does matter a lot at personal as well as institutional levels.
- f. Evaluation and Monitoring is critical for individuals, teams and institution.

9. Areas and types of staff development

Staff development takes different shapes and depending on identified needs. These could be through either formal or informal trainings. Below are just ideas which are not limited to ...other new and dynamic opportunity.

9.1 Informal training – in service

Practical and Professional Skills through informal skills are such as Hands on training sharing among the staff: one hour per month or in two weeks, moderated by one staff equipped

with the know-how of the identified need, to be passed to others. These also include, quarterly training and workshop, yearly PIASS retreat.

9.2 Formal training:

Formal training could be a long or short knowledge and skills development. It may be established in any discipline provided that it is appropriately in line with the institution's vision of its long-term development. Forms of the formal training are often with vertical purpose of knowledge and skills development but also horizontal especial in short training.

These include; upgrading knowledge and skills leading to degree acquisition and other related requirements for promotion into academic rank.

SECTION ONE: STAFF DEVELOPMENT & TRAINING

This policy sets out the University's commitment to the current and future development of staff skills, expertise and ability in support of: University, Faculty/School strategy; other strategic and operational plans; and the job and career related aspirations of individual members of staff. The University recognises that effective staff development is not only vital to meeting future goals and ambitions but also makes an essential contribution to the development of a responsive, staff supportive and well managed institution.

Article 1.2: Scope

This policy applies to all staff groups irrespective of differences in terms and conditions of service, seniority levels, working patterns and any other irrelevant distinctions. Implementation of this policy will pay due regard to the University's commitment to equality of opportunity. As a guideline for resourcing purposes, it is recommended that at least 5 working days per annum is set aside for individual staff involvement in learning and development activities according to individual needs and requirements.

Article 1.3: Responsibilities

Staff training and development is the responsibility of all staff in the University. In particular:

- a. **Senior managers** – in promoting a climate, and providing space and resources, to ensure that continuing learning and individual development is recognised as an imperative to meet the future plans of the University;
- b. **'Middle' Managers** – through providing the local infrastructure, support and resources to enable staff to take part in staff development activities;
- c. **Individual line managers** – by taking an active part in helping staff identify their development needs, facilitating access to staff development opportunities and assessing the effectiveness and performance gain from staff development;

- d. **Individuals** – by taking responsibility for identifying areas where their work might be developed, making themselves aware of and taking advantage of suitable opportunities and applying their learning in their work;
- e. **Providers of staff development within the University** – through consulting staff about development needs and being responsive to feedback and requests for specific services.

Article 1.3: Institution identifying development needs

The University will adopt a structured approach to identifying the development needs of individuals and particular staff groups. This will take place at various levels, reflecting a 'top down' strategic, and 'bottom up' approach:

PIASS management should:

- a. make yearly Development plan, where any action related to this should be notified within six months.
- b. management line should help staff to identify development needs, and make a clear plan
- c. make sure that the identified needs are in line with the projection of the Institution development
- d. be responsible of identifying and encouraging its staff to take up knowledge and skills development both long- and short-term trainings which are beneficial to the institution's vision

Article 1.4: Individual development needs – these should be identified and agreed through an initial discussion as part of induction to the University and the individual's role; the annual Performance and Development Review process supplemented by regular follow up reviews; ongoing discussion with staff about work performance and any changes to the work of the job-holder.

Article 1.5: Team/Office development needs – these should be identified through consideration of collective skills updating needs as part of a regular process of setting out operational and work plans; and regular review of the work performance for the team or office in question.

Article 1.6: School/Faculty/Directorate development needs – these should be identified in conjunction with the strategic planning process and regular review of the performance of the unit against plans.

Article 1.7: University wide development needs – to be identified through consideration of the skills updating implications of the University strategic plan; consideration of the staff development implications of the introduction of new policies and procedures and changing

external requirements; and university wide planning reviews or staff feedback obtained through means such as the biennial staff survey.

Article 1.8: Taking Action on Staff Development Needs

There are a variety of means of meeting identified development needs. As part of ensuring appropriate support, and maximising the learning from staff development activities it is suggested that managers take an active part in briefing and de-briefing staff before and after engaging in some activity.

