



Socioeconomic Institute for Advanced Studies (SIAS)

*Pioneering Socioeconomic Solutions
& Development by Multidisciplinary Holistic Academic Programs*

SIAS Academic Staff Workload Planning Policy

Updated on April 2023

<http://www.sias.rw/>

Building 16, KK19 Avenue, Niboyi Sector, Kicukiro District, Kigali City, Rwanda

Page 0 of 17

Reference: Article 91 of the law No 010/2021 of 16/02/2021 & the Ministerial Order No 001/MINEDUC/2021 of 20/10/2021

1.0 Introduction

The academic staff workload policy at SIAS establishes basic principles for fair, equitable and balanced distribution of work for this postgraduate institution academic staff. Its core objective is to ensure that, within every Department of SIAS, the work undertaken is seen to be reasonably and evenly distributed.

From these guidelines Heads of Department shall have a framework within which workload planning will be developed, operated and monitored. Although there is a clear expectation that all academic staff will make a full contribution to the goals of SIAS in its respective departments and to SIAS in general.

It is worth to note that this guideline does not seek to alter the relative flexibility of working time of SIAS academic staff but instead, to consider this flexibility in relation to maintaining an appropriate work and/or assignment distribution.

2.0 Definition of Workload and Basis of the Guideline

Workload is a combination of tasks assigned and tasks determined through academic interaction and self-direction. Units vary in their contributions to the SIAS mission and so it is understood that what constitutes normal workload will vary from one unit to another. At the same time, unit members will experience different demands from year to year in the balancing of domains of workload, and so an individual member's workload may vary from year to year and from a colleague's workload within a year. The most important is that SIAS management continue produce fair and transparent workload that balanced.

This guideline determinines weekly working hours in public service and modalities of their respect in Rwanda and the National Policy and Practices for Academic Workload Planning set by the National Council for Higher Education. In this guideline, the complexity of the work/assignments available for SIAS academic staff as a postgraduate 'specialised institute' was considered as well.

It is currently the case that hours of work are not specified within the employment contract for academic staff. However, academic staff is expected to manage their own time to achieve the objectives of their position, based on a normal expectation of 45 hours per week. Before calculating the workload, it is very important to first calculate the total number of hours in a working year. A working year is equated to a maximum of 44 weeks that is 52 weeks - (2weeks of public holidays + 4weeks of annual leave + 1week of Easter holiday +1week of Genocide memorial).

As previously stated, a working week refers to a maximum period of 45 hours (9 hours times 5 working days of a week). This period of 45 hours in a week is the one taken up by the activities or responsibilities that constitute the workload of an academic staff. Since there are 45 working hours in a week, the maximum working hours in a year are equal to 44 weeks x 45 hours = 1980 hours.

These 1980 hours will be accounted for by a variety of activities for which a time allowance will be made. Some of them occur only during teaching weeks (two semesters each of 15 weeks – thirty weeks in all). Others occur each week, irrespective of whether students are present.

A transparent process would have each staff member filling in a form listing the work to be done. (See Appendix 1 for an example of such a form.) This is fairly easy where what is at question is the number of hours someone teaches over the year. Crude approximations can be used for things like lecture preparation (so much time per hour of lecture) and even personal research and scholarship (so much time a week). Administrative duties can probably be quantified, given experience of them – this committee typically takes up so many hours of time a month, this duty amounts to so much time a week to carry out. Some things are exceptional – a particular research project which requires a block of time for fieldwork, a book to finish, a trip abroad – and people can ask for time to cover them on a one-off basis. Some things are very difficult to quantify – being the main source of research advice in a Faculty, for example – and here allowances will have to be negotiated between the person concerned and the Dean.

If allowance is to be made for research time and administrative duties, then such allowance will normally be tied to measurable output, in fairness to those who are teaching more as a result. Allowance may be made for proposals to be produced, articles and books to be written, fieldwork to be carried out, policies or procedures to be investigated, written and implemented, but the allowances are likely to be taken back in the next year if there is no visible output from them. There may even be an element of ‘strict liability’ – not just the formulation of proposals and the submission of articles, but getting grants for projects and getting articles published. Claims to undertake certain kinds of activity by those who have had such time in the past and not succeeded with it may be looked upon with a degree of scepticism.

