



**PROTESTANT INSTITUTE OF ARTS AND SOCIAL SCIENCES (PIASS)**

**OFFICE OF THE VICE CHANCELLOR**

*P.O. Box 619 Butare Rwanda- Phone: (+ 250)788310 811*

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# **PROTESTANT INSTITUTE OF ARTS AND SOCIAL SCIENCES (PIASS)**



## **HUMAN RESOURCE MANAGEMENT POLICY**



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## **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 that 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 2009, the FTPB grew up and was supplemented by two new Faculties: The Faculty of Education (FED) and the Faculty of Development Studies (FDS) within the new framework of “Institut Protestant des Sciences Humaines de Butare (IPSHB)”. Those two new fields have been chosen based on the experiences and expertise acquired by Protestant Churches in Rwanda. In 2010, the French name was changed to Protestant Institute of Arts and Social Sciences (PIASS). 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).



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#### **1.1. PIASS Philosophy**

PIASS holds the view that faith 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.

#### **1.2. PIASS's Statement of Faith**

PIASS affirms the following as fundamental to Christian belief, practice, and behavior.

1. The Holy Scriptures of the Old and New Testaments, as the written Word originally given by God through revelation to humans, are inspired, true, and entirely trustworthy in all that it intends to teach, and have supreme authority in all matters of faith and conduct since they contain all things necessary for salvation.
2. There is ONE GOD, eternally existent in Three Persons: Father, Son, and Holy Spirit.
3. God is the Creator and Sustainer of the world and of life thanks to His universal sovereignty over all that He has made in heaven and on earth.
4. Our Lord Jesus Christ, incarnated God, was conceived through the Holy Spirit and born of the virgin Mary, true God, and a true man without sin. His bodily resurrection, His ascension, His present mediatorial work, and His personal return in Power and Glory to judge the living and the dead remain a firm source of our hope for the present and life to come.
5. The Holy Spirit, one of the persons of the Trinity, witnesses to Christ, regenerates, and sanctifies us. His indwelling enables us to witness and serve the Triune God and humankind through different spiritual gifts and talents.
6. Man and woman were created by God in His image, free and responsible to choose good or evil. By sin, human beings were corrupted in their nature and were separated from their Creator.



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7. Salvation for humans remains the work of God, accomplished through Jesus Christ's expiatory death and bodily resurrection. In His grace, God justifies the sinner through faith alone.
8. The unity of all those who, through believing and confessing that Jesus Christ is the Son of God and the Saviour of the world, form a community of children of God, the Church, the Body of Christ of which He is the Head.
9. The bodily resurrection of all the dead, the final judgment, and the establishment of the eternal kingdom of Christ.

As a Church-owned institution, PIASS's overall conviction and calling are to build a world in which the love of God for His creation and that we have for one another is visible and lived in concrete experiences. To stand firm in its faith and succeed in its mission, the following commitments and strategies are set as safeguards:

1. PIASS is committed to reading, teaching, and preaching the Holy Scriptures in their plain and canonical sense through an in-depth analysis, and to applying their message.
2. PIASS is committed to promoting Ecumenism within it and among Protestant Churches in Rwanda and beyond as an opportunity and strategy to affirm our Christian witness and fight against separatism, destructive fundamentalism, and any form of extremism.
3. PIASS is engaged in the ministry of reconciliation and search for peace within surrounding communities, in the Rwandan society, and in the Great Lakes sub-region.
4. PIASS is committed to supporting initiatives likely to improve the living conditions of communities.
5. PIASS is committed to supporting the weakest among us and to building healing communities where everyone finds a place.

### **1.3. 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.”



#### **1.4. PIASS Mission**

“To provide Society and Churches with 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.”

#### **1.5. PIASS Moto**

Fides et Scientia (Faith and Science): By this moto, PIASS assumes that faith and science are interwoven to ensure the quality of life.

#### **1.6. 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 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.

#### **1.7. Principles and values**

Being a Protestant institution of Higher Education, PIASS ethical values are grounded in its statement of faith.