Before – it is recommended a discussion takes place to cover the reason(s) why the development is required and specific outcomes/changes required in the job or role; how the new skills/knowledge/experience/qualification will be implemented in the workplace; and what preparation is needed before the development activity.

After – a conversation shall be held to consider whether the development needs have been met; the skill(s)/knowledge/experience/qualification gained from the development and how this can be applied in the job; and any help or support needed to apply the new learning in the job.

All staff and managers should be encouraged to maintain records of their development activities.

Article 1.9 : Mandatory Staff Development Provision

The following staff development activities are mandatory and line managers should ensure staff participation in these where appropriate:

- a. **Induction/Initial Health and Safety Training** – the University is legally obliged to ensure new staff are given the Health and Safety Training/briefing required for new or changed roles. In addition each new member of staff will have a personalised induction plan. The University has developed separate guidance on Induction and mandatory Health and Safety Training;
- b. **Management Development** – all staff appointed to a managerial role in the University should attend training and development appropriate to that role – for example in leading teams, carrying out Performance and Development Reviews;
- c. **Equality and Diversity** – all staff who take part in a selection or promotion panel should have attended Equality and Diversity or Recruitment and Selection training;
- d. **Initial Development Programmes** – where it is a requirement of terms and conditions of employment staff should attend the relevant mandatory course linked to probation – for example training for new academic staff.

Article 1.10: Other Staff Development Opportunities and Options

a. Open Staff Development Programmes

All staff should be encouraged to take advantage of the programme of staff development events offered by centrally based University Staff Development providers. The Staff Training and Development Unit, Directorate of Human Resources provides a programme of events aimed at all staff covering topics such as Management Development, Health and Safety, Interpersonal and Communications skills, Self Management and Organisation. Central computing services provide training in software applications and Corporate IS applications. Staff Development services are also provided in relation to Teaching and Learning Support, Disability Services, and by the University Counselling Services.

Attendance on centrally provided University staff development programmes should be discussed and agreed with an individual's line manager.

b. External Events/One-off conferences/Seminars

PUR provides a small budget to which staff can apply for financial support to attend the above. Faculties and Schools may also hold funds to support staff attending external events.

c. On the Job Training

As part of induction and ongoing development, line managers and supervisors should recognise their responsibility for providing work based on the job training where this is the most suitable development option.

d. Faculty and School Development Programmes, Seminars and Activities

As part of fulfilling their staff development responsibilities, Faculties and Schools are encouraged to develop provision of their own formal and informal programmes of staff development activity utilising the internal expertise of staff. Support is available from the central University Staff Development Providers in developing such programmes

Article 1.11: Evaluation of Staff Development Activity

Managers should develop means of assessing how effective staff development undertaken has been in improving job performance. This should take place at a post development de-briefing and more generally within the Performance and Development Review Process. As part of the annual planning cycle Faculties/Schools and Directorates should review the value of any development initiatives they have put in place, and update their training plans in the light of revisions to business plans. As part of their operational reviews those providing staff development to the University should review the quality, relevance and usefulness of their provision.

SECTION Two: COURSES OF FURTHER AND HIGHER EDUCATION

Article 2.1: Eligibility

All staff are able to apply to the central Staff Training and Development Unit for financial support to study for job-related qualifications - subject to operational release and availability of funding. Where staff wish to pursue PIASS qualifications and courses of study there may be a fee waiver of 50% of the tuition fees is provided. A Training Contract setting out guidelines for application and setting out arrangements on time off for study shall be signed between the Vice Chancellor and the Applicant.

Article 2.2: Scholarship Guideline

As one of the rights for the academic staff, every PIASS staff has the right to studies and other types of staff development. However, any staff planning to go for further studies should sign an agreement with the employer/ the vice Chancellor and Vice Chancellor academic with a prospect student, on terms and conditions, as well as modalities for his/her studies – during and after, depending on the type of scholarship obtained. See Appendix I.

At each level, PIASS academic staff should encouraged to know that **spending 5 year** in the institution without upgrading his/her study, would have a negative effect on their carrier.

