



# **Socioeconomic Institute for Advanced Studies (SIAS)**

---

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

---

## **SIAS Staff Handbook**

**December 2022**

## **1.0 Introduction**

This document is meant to be the SIAS staff handbook. It constitutes the internal rules and regulations which are retrieved from the law No 010/2021 of 16/02/2021 determining the organization of education on matters regarding the types of Higher Learning Institutions. It applies to all (permanent & contractual) staff of the institution but certain references are specific to grades as follows:

**Managerial** – Program Leaders and above; Directors of Services

**Academic** – Professors, Associate Professors/Lecturers/Senior Lecturers and Tutorial Assistants

**Support** – all other staff

In case of any conflict between this staff handbook and the SIAS Finance and Administration Regulations (FAR), the latter will prevail. The FAR covers the payment of wages, staff discipline procedures. This staff handbook has been made considering Rwanda legislation on labour. It can be reviewed at any time if necessary.

The SIAS is a non-Religious Based Organisation under the law of Rwanda and it respects other people's religious belief. The institution does not support gay or lesbian activities. However, based on the faith of the founders, the institution expects all its member to deter from non-Islamic behaviours and practices within and around all its facilities. SIAS presumes staff are acknowledging as part of their employment condition and status that their behaviour and values reflect a decent and respectful community.

SIAS is committed to respect the religious freedom of all staff and students of the institution. The institution will make reasonable efforts to accommodate the prayer requirements of other faiths whenever necessary.

## **2.0 Staff Policies**

### **Article 1: PROBATION**

Staffs are recruited to a probation contract. Probation employment or its renewal will be concluded in writing and can only cover a maximum period of six (6) months, as specified by the Law.

At the end of the probation period, SIAS has three options are possible based on the performance of the employee:

- a) Where you have met all or most of the requirements of the job, the institution will confirm you in the position
- b) Where you have not met most of the requirements of the job, the Institution can renew your probation period for a further fixed term and explain what deficiencies need to be remedied in that term.
- c) Where the deficiencies are not remediable, the Institution remains with the right to terminate your employment.

### **Article 2: INDUCTION**

Since socioeconomic programs offered by SIAS are relatively new concepts, the institution organises an induction programs for each batch of employees welcoming them to the institution. The induction shall include, but not limited to showing the place of work and layout of the institution, explaining their role, identifying key health and safety risks, procedures to be followed and reference documents for further information.

**Article 3: HOURS OF WORK**

SIAS shall follow a general policy that could operate during weekends and night to meet the designed delivery of the programs, especially for blended learning, executive programs, and summer programs. Therefore, the institution might be open for the whole week in certain circumstances and thus the staff are expected to collaborate with the SIAS management to meet the required demand as per their job agreements. The contract will define the hours of work in any week. No member of staff will be required to work more than six days in each week. Where the member of staff is required to work additional hours in any week the manager will explain whether the time should be taken off at a later period or whether extra payment is proposed. Where staffs are unable for good reason to work at a requested time, they should support the manager in transferring work to an alternative cover person.

Academics may be expected to work at any timetabled hour. Academics will not normally be timetabled in the morning and evening of the same day. The timetabled work of academics is in accordance with annex A and National guidelines.

Academics must start classes on time. There is no ‘academic fifteen minutes’ at SIAS.

**Article 4: ABSENCE AND LATENESS REPORTING**

Staffs are required to use telephone or SMS to inform Administration Office in advance when they will be absent or late for work. Where this is impossible they must use telephone or SMS at the earliest opportunity. Where possible staff should indicate the expected time to be back at work.

Where staff has been certified as sick the certificate should be sent to the Administration Office.

**Article 5: HOLIDAYS**

The contract will define the holidays and when they may be taken. Academics should not take holidays on scheduled teaching days. The institution reserves the right to ask all employees to take their holidays during the calendared teaching breaks.

Unpaid leave may be granted for other urgent absences, e.g. relocation, sickness of dependants, funerals etc.

**Article 6: BOOKING HOLIDAYS**

Requests for holiday should be made to your manager. Requests may be refused if the dates have already been booked by another employee in the same department, or it contradicts with our SIAS academic activities.

**Article 6: MATERNITY LEAVE**

The Maternity Leave will be given to the employee in conformity with Law N° 13/2009 of 27/05/2009 regulating labour in Rwanda

**Article 7: NOTICE PERIODS**

The contract will define the notice period.

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

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

### **Article 8: TRAVEL & EXPENSES**

Where staff are required to travel on institution business they must get approval in writing from their manager for the journey and agree the mode of transport, and accommodation to be used. Normally staff will use express buses for travel to other locations. Managers may request permission to use air transport for trips to Kigali where it is unavoidable for their work schedule. A minimum allowance for feeding and accommodation will be as set and approved by the board of directors. However, these allowance can be adjusted based on the contest and nature. All approvals will be from the DAF. Approvals for the DAF will be done by the Vice-Chancellor or his deputy.