- **Liberation:** As the Gospel of Christ liberates from all human alienations here and now, bearing witness to it cannot go without running social dialogue with the society and serving the poor.
- **Relevance:** Higher education plays a key role in construction and development of a just, equitable and stable society through the training of committed, responsible and professionally competent citizens.



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- **Unity in Diversity:** Open and respectful exchange of ideas along with evidence-based documentation is essential to higher education contribution to a pluralistic society.
- **Effectiveness and efficiency:** Finding out the optimal and cost-effective way to reach objectives, in changing environment and limitation of resources and keeps on being result and solution oriented.
- **Quality Service Delivery:** Training, research, and services to both national and international communities must be qualitative and competitive.
- **Innovation:** Teaching and learning processes are considering changing needs of churches and society and therefore programs are continually assessed and improved accordingly in a spirit of creativity and entrepreneurship at all levels.
- **Responsibility:** Teachers, students and administrative staff, to achieve their job, are expected to make decisions, act upon their choices, delegate and report openly.
- **Solidarity:** Promoting a gender balanced culture and stressing on the needs of disadvantaged groups.
- **Collaboration:** Fostering team spirit and looking for win-win partnerships with other institutions of higher learning.
- **Transparency:** Managing resources of the institution in a rigorous and transparent manner.
- **Good Governance:** Fairness, equity without discrimination, clear delegation and decentralization are adopted at all levels of the institution.
- **Prayerful life:** Prayer as a conversation with God and a means for self-examination can bring about a sense of inner peace, spiritual refreshment, and more commitment to serve God, fellow humans, and the whole creation.
- **Hard work:** The necessity for hard work is not only a way to attain prosperity and wealth for oneself and society, but it also remains a calling to fulfill the mandate given to human beings to take care of creation and fructify it in a sustainable way.
- **Equality and Inclusivity:** All members of the PIASS community are equal. We believe in a fair and respectful manner so that each member of the PIASS community has an equal opportunity to contribute to the University's operations. We promote the safety,



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security and wellbeing of society and our environment by acting in accordance with the University's equality and diversity policy.



## **PURPOSE OF THIS POLICY**

The purpose of this policy is to:

- Consolidate all Human Resource procedures and practices in one document for ease of reference;
- Define the obligations and rights of the University organs;
- Define the obligations and rights of the employees of PIASS; and,
- Serve as a reference framework for the Management of the Human Resources in the Institute.
- Define frameworks and key principles for human resource development

The Director of Administration and Finance is the responsible person in safeguarding and implementing the policy. Besides, he/she shall make the policy accessible to all employee of the Institute. The policy shall be reviewed from time to time. An organ of the Institute or employee may communicate in writing the need for revision or addition to any part of the policy. Such suggestions shall be delivered to DAF who will present them to the Executive council and finally to the Board for the consideration. The decision of the Board shall be communicated in writing to all members of the staff.

- The interpretation shall not conflict with the Statutes and internal regulations of PIASS as well as national employment policy in force or any other relevant laws.

## **Terms of employment at PIASS**

- PIASS is an equal opportunity employer and appointment to all positions in the Institute service is based on the principle of MERIT. The Board of Directors shall approve all the establishments and shall be responsible for all appointments.
- Appointment into the institute service shall be on the following terms:





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### **Permanent Terms**

- Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of 65 years **otherwise** the institute governance board holds the right to define other provisions.
- Permanent terms shall be confined through a signed permanent contract available to the directorate of human resource management.

### **Visiting Terms**

- Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the institute and an employee. An employee may change status from visiting terms to permanent terms, and vice-versa through application, consideration for approval by the appointing authority.
- Eligibility to such appointments shall be as follows:
  - Professors and Associate Professors who have reached the mandatory retirement age and whose services are still needed;
  - Non-citizens;
  - Temporary administrative appointments authorized by the Vice-Chancellor
  - Any exceptional cases as may be determined by the Board of Directors.

### **Part-time Terms**

- Appointment on Part-time Terms for administrative/support staff shall be the type of employment where the working hours per week by an employee do not exceed 20 hours or as may be reviewed by Council from time to time.
- Appointment on Part-time Terms for teaching staff shall be the type of employment where an employee is engaged to teach some courses with less than normal teaching workload and whose remuneration is on a piece rate basis. An employee may change



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status from part-time terms to terms permanent, once the vacancy is found and it shall be done through application, consideration for approval by the appointing authority.