Article 2.3: Types of scholarship

There different types of scholarship, including; private scholarship, institutional scholarship, and church scholarship

a. Private scholarship

A private scholarship is a type of scholarship that PIASS staff has negotiated outside PIASS involvement. In this case, the candidates shall inform his/her employer and make arrangement about the plan for studies, and have appropriate agreement signed.

If the candidate is on full time studies with fully covered scholarship, he/she may decide to request a study leave. With study leave, the candidate is exempted from any teaching activities at PIASS and his monthly salary will be blocked for the period of his/her studies

If the candidate is on full time and full covered scholarship, he/she should be exempted from supplementary duties, and paid half monthly salary. He/she should be able to cover 20% of

yearly workload and other related activities. There should be some arrangement on other activities that the candidate would be involved in during his vacation period at PIASS.

If a candidate is on sandwich program, the candidate shall be exempted from supplementary duties and shall be paid full salary except communication and transport allowance during her/his period of study leave. He/she should be able to cover 50% of his/her workload throughout the period of her/his studies

b. Institutional scholarship

Institutional scholarship is offered or negotiated by PIASS. The type of scholarship should be whether it is a full time or sandwich study program.

If full time, the candidate shall be exempted from supplementary duties. The candidate shall sign a contract with the employer with a commitment to work for the institution for **two years for masters and five years** for PhD after end of studies. PIASS will pay 50 percent as financial assistance to employee's monthly salary after deducting communication and transport allowances.

If the candidate is on sandwich program, he/she should be exempted from supplementary duties and should cover 50% of yearly workload, for teaching and other related activities. The candidate shall sign a contract with the employer on mode of his/her studies and with a commitment to work for institution for **two years for masters and five years** for PhD after end of studies. The candidate shall be paid full salary except communication and transport allowances during her/his study leave.

c. Church organized scholarship

PIASS member churches may negotiate a scholarship for PIASS staff. In this case, there should be a written agreement between the church and PIASS staff on modality of study and the after study; what is expected from the church and what is expected from PIASS should be clear to avoid conflict of interest.

It is the responsibility of the student/candidate to know what the two institutions expect from him/her and act accordingly.

If full time, the candidate shall be exempted from supplementary. Her /His monthly salary will be managed in compliance with the agreement between the Church, PIASS and the candidate.

If the candidate is on sandwich program, he/she should be exempted from supplementary duties (if any) and should cover 50% of yearly workload, for teaching and other related

activities. Her /His monthly salary will be managed in compliance with the agreement between the Church, PIASS and the candidate.

Article 2.3: Scholarship planning

PIASS as an academic institution should be able to identify all gapes (needs) found in the institution bearing in mind of offering teaching program, and those planning to be offered when planning for staff development and scholarship for its staff.

All ongoing students on any type of study should be in different areas hoping to cover the gape identified.

Article 2.4: Scholarship Management

At beginning of each semester of academic year, there should be a report on every member of the faculty planning to pursue studies in the semester, so that teaching plan is done correctly.

There should be also a progress report on each staff (under any type of scholarship) related to their ongoing studies. These reports should in turn be shared at the first Senate meeting of the beginning of each semester.

The dean at the faculty level should be in charge of communicating with faculty staff members that are pursuing their studies, to find out not only about their progress but also to inform on the faculty and institutional development in general.

Appendix I: Post graduate training contract

POST GRADUATE TRAINING CONTRACT

In line with the National Staff Development Policy and within the framework of the Protestant Institute of Arts and Social Sciences' Staff Development Policy and, the latter hereafter referred to as the **employer**, represented by the Vice Chancellor, -----, on one hand, and -----here after referred to as the **employee** on the other hand, enter into an agreement for a post graduate training aiming to reach a degree of in the field ofat the University..... of ...at ...in...-----

The two parties agree on the following articles:

Article 1:

The Employer authorizes ----- to study at ----- *enrolled* in ----- on a sandwich/full time mode during the period from to The employee remains enrolled by the Employer in the same capacity and according to the same terms.

Article 2

The costs of the training are figured out on the basis of scholarships funded by PIASS or a PIASS partner comprising of fees, travels and accommodation as well as the continuing remuneration specified under article 3 below

Article 3:

The Employer maintains the remunerations for the employee during his/her study leave in accordance with the provisions of section 2 of this Policy.