3.0 Application of This Guideline

This workload policy applies, in its entirety, to all full-time and probationary academic staff of SIAS. On the other hand, part-time academic staff are employed for only limited duties, such as teaching specific modules/courses or supervision of students doing research projects, and thus are under obligation to perform responsibilities only in those areas that are explicitly identified in their contracts.

There are roughly 1980 hours to be filled. The basis of calculation is 9 hours per day for 44 weeks, and this leaves no ‘slack’ whatsoever, so we need to cost in absolutely every kind of activity that an academic could reasonably be expected to undertake. Let us put figures to each of these activities.

This will not lead to a single ‘work allocation’ but to a basis for individual negotiation. This model assumes that each person fills in a form – or has a form filled in on his or her behalf – which lists the next year’s work as it is now foreseen. Sometimes this will be moderately simple and automatic. Sometimes the actual amount will be subject to negotiation, depending e.g. on just how onerous a given committee is.

The starting point is (a) teaching, (b) preparation for teaching (keeping lectures up to date, improving seminars, etc.), (c) marking assessments and examinations, (d) student contact – ‘personal tutoring’, dealing with student module queries, perhaps commenting on formative drafts – (e) project supervision, (f) ‘personal administration’ – answering emails, filing, answering letters, filling in forms, (g) ‘networking’ – discussions with colleagues, departmental and faculty meetings – and (h) some general reading beyond the scope of particular courses. An academic who did no research, published no scholarly papers, did not represent the College to the outside world and took no great part in the administration of SIAS would still be expected to do all of this.

How the teaching hours were made up would be a matter for negotiation. A lecture is one hour, but number of seminars etc. varies with size of course, according to the agreed staff-student for the subject area. The 600 face to face hours acts as the maximum that anyone could be expected to teach, and anyone with a load higher than this needs to have some work re-allocated or the assistance of tutorial assistants/ technicians/demonstrators. (However, some kinds of ‘teaching’ activity (e.g. visiting work or community placement locations) might not attract a preparation hour to go with them. Supervising tutorial assistants in taking seminars would not attract one hour per hour of seminar but would still need to be counted as some fraction of an hour.)

4.0 Workload Responsibility Guidelines

4.1 Introduction to Type of Responsibilities

All academic staff members, with whom this policy is applied to, are expected to undertake professional duties and responsibilities in each of the three primary domains of intellectual activity: imparting knowledge (teaching, managing students’ learning activities), creating new knowledge (research, scholarship and creative activities) and transferring knowledge and skills to the community (service and consultancy).

In this policy, SIAS academic staff workload refers to all academic activities that are related to professional duties and responsibilities assumed by teaching staff. In SIAS, these duties fall under the following academic activities but are not limited to them:

- ☐ Preparation for lecture delivery
- ☐ Lectures and tutorials delivery
- ☐ Assessments (formative and summative)
- ☐ Projects Monitoring/ Labs/excursions/practical
- ☐ Face-to-face sessions
- ☐ School practice/internship/ supervision of placements
- ☐ Module writing/Programs development/short courses
- ☐ Students’ final year research project supervision
- ☐ Research and innovation
- ☐ Internal moderation
- ☐ Participating in Self-Assessment
- ☐ Participating in SIAS Development Activities
- ☐ Leadership/administrative responsibilities/academic administration
- ☐ Research project supervision

- ☐ Service Activities (Professional consultancy, delivery of workshops/seminars and conferences, participation on various institute standing and ad hoc committees, leadership in professional and civic organizations etc.).
- ☐ Guidance and counselling

4.2 Work Load Allowances

Against this might be set a series of predetermined allowances (perhaps individually negotiated upwards in particular cases):

4.2.1 Demonstrable research output – books/articles/conference papers/reports in production: half a day a week for 43 weeks? – C. 170 hours. (The academic would be expected to show that they had been produced by the agreed time. People who write papers but cannot get them accepted/published might cease to get this allowance after a while.)

4.2.2 Research in progress: half a day a week for 43 weeks? – C. 170 hours. (Evidence of the project would be required, and a time for finishing it would be set).

4.2.3 Planning research: putting together research proposals, grant applications etc. Where someone can argue they are doing this, we might allow half a day a week for one semester – $4 \times 15 = 60$ hours. It would never be allowed again if the proposal did not eventuate and might not be allowed more than twice for proposals which were not funded in the end.