### **Categories of employees**

- The senior staff of the Institute includes:
  - The Vice Chancellor
  - Deputy Vice Chancellor for Academic and Research
  - Deputy Vice Chancellor for Administration and Finance.
- Others staff include:
  - o **Academic Staff** Academic staff shall be staff engaged in teaching, research and outreach to the community in line with the mission of the Institute. They shall include the following:

Director of Quality Assurance

Director of Research and consultancy

Dean of Faculty/School/Institute;

Director of Academic Affairs/Registrar

Professor;

Associate Professors;

Senior Lecturer;

Lecturer;

Assistant Lecturer;

Research Fellow;

Research Assistant;

- o **Library Staff**

Library staff shall comprise:

Director of Library and ICT

Deputy Chief Librarian

Other library staff designated as academic



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- **Administrative Staff** Administrative staff shall be those engaged to render administrative support to fulfill the mission of the Institute. They shall include:
  - Directors/Heads of administrative departments;
  - Library staff designated as administrative; and
  - All other non-teaching staff serving under senior terms of service
  
- **Support Staff**
  - Support staff shall be either senior or junior staff that renders support services to both academic and administrative staff.
  
- **Volunteers**
  - These shall be persons authorized in writing by the Director of Resources and Asset Management upon application to render services to the University through a specific unit for a specific period of time.
  - A volunteer shall not receive salary from the Institute but may be paid an allowance subject to availability of funds in the recipient unit or Institute.
  
- **Industrial Training/Attachment**
  - The Institute may accept students for attachment to any of its units for training purposes. Such students shall apply for attachment to the **DAF** through their respective institutions and the recipient units.
  - While on Industrial training, the students shall not be entitled to any remuneration and must fully comply with all regulations as spelt out by the recipient unit.

### **Minimum qualification for appointment**

#### **Academic Staff**

- The minimum qualifications a person should have in order to be appointed to an academic post at PIASS are as stipulated in *PIASS Internal Regulations, Section 36. Appointment and promotion of the teaching and research.*



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#### **Administrative Staff**

- The minimum qualification to be eligible for employment as an administrative staff in the
- Institute service shall be a Bachelor's degree from a recognized institution. The other minimum qualifications shall be specified depending on the post in question by PIASS management.

#### **Support Staff**

- The minimum qualification to be eligible for employment as a support staff in the Institute service shall be an Ordinary Level Certificate of Education or its equivalent. The other minimum qualifications shall be specified depending on the post in question.

#### **Recruitment Procedures**

##### **Vacancies**

Posts shall be deemed to be vacant as a result of the following:

- End of contract;
- Retirement;
- Resignation;
- Dismissal;
- Death;
- Restructuring/establishment
- Rejection of appointment offered; and
- Any other causes, and/or reasons.
- The Dean, Head of Academic or Administrative Department or unit shall immediately notify the DAF of existing vacancies or positions expected to fall vacant within a maximum of three months of such occurrence.
- Vacancies shall be filled through any one of the following methods:

##### **Promotions**

Where it is deemed that there is an employee who is competent to fill a vacant post, the responsible Dean, Head of Academic or Administrative Department or unit shall recommend that the vacancy be filled by promotion within the department, provided that no one still serving a



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period of probation shall be considered for promotion. The council shall have the last say on the recommendations.

### **Advertising**

Where it is deemed that promotion practice cannot be used to fill the vacancy, DAF shall recommend that the vacancy be advertised. The advertisement may be internal to tap into internal capacity within the Institute or external if it is believed that such capacity is lacking within the Institute. The job advertisements must contain sufficient details about the positions advertised, the type of person required and other relevant information.

### **Election**

Election or nomination of Dean/ Director/ Head of Department shall be conducted as prescribed in the *PIASS Internal Regulations*.

### **Application**

All persons seeking employment with PIASS shall do so through a **written application** addressed to the **Vice Chancellor** or as may be advised depending on the type of employment sought.

The posts in PIASS are created by the Council and appointments and promotions are made strictly in line with the Council established criteria.