Article 4:

The employee's transportation allowance will be paid during teaching or service stays in Rwanda approved by the Human Resource Department.

Article 5:

Upon completion of the training the employee agrees to work for the employer as part of the compensation for the expenses incurred during the training. Not later than thirty calendar days (30 days), the employee agrees to start a full-time work specified by the employer, and of a span of five (5) years in case of PhD studies and for two (2) years in case of Masters' degree.

Article 6:

Should the employee decide to leave the employer before the set duration, he/she will be required to pay the expenses (tuition fees and living allowances) incurred during the training by the employer or its partner within a reasonable span of time, convened by the parties.

Article 7:

Should an employee leave the employer and be contracted by another employer before the set duration, the employee might authorize the future employer to reimburse to PIASS all the expenses (tuition fees and living allowances) incurred by PIASS during the staff (employee's) training period.

Article 8:

In the case of outstanding due by the employee and should the new employer refuse to cut cost from the salary and transfer it to PIASS, the case will be brought to the competent jurisdictional court.

Article 9:

Should a defaulting employee live outside Rwanda, the employer will request the administrative and legal assistance of Rwanda Diplomatic Mission competent for that specific country for in order to reach a final decision regarding the amount owed by the former employee.

Article 10:

Should employer be deemed by the employee as having breached the agreement on training, the employee can refer the case to the University Council for recourse. Should the employee be unsatisfied with the outcome of the resolution by the University Board of Directors, the case might be referred to a competent court.

Article 11:

If the employee is taking a sandwich mode program, he/she will be required while in Rwanda to complete his/her workload but not exceeding 50% of the original workload.

Article 12:

In accordance with the sandwich program, the employee agrees to be available for service to the employer in accordance with an agreed schedule.

Article 13:

Upon completion of the Master's program under full time scholarship, the employee must come back to the employer to serve for at least one year even if he/she is offered a place within a PhD program. This may be waived if the program that they are offered is fully funded by the foreign institution.

Article 14:

For the employee on a sandwich mode program and during the stay in Rwanda, the employer will pay the usual transportation allowance.

Article 15:

Where the training is fully sponsored by the PIASS, requirements (medical insurance, book allowances, living allowances, and travelling allowances) of the university attended by the employee will be followed.

Article 16:

Depending on the terms of the sponsorship, the PIASS may pay for parts or the whole of the scholarship.

Article 17:

The employee will be required to submit two copies of his/her thesis/dissertation to the PIASS library

Article 18:

The employee will be required to register at the Rwandan Embassy in the country of training upon arrival at the earliest convenience. The employee upon arrival at the training institution should complete "the Registration Form for Post-Graduate Studies Abroad" and return it to the Vice Chancellor and give a copy to the Deputy Vice Chancellor for Academics within one month of the arrival at the training institution; otherwise, no salary or living stipend will be paid.

Article 19

The employee is required to make sure that the Deputy Vice Chancellor for Academics receives an official academic progress report from the training institution. The above mentioned office of the PIASS will review the employee's progress through an academic progress report submitted at the end of every six months to decide whether or not the employer should continue supporting the employee.

Article 20:

Upon signing this contract, all funding for the training, whether by the PIASS or by any other partner in collaboration with the PIASS with regard to the direct financing of the employee's studies, will be understood as being a sponsorship by the PIASS.

Article 21:

The contract takes effect from the date of signing.

Article 22:

Two original copies will be given to the contracting parties.

Copies of the contract will be given to:

- The Deputy Vice Chancellor for Academic Affairs;
- The Director of Human Resources and
- The PIASS Faculty, School or Centre where the employee works.

Article 23:**Personal Declaration**

I ----- Hereby agree to the following articles

- 1) That I shall return to PIASS within 30 days upon completion of the above degree program.
- 2) That in case I do not return to PIASS, I authorize PIASS to contact my then employer to recover all expenses as indicated in the present contract.
- 3) That I shall declare to the University my next kin for contact in case of any issue concerning me.

Done at Huye, on -----

Vice Chancellor

The Protestant Institute of Arts and Social Sciences

(The employee)

(The employer)

Approved By PIASS Council at Huye on **25th May 2022**

Chairman of PIASS Council