4.2.4 Research/academic leadership: a numinous concept but part of the job description of even S/Lecturers and certainly of Associate Professors and Professors: 1 hour a week for S/Ls (45 hours), 2 for A/Profs (85 hours) and 3 for Profs (130 hours)?

4.2.5 Membership of a SIAS Committee: (assuming one meeting a month plus reading the papers) -10 months \times 4 hours = approximately 40 hours, or pro rata for Working Parties not expected to last a year. Where a Committee/Working Party was demonstrably more onerous than this, negotiation would ensue.

Allowance is not offered for Deans and certain Directors, who receive additional allowances in money. Where the work involved is clearly out of scale with the monetary allowance, however, negotiation would be appropriate.

4.2.6 Supervising an undergraduate project: half an hour a week for 26 weeks, plus six hours for reading drafts plus four hours for examination and defence, plus perhaps two hours of other activity (e.g. updating oneself in the area): 25 hours.

4.2.7 Master's thesis supervision: full-time students: 5 hours a month for three months (meeting, reading drafts) + 3 for marking: 18 hours. Part-time, same allowance – less contact, but over a longer period.

4.2.8 PhD supervision. Full-time: 50 hours, part-time 25 hours, for Director of Studies/main supervisor. Half this for other supervisors who can claim to be active in their supervision. Writing distance learning/self-study material – allow two hours for every hour that the student is expected to spend on the material.

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Other items that might be negotiated individually: attendance at national/overseas meetings, or whatever; membership of research networks; chairing networks/colloquia; work on own masters or PhD where this is seen as undertaken at least in part in the interests of the institution; staff development; etc.

Basically, these allowances can only come off teaching/preparation/marking time. This is made up of (600 teaching + 600 preparations + 240 marking). So each subtracted hour should reduce the teaching load by 0.4 hours as it also liberates 0.6 hours of preparation and marking).

5.0 Academic Staff Levels in SIAS and Their Core Responsibilities

5.1 Introduction to SIAS Academic Staff Responsibility

This policy is sought to take into consideration different levels of the academic teaching staff of SIAS these levels determine academic particular but correlated responsibilities of the staff at each level and the teaching support staff.

Workload for the support staff of this category falls into the calculations provided. As for the teaching staff, the structure provides eight (8) levels as described hereafter with their responsibilities: Senior Lecturer, Lecturer, assistant lecturer, Tutorial Assistant, Chief Instructor, Senior Instructor, Instructor, Assistant Instructor.

☐ Teaching responsibilities at SIAS require academic staff to achieve a satisfactory standard of instructional competence, to contribute to their department curriculum diversity and richness, to foster students' critical, innovative, and creative abilities as well as to share equitably the annual instructional responsibilities of their departments.

☐ Research responsibilities require academic staff to maintain a program of research, innovation, and creativity through which they should aspire to a national and international reputation as scholars. Academic staff will publish and aspire to disseminate research in high-quality, locally, and internationally prominent journals and books.

☐ Service refers to the annual contributions that academic staff makes to institution governance, its various committees, its various leadership roles including course leadership, their profession, and to the furthering of positive relations between the institution and its various communities.

As far as SIAS academic activities are concerned, the academic staff workload includes the total time allocated to all of the above duties and responsibilities depending on the ones that a given staff undertakes. But, one should also note that time must be allowed for personal and professional maintenance that includes the following activities for any academic staff:

☐ Answering emails and correspondence.

☐ Talking and discussing to colleagues in relevance to SIAS programs, projects, etc.

☐ Filing various documents.

☐ Attending different meetings.

☐ Talking to students (or personal tutoring/consultation/supervising).

☐ Professional reading (or general reading) and web use beyond what is needed for the revision of lectures, staff development, etc.

☐ Sports for physical fitness.

However, an academic staff may be assigned with other responsibilities such as those of administration and other staff supervision in different departments and programs of SIAS or its related management or development activities. This must be taken into consideration while calculating their workload.

5.2 Academic Staff Office Hours

All SIAS Academic staff are required to have scheduled office hours that permit reasonable access by students and which must be approved by the Head of Department. Office hours should be conspicuously posted and filed with the Head of Department and the Dean of Faculty. In each Faculty, academic Staff offices are available.