Applications are received by administrative assistant or Directorate of Administration and Finance and either forwarded to the relevant department for review and assistance with the short listing.

### **Verification of Documents**

The Directorate of Resources of Administration and Finance reserves the right to authenticate in such manner as it shall deem necessary a prospective employee's employment and salary history, stated qualifications and references. Cases of impersonation, falsification of documents or giving false / incomplete information whenever discovered either before appointment or afterwards, shall lead to automatic cancellation of candidature or appointment or dismissal or prosecution in the courts of law



### **Short Listing**

- i. Short listing of applicants shall be the responsibility of the Directorate of Resources and Asset Management which shall co-ordinate the exercise in close consultation with the user or technical department as the case may be.
- ii. The short-listing shall always be guided by agreed criteria as well as the provisions in the advertisement or other job related factors as may be considered applicable by the short listing committee. Meeting the minimum requirements stipulated in the advertisement is not a guarantee for being shortlisted.
- iii. Short-listing shall be done within a period of not more than **one month** from the closure of receiving applications.
- iv. Short-listed applicants shall be given reasonable notice for written exam or interviews specifying time, and place.

### **Interview**

The Committee may invite an outsider(s) with technical expertise to assist in the interviewing process as need may arise. The technical persons co-opted shall only provide technical guidance and **shall not participate** in the scoring.

### **Selection process**

- Where applicable, selection tests shall be administered to verify the competency of the applicant for the post in question. This may be followed by a selection interview.
- The selection process by interviewing candidates shall lead to the most suitably qualified;

### **Appointment Guidelines**

- Appointment into PIASS service shall be either permanent or part time or temporary/administrative.



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- Appointment on Permanent Terms shall be the type of appointment where the period of service is up to the mandatory retirement age of 65 years or otherwise on basis of other provisions from the Council.
- A part-time employee is appointed where a vacancy exists and it has not been possible to fill that vacancy substantively on fulltime basis. The working hours on part-time basis shall be as determined by the Council from time to time.
- All kind of appointment should follow the provisions under *PIASS Internal Regulations*

### Recruitment of Non-Citizens

- A non Citizen shall be appointed, then use the appointment letter to obtain clearance from the Rwanda Immigration Department.
- He/ she shall be required to present copies of his/ her passport and work permit before taking up his/ her duties with the Institute.
- All non-Citizens shall be employed on agreed **contractual terms** or in exceptional circumstances, on terms negotiated by both parties prior to appointment.
- Non citizens shall not be subjected to age limits for appointment into Institute service. The ability for the applicant to serve shall be the major assessment factor
- For purposes of this employment, their home shall be defined as Huye.

### Offer of Appointment and Acceptance

- Offer of Appointment shall be made in writing by the Rector. Directors/Deans and Heads of relevant departments shall receive copies of such offers of appointment.
- The Appointment letter shall embody the following: name of appointee, effective date of appointment, rank appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option.
- The appointee shall be required to indicate in writing their offer of acceptance and indicating the earliest time he/she would be available to take up the post.
- All new employees shall be required to provide the personal data which captures their bio-data and other information required by the Institute during and after their tenure of employment.



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### **Induction/Orientation**

- Induction is the first step in building a two-way relationship between the Institute and the employee. The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employees work.
- Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- The induction programme shall be arranged by both DRAM and the relevant head of department or immediate supervisor as soon as the employee reports. The induction programme shall not exceed one month.

### **Probationary Period and confirmation**

- The maximum length of a probationary period is **six months**, but it may be extended for a further period of not more than six months with the agreement of the employee.
- An employee shall not be promoted during his or her probationary period
- An employee who has successfully completed his/her probation may be confirmed in the Institute service with effect from the date of expiry of their probationary period. An employee concerned shall, through the Head of Academic or Administrative Department submit an application, a Curriculum Vitae and a statement of achievements to DAF, **two months before** the expiry of the probationary period for appraisal.

### **Remuneration**

- Remuneration shall be in form of salary and allowances and any other forms of remuneration payable to the various categories of employees as shall be determined by Council from time to time.





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### **Salary**

- All posts in the Institute shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the Council.
- For full time employees salary is payable into the employee's salary bank account at the end of every month.
- Part time employees shall be paid an hourly rate as determined by Council from time to time.