5.3 Professional Staff Development

All academic staff are expected to continue with their professional development through research and scholarly activities in their areas of study and by updating and enhancing their teaching and management of student learning. Those who are yet to complete their higher degree studies must do so within reasonable time after their employment. Staff development through attending courses and workshops on aspects of teaching and learning is also encouraged.

5.4 Teaching Load

The workload obligation of an individual staff member should reflect the agreed proportion of time to be spent on each of the four aspects that make up the institution's mission – teaching, research, consultancy/knowledge transfer and academic administration and leadership. Each staff member should negotiate workload with the Head of Department at an annual review meeting.

Account of the Academic staff may be taken at this time of the previous year's performance – time allowed for activities which did not produce the promised outputs, or extra work undertaken in the previous year for which compensation might be made in the current one. The Dean has also to review the overall distribution of teaching to ensure that the Faculty's commitments are being met; pending the expansion of staff, it may not always be possible to honour research allowances fully in a given year. 'Debts' of this kind should be carried forward, however.

The teaching workload obligation and its match to the teaching that the individual is actually delivering in a given year will be taken into account when considering whether the individuals can be permitted to supplement salary by undertaking teaching at other institutions. Where an individual's teaching load falls short of his or her computed obligation, outside work for additional payment will not be permitted; instead, the individual will be seconded to do teaching at the other institutions (with entitlement to refund of travelling expenses).

The Deputy Vice Chancellor (Academic & Research) is responsible for ensuring that workload distribution and its implementation are fulfilled in a timely manner. He/she exercises oversight to ensure that the collective, approved workload distribution within the institution results in a fair distribution of effort among academic staff members and that it promotes the efficient and timely completion of programs of study by students and facilitates compliance with quality assurance and enhancement benchmarks. He/she is responsible for ensuring that reviews on workload policy are done and approved by Senate and consequently

implemented and that staff resources are sufficient to cover the teaching load and permit time for other duties.

6.0 Workload Calculation Components & Reference

Appendix (1) helps in planning and considering the main components that are crucial while calculating the SIAS academic staff workload responsibilities. This is based on the core components that are of paramount importance as far as calculation of academic teaching staff workload in their different levels is concerned are:

a. **Teaching:** This refers to the time that the staff has to spend delivering lectures or conducting practical classes.

b. **Preparation for teaching:** This refers to the time that the staff has to spend while preparing the teaching to deliver to students. This time enables the staff to keep lectures up to date, improve seminars and so on.

c. **Assessments:** This refers to the time used by the academic staff while preparing the assessment, doing internal moderation, invigilating and marking the assessments; both formative assessments and summative assessments.

d. **Student Contact:** This is also known as office hours, and it is concerned with time that permits reasonable access of the staff by students for any assistance they need to get from them.

e. **Projects & Labs Supervision:** This refers to the time that the academic staff who are supervising final year projects spend while providing guidance to the supervised students for the successful completion of their research projects.

f. **Personal Administration:** This is about the time taken up by the academic staff on answering emails, filing documents, answering letters, filling in administrative forms.

g. **Networking:** This refers to the time spent by an academic staff for discussions with colleagues, attending and/or conducting public lectures, departmental and other institution meetings.

h. **Research and Innovation:** This refers to the time used by the academic staff for some general readings beyond the scope of particular courses, preparing and presenting research and project proposals, implementing innovative project ideas, disseminating research projects outcomes, guiding students in their innovative projects.

i. **Sports:** This refers to the time the academic staff spends for regular physical exercises as provided by Ministerial order no.02/MIFOTRA/15 of 09/06/2015.

j. **Community Outreach:** the annual contributions that academic staff makes to institution interventions to the community issues for improvement of livelihood in the surrounding areas, participation in awareness activities of the institution.

The following is the terms of reference for each level of academic staff workload calculation:

a. Professor

research active, member of Senate and one other committee, and has negotiated 10 days (80 hours) for involvement in an international research network on the web.

Total allowances: $130 + 170 + 40 + 40 + 80 = 460$.

Reduction of teaching hours: $0.4 * 460 = 184$ hours.

Teaching load: 416 hours.

b. Assistant Professor

□ **Teaching:** assume, as a baseline, 8 hours of teaching per week for 24 weeks: = 192 hours

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- ☐ **Preparation for teaching:** one hour for every hour of face-to-face teaching generates one hour of preparation, means 8 hours in 24 weeks = 192 hours
- ☐ **Assessment (Marking, examination setting, invigilation):** allow 6 weeks per year (45 hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) = 270 hours
- ☐ **Student contact:** 4 hours per week for 44 weeks = 176 hours
- ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks = 220 hours
- ☐ **Networking:** 4 hours per week in 44 weeks = 176 hours
- ☐ **Research and innovation:** 10 hours a week in 44 weeks = 440 hours
- ☐ **Final year Project supervision:** 4 hours per week in 24 weeks = 96 hours
- ☐ **Community outreach:** 3 hours per week in 44 weeks = 132 hours
- ☐ **Sports:** 2 hours per week in 44 weeks = 88 hours

Total hours per year 1982 hours

c. Senior Lecturer

- ☐ **Teaching:** assume, as a baseline, 12 hours of teaching per week for 24 weeks: = 288 hours
- ☐ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24 weeks = 288 hours
- ☐ **Assessment (Marking, examination setting, invigilation):** allow 6 weeks per year (45 hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) = 270 hours
- ☐ **Student contact:** 4 hours per week for 44 weeks = 176 hours
- ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks = 220 hours
- ☐ **Networking:** 4 hours per week in 44 weeks = 176 hours
- ☐ **Research and innovation:** 6.5 hours a week in 44 weeks = 286 hours
- ☐ **Final year Project supervision:** 4 hours per week in 24 weeks = 96 hours
- ☐ **Community outreach:** 2 hours per week in 44 weeks = 88 hours
- ☐ **Sports:** 2 hours per week in 44 weeks = 88 hours

Total hours per year 1976 hours

d. Lecturer

- ☐ **Teaching:** assume, as a baseline, 12 hours of teaching per week for 24 weeks: = 288 hours
- However, the working hours may be increased up to 16 hours per week when the given modules are crosscutting to more than one class.
- ☐ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24 weeks = 288 hours
- ☐ **Assessment (Marking, examination setting, invigilation):** allow 6 weeks per year (45 hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) = 270 hours
- ☐ **Student contact:** 4 hours per week for 44 weeks = 176 hours
- ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks = 220 hours

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- ☐ **Networking:** 4 hours per week in 44 weeks = 176 hours
- ☐ **Research and innovation:** 6.5 hours a week in 44 weeks = 286 hours
- ☐ **Final year Project supervision:** 4 hours per week in 24 weeks = 96 hours
- ☐ **Community outreach:** 2 hours per week in 44 weeks = 88 hours
- ☐ **Sports:** 2 hours per week in 44 weeks = 88 hours

Total hours per year 1976 hours

e. Tutorial Assistant

- ☐ **Teaching:** assume, as a baseline, 12 hours of teaching per week for 24 weeks: = 288 hours
- ☐ **Preparation for teaching:** 8 hours of preparation per week in 24 weeks = 192 hours
- ☐ **Assessment (Marking, examination setting, invigilation):** allow 11 weeks per year (45 hours in 11 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) = 495 hours
- ☐ **Student contact:** 10 hours per week for 30 weeks (24 weeks for teaching + 6 weeks of assessments) = 300 hours
- ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks = 220 hours
- ☐ **Networking:** 6 hours per week in 44 weeks = 264 hours
- ☐ **Final year Project supervision:** 2 hours per week in 24 weeks = 48 hours
- ☐ **Community outreach:** 2 hours per week in 44 weeks = 88 hours
- ☐ **Sports:** 2 hours per week in 44 weeks = 88 hours

Total hours per year 1983 hours

f. Senior Instructor

- ☐ **Teaching:** assume, as a baseline, 16 hours of teaching per week for 24 weeks: = 384 hours
- ☐ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 16 hours in 24 weeks = 384 hours
- ☐ **Assessment (Marking, examination setting, invigilation):** allow 6 weeks per year (45 hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) = 270 hours
- ☐ **Student contact:** 2 hours per week for 44 weeks = 88 hours
- ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks = 220 hours
- ☐ **Networking:** 4 hours per week in 44 weeks = 176 hours
- ☐ **Research and innovation:** 4 hours a week in 44 weeks = 176 hours
- ☐ **Final year Project supervision:** 4 hours per week in 24 weeks = 96 hours
- ☐ **Community outreach:** 2 hours per week in 44 weeks = 88 hours
- ☐ **Sports:** 2 hours per week in 44 weeks = 88 hours