### **Allowances**

- Some allowances shall form part of the consolidated salary for some categories of staff as indicated in their appointment letters and contracts
- The council reserves the right to determine other form of allowances for Institute staff, for instance acting allowances, airtime allowances, supervision allowances, overloading allowance ...

### **Working Hours**

#### **Academic Staff**

- The minimum and maximum teaching load is 450 and 480 contact hours per year, respectively.
- Teaching refers to the actual imparting of knowledge to learners and evaluating their performance. It involves activities such as: drawing course outlines, presenting knowledge to learners through lectures and other forms of teaching, setting and marking coursework assignments and examinations, supervising students as well as counseling and guiding them.
- The normal working day for academic staff shall be from **Monday to Sunday**.

#### **Administrative and Support staff**

- The maximum working hours for an employee shall be forty-five hours per week.



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The normal working time for an employee shall be at least eight (9) hours per day from Monday to Friday:

- Morning: 7:30 am to 12.30 pm Afternoon: 1:30 pm to 5:00 pm.
- Subject to nature of the work and flexibility as duty may demand for some categories of staff the working hours may be extended to weekends as well.

### **Promotion procedures**

#### **Promotion of Academic Staff**

Academic staffs are promoted on academic merit basis. Details are found in Promotion policy for Academic staff and PIASS Internal regulations.

#### **Promotion of Administrative Staff**

The promotional criteria for the Administrative staff shall be composed of the following elements:

- Years of relevant experience
- Academic/professional qualifications
- Performance appraisal based on Annual Progress Reports.
- Added advantage

The council reserves the right to review the criteria and procedures for promotion

### **Annual Leave**

- Every employee shall be entitled to go for annual leave with full pay, in accordance with the various leave entitlements as approved from time to time by Council.
- An employee shall apply for annual leave
- An employee shall not proceed for leave until approval has been obtained in writing.
- Annual leave shall not be accumulated in excess of 60 (sixty) working days.
- Every employee shall be required to take leave in full unless recalled or rescheduled.
- Where an employee is recalled from leave prematurely, the remainder of the leave shall be deferred, and the Institute shall meet the travel expenses for returning to duty and going back.



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- Where an employee fails to resume duty upon expiry of leave, such employee shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- Where such absence exceeds ten (10) working days without written notification and permission of absence, such employee shall be deemed to have absconded from duty.
- The period an employee is on suspension, study leave or sabbatical leave shall not earn Annual Leave.

**Sick Leave**

- Sick leave shall be the period during which an employee is genuinely absent from duty owing to sickness.
- The employee must have a medical certificate by a registered medical practitioner recommending the sick leave for a period of time.
- The maximum period of sick leave with full pay shall be six months. After this period, if the employee is still in ill health, the Council shall appoint a Medical Board to advise on the matter while the employee is on half pay for a further period of three months.
- Council reserves the right to terminate the services of an employee after nine months of continuous sick leave.

**Study Leave** (*Refer to the Human Resource Development Policy – Training contract*)

**Maternity Leave** (*refer to national labor law in force*)

**Paternity Leave** (*refer to national labor law in force*)

**Public holidays:** Employees take leave on public holidays

**Absence from duty**

- Absence from duty shall be subject to permission by the supervisor who shall make appropriate arrangements to make up for the employees schedule of duties during the absence.
- In circumstances where prior permission may not be possible, notification to the supervisor or head of unit must be done within six hours (6) of the absence.



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- Failure to comply with the above regulations shall attract disciplinary action to the discretion of the appointing authority.

### **Employment Records**

- All employees shall be required to complete a bio data form capturing basic details about them
- The record shall be continuously updated and it is incumbent upon the employee to provide the updated information for example marital status, family members, academic qualifications, etc.
- The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to DAF.
- (The date of birth provided at the time of an employee's first appointment **SHALL NOT BE ALTERED** under any circumstances in the course of one's employment.
- All employees shall provide photographs attached to their bio data forms to be updated after every five (5) years.