Total hours per year 1970 hours

g. Instructor

- ☐ **Teaching:** assume, as a baseline, 18 hours of teaching per week for 24 weeks: = 432 hours

- ☐ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 18 hours in 24weeks =432 hours
 - ☐ **Assessment (Marking, examination setting, invigilation):**allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
 - ☐ **Student contact:** 4 hours per week for 44 weeks =176 hours
 - ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks =220 hours
 - ☐ **Networking:** 2 hours per week in 44 weeks =88 hours
 - ☐ **Research and innovation:** 2 hours a week in 44 weeks =88 hours
 - ☐ **Final year Project supervision:** 4 hours per week in 24weeks =96 hours
 - ☐ **Community outreach:** 2hours per week in 44weeks =88 hours
 - ☐ **Sports:** 2hours per week in 44weeks =88hours
- Total hours per year 1978hours**

h. Assistant Instructor

- ☐ **Teaching:** assume, as a baseline, 18 hours of teaching per week for 24 weeks: = 432 hours
 - ☐ **Preparation for teaching:** 7 hours of preparation per week in me an 24weeks =168 hours
 - ☐ **Assessment (Marking, examination setting, invigilation):**allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
 - ☐ **Student contact:** 12 hours per week for 30 weeks(24 weeks for teaching+6weeks of assessments) =360 hours
 - ☐ **Personal administration:** 1 hour per day in 5 days in 44 weeks =220 hours
 - ☐ **Networking:** 4 hours per week in 44 weeks =176 hours
 - ☐ **Research and innovation:** 2 hours a week in 44 weeks =88 hours
 - ☐ **Final year Project supervision:** 4 hours per week in 24weeks =96 hours
 - ☐ **Community outreach:** 2 hours per week in 44weeks =88 hours
 - ☐ **Sports:** 2hours per week in 44weeks =88hours
- Total hours per year 1986 hours**

9. Time Allowances for Administrative Duties

Apart from the above time allowances for a normal trainer, some other time allowances are also given for some things like personal research and administrative duties whose related time can be quantified. These include for instance being a member of SIAS committee which meets regularly. There are other duties whose time allowance is very 16

difficult to quantify such as administration duties of departments and units of SIAS.

a. Staff occupying posts with allowances such as Deans, HoDs and Coordinators may be expected to work longer than 45 hrs /week. In addition to responsibility allowances paid, time to carry out extra duties can reasonably be reflected in workload. This allows 2 days ($2 \times 9 \times 44 = 792$ hrs/year) for HoDs or equivalent posts and 1 day ($1 \times 9 \times 44 = 396$ hrs/year) for Dean/Coordinator of academic unit.

The remaining hours will be distributed on teaching related activities.

b. Duties in institution Management Committee, Academic Board, or faculty/department working committees allow 2 hrs a week for a specified period after which the committee shall conclude assignment tasked to it valuing 88 hours per year ($2 \times 44 = 88$).

10. Monitoring of the workload plan

☐ Each department will monitor the operation of workload planning models annually.

☐ The development of individual workload allocations may be aligned to the annual departmental meeting.

☐ Data emerging from this review will be shared with other relevant organs in the institution and retained within the office of the Vice Principal Academics and Training for a period consistent with the institution's record retention guideline.

11. Principles of workload management

It is expected that each Department will use the agreed and open procedure set out in this document in order to consider the overall distribution of work, which can be reasonably managed within the available resources. Heads of Department will ensure that each academic staff member has a balanced and reasonable workload in terms of activities and overall contribution relative to all academic staff in the Department.

It is also the responsibility of the Head of Department to collect and monitor data relating to workloads. Distribution of the workloads should be made public within the Department and reviewed annually. All areas of relevant activities (e.g., teaching, research, community service and others) should be included in individual workload whether performed within the Department itself, or at the institution level to be approved by the Deputy Vice Chancellor (Academics and Research).