### **Personal Files**

- All records about an employee shall be kept on their personal file.
- There shall be at least two sets of personal files; one kept and maintained in the DAF's office and the other kept and maintained at the Department.
- An employee shall not access their personal file.

### **Records Management**

- All records are confidential and shall only be accessed upon express request to the DRAM.

### **Update of Record**

- All requests for updating records shall be communicated to the DRAM as soon as need arises but in any case all employees shall be required to update their records after every five years.
- No requests for change of date of birth shall be considered.
- Falsification of records when discovered at whatever stage shall lead to disciplinary action, to the discretion of the appointing authority.



## **Performance Management**

- Performance Management shall be a continuous process involving an agreement between employee and supervisor on performance targets in every unit for every employee, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- It shall aim at improving the productivity and development of all employees.
- Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards, review of job designs, and disciplinary action.
- Performance Management shall be very critical to the achievement of the individual targets and University objectives.
- Directorate of resources and asset management is responsible of getting all employees agree and sign the performance contract
- Appraisal shall be conducted using specifically designed instruments for each occupation category (refer to Appendices).

## **Human Resources Development Policy**

### Policy Conceptual Framework

PIASS is a rapidly growing HLI. It has moved over four years from 300 to 1200 students and from. to 27 permanent teachers (including equivalent of part time ones). New facilities have been developed and construction work has required a close follow up. Goals are translated in additional academic objectives. New departments and new programmes have been launched. Additional academic expertise need to be mobilized. As of level IV, tutoring requires more staff.

Stress imposed to academic and administrative staff is increasing, because new jobs are piling up and additional responsibilities have to be assumed by present staff. 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



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administrative staff requires a sound capacity to interact and coordinate between academics and administrative staff.

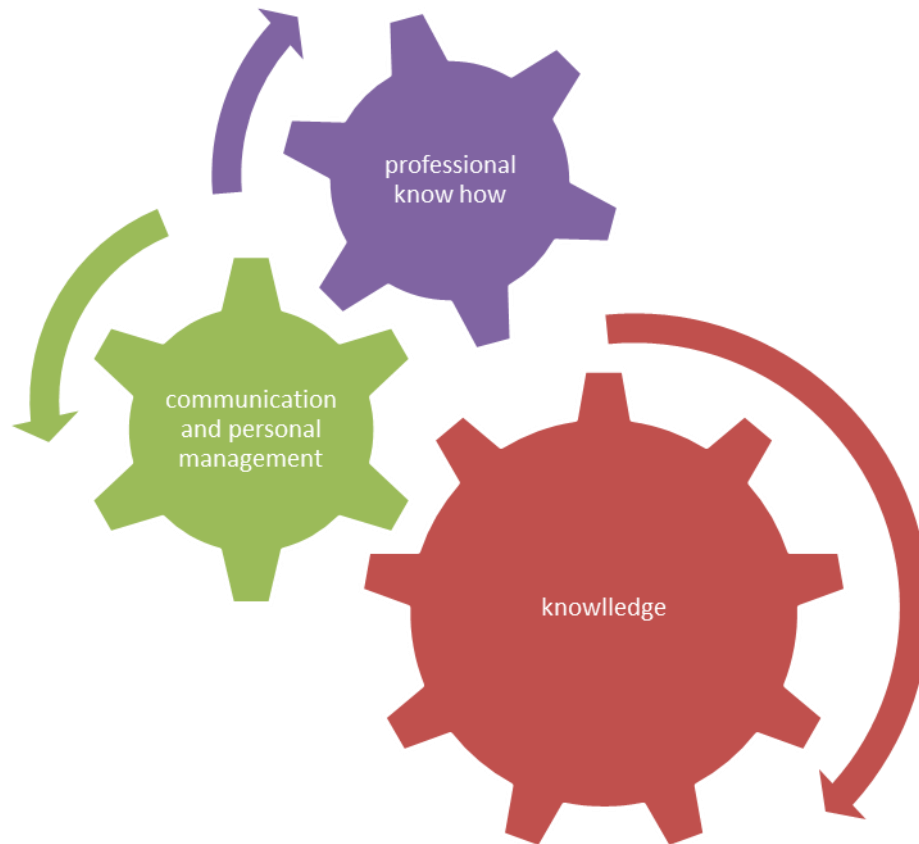
Because of economic situation and individual difficulties, tuition fees payment is behind schedule and is imposing a heavy strain on financial resources management that do not allow timely acquisition of new expertise and skills.