By extension, SIAS expects Heads of Department apply the following principles when managing workload:

☐ Reasonable workloads will be fairly distributed between individual academic staff in an open and consultative way.

☐ Employer-driven work will be contained within socially acceptable working hours, taking into account individual needs and circumstances.

☐ Staff will be allowed the opportunity for reasonable, annual breaks from work.

☐ In case any member of staff wish to challenge and dispute the distribution or volume of work as unfair or unreasonable, this should be discussed informally with his/her Head of Department as soon as possible. This may also be a matter for discussion in their departmental meeting. If not resolved, the Head of Department together with the Deputy Principal of academics and training will address the issue in consultation with the concerned staff.

Appendix

Appendix (1) Workload For Academic Staff Hours Allocation

No	Activity	Explanation	Hours/Year
1	Teaching	Assume, as a baseline, 25 hours of teaching per week for 24 weeks	600
2.	Preparation:	one hour for every hour of face-to-face teaching	600
3.	Marking, examination, setting, invigilation	Allow 6 weeks per year as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with examinations (300-400)	200
4.	Student supervision	4 hours per week for 30 weeks (i.e. including the examination periods) (More hours might be advertised, but students do not necessarily take up all the advertised hours)	120
5.	Research; General reading	Planning research, conducting research, writing papers	330
7.	Networking, Services activities, Personal Administration	Consultancy, workshops, seminars ...	80
10.	Guidance & Counsel		50
	TOTAL		1980

Appendix (2) Workload Planning Form To Be Filled By Each Teacher

Fill in this form, as an estimate of/bidding position for your workload next academic years, and discuss it with your Head of Department (Use the electronic version of the form, and insert more rows if needed at any point, using the Tables menu)

Name:

Faculty:

Department:

Year:

Activity	Basis of calculation	Calculation rules	Hours
Teaching commitments (incl. preparation) – per module	Enter hours of face-to-face /by unit	Double to include Preparation N.B: Triple if the unit is taught in Day, evening and Weekend programs. Therefore, preparation hours are 1/3.	
Marking	Sum of all modules. A standard load is taken as four modules with 100 students for which you do all the marking.	Standard load: 240 hours. Reduce or augment the standard load if you mark more than 400 or fewer than 300 module/students in a year.	
Student contact		Strike this out if you teach no modules and do no personal tutoring	120
Personal administration, networking, general reading etc.		Set allowance: 430 hours	430
Allowances			
Research writing (see notes)		Set allowance: 170 hours	
Research in progress (see notes)		Set allowance: 170 hours	
Planning research (see notes)		Set allowance: 60 hours	
Research/academic leadership	Allowance by grade	S/L: 45 A Prof: 85 Prof: 130	
SIAS Committee work	Set allowance	Membership: 40	
Project supervision	Number of students	@ 25 hours per student	
Supervising masters students	Number of students	@ 18 hours per student	

Supervising students	PhD	Number of students: f/t, p/t	f/t: 50 hours hour – half this if second supervisor	p/t: 25
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Appendix (3) Workload planning form

Fill in this form, as an estimate of/bidding position for your workload next academic year, and discuss it with your Head of Department.

Name:

Position:

Department:

Year (A/Y): S/N	ACTIVITY	CALCULATION FORMULAS (number of hour/week*number of working week) Teaching Preparation for teaching	TOTAL HOURS PER YEAR
1			
2			

VERSION CONTROL

Version Number	1
Prepared by	Dr. Mohamed Buhijji
Version Reference number	SP/12/2022
Description	SIAS ADMISSIONS POLICY
Policy owner	Socioeconomic Institute for Advanced Studies (SIAS)
Responsible division	Quality Assurance Coordinator & SIAS Council
Internally validated	Yes
Date of Internal Validation	1/11/2022
Approved by	SIAS Governance Board
Date of approval and update	18/12/2022 and 1/4/2023
Amendments	1
Proposed Review date	2024
Web address of this policy	http://www.sias.rw/

APPROVAL FORM

Checked by:

Signature:



DR. Donya Ahmed
Vice Chancellor
Socioeconomic Institute for Advanced Studies

Approved by:

Signature:



DR. Mohamed Buhijji
Founder & Chairman of the Board of Trustees
Socioeconomic Institute for Advanced Studies