It is consequently facing strong challenges in the management of human resources.

#### Key Principles

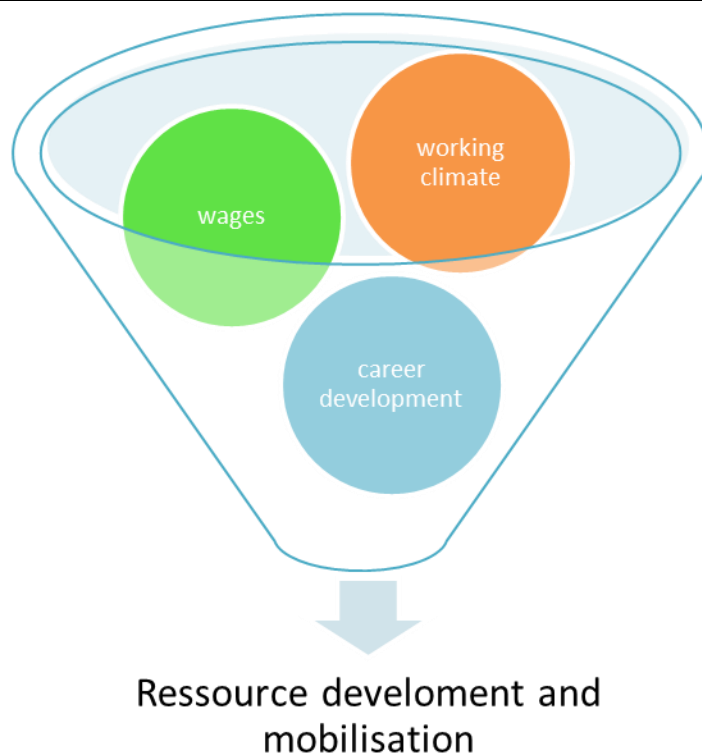
As a HLI inspired by Christian ethics, PIASS considers that staff development and staff capacity building form an integral part of its own development as an institution as well as of its mission. Science for Life is PIASS motto.

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 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: 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.

In its Human Resources Development (HRD) Policy PIASS is adopting the following **key principles**:

1. Human Development is comprising of acquisition of additional knowledge, supplementary know how as well as new personal and social skills.
2. HRD has to be properly planned and equitably conceived, finding a solid match between domains of individual interests and requirement of Faculties/ Departments development





3. Acquisition can happen from outside as well from inside, on more formal or informal ways.
4. Skills acquired or available are advantageously shared among staff, for the benefit of both imparting and receiving.
5. Learning culture does matter a lot at personal as well as institutional levels.
6. Evaluation and Monitoring is critical for individuals, teams and institution.

### Thrusts

#### **a) Academic Upgrading**

Planning of Enhancement, Faculty and Department wise

- Fostering Masters Degrees
- Fostering PhD: In 2014-2020: 3-4 PhD for FED; 3 for FDS
- Use of the thoughts developed for DAAD in the Application Document
- Scholarships and Contract

#### **b) Knowledge Enlargement**

- a. Yearly Scientific Week, open to students and staff as well, stressing on interactions and cross fertilization between domains served by the Faculties. Fostering debate culture, discussant, arguing,.... see list in Annex
- b. Public Conferences every two months, taking advantage of a visitor or local practitioners, researchers: see list in Annex

#### **c) Management**

- a. Project Management: Planning, Evaluation
- b. Time and Stress Management
- c. Bookkeeping; Software SAGE...

#### **d) Practical and Professional Skills**



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- a. Hands on training sharing among the staff: one hour every two weeks, moderated by one staff equipped with the know how to be passed to others
  - i. Power point; intranet; calendar; track changes,
  - ii. ....
- e) **Personal Development**
  - a. Yearly PIASS Retreat
  - b. Performance Assessment: contract
  - c. Code of Conduct...

Approved By PIASS Council at Huye on 25-5-2022

**Chairman of PIASS Council**