Part-time staff travelling greater than 2 hours may claim travel and accommodation contributions as detailed on a separate agreement. Staff will co-operate with class scheduling to minimise additional costs.

Reimbursement rates will be published along with the detailed procedures as described in the Finance and Administration Regulations.

### **Article 9: APPRAISAL AND PROMOTION**

All staff will receive an annual appraisal interview. Appraisal is a discussion of issues. Staff should prepare thoroughly for the appraisal by considering their achievements and difficulties in the past year (in relation to their objectives, if any), and consider their objectives for the next year. The appraisal will be concluded in writing with the objectives for the following year.

Staff will be considered for promotion to the next grade in accordance with the requirements laid down in the National Policy on Staff Development (HEC) and affordability within the institution.

### **Article 10: PERFORMANCE MANAGEMENT**

Where the manager determines that the performance of a staff member who has passed probation is inadequate, the manager will convene a meeting, in writing, to discuss the performance issues. The staff member should consider what barriers there are to achieving performance expectations. The outcomes of the meeting will be documented, stating clearly what the performance expectations are, by when they must be achieved, and what the manager will do to ensure they can be achieved. Failure to meet these objectives then constitutes a disciplinary matter.

### **Article 11: DISCIPLINE & SUSPENSION**

The FAR lays down the procedure for staff discipline, including summary dismissal for gross misconduct. The relevant section is appended.

### **Article 12: REPRESENTATION**

A member of staff is entitled to be represented by a colleague in performance management or disciplinary interviews with management.

### **Article 13: GRIEVANCE**

Where the staff member has a grievance, they should first raise the matter with their manager. If the grievance concerns the manager, they should raise the matter with the manager of their manager. If the grievance concerns the Vice-Chancellor, the matter should be raised with the President of the Board.

Where the matter has been considered but the grievance remains, the staff member may appeal to the manager of the person to whom the grievance was raised. This must be in writing, giving account of the proceedings to date, why the staff member still feels aggrieved and what redress they seek. The manager will investigate the appeal, come to a decision and respond in writing in a timely fashion. Their decision is final.

Grievances which are considered vexatious may be set aside at any stage and the staff member informed.

#### **Article 14: HEALTH & SAFETY**

All places of work have hazards. Risks have been assessed for most common workplace hazards (e.g. cuts, shocks, and falls) and will form part of the induction and continuing training.

Where a member of staff experiences an accident or incident with health and safety aspects a full report must be completed and handed to the DAF.

#### **Article 15: TRAINING & DEVELOPMENT**

Staff are the greatest asset of the institution and the development of staff to achieve their potential is a strategic objective. A budget is normally available for staff development. Requests for development funding must be made in writing, addressed to the Vice-Chancellor, stating the nature and purpose of the development and how it contributes to institution objectives. Generally up to 50% of the fees of courses may be payable. The Executive Council considers and prioritises all requests in the light of the budget available.

#### **Article 16: USE OF COMPUTERS**

Institution computers are for institution purposes and may be withdrawn if they are used for personal purposes. The access of pornographic material on institution computers or during work time will be construed as gross misconduct.

Under no circumstances may staff download programs or apps from the internet without approval from the ICT Manager.

Staff are responsible for ensuring their work is backed up at all times. A network hard drive is available for this purpose.

#### **Article 17: ACADEMIC WORKLOADS**

The workload of faculty is defined by the number of class teaching hours, noting that there are preparation, assessment and ancillary tasks in addition. Therefore, the class contact hours of a full-time staff member will not normally exceed 18 hours per teaching week. The National Policy on Academic Workload may be referred to in case of dispute. The contact time for demonstrators/tutorial assistants will be significantly higher as there is less preparation and assessment work. It will be defined by the Program Leader. The workload of part-time teaching staff will be defined in their contract.

#### **Article 18: VALUES OF STAFF and MISCONDUCT**

Staff are required to behave in a professional, collegial manner all the time. The following are some examples of behaviour which will be subject to disciplinary action:

assault, fraud, accepting or offering bribes, Drunkenness or the use or dealing in illegal drugs, Unauthorised absence, Insubordination: failure to execute a reasonable request of management Working for another employer (unless authorised by the Vice-Chancellor Finance & Admin) Undertaking private contracts (unless authorised by the Vice-Chancellor Finance & Admin) Academic offences (e.g. cheating, collusion); Sexual approaches to students; Sexual harassment of staff and students; Inappropriate use of confidential information; Bringing the Institution into disrepute.

#### **Article 19: GROSS NEGLIGENCE**

Where the conduct allegations are grave (gross misconduct), the Vice-Chancellor may suspend the employee while investigations are concluded. In that case, gross negligence is notified to the other party within forty-eight (48) Hours. The gross negligence is left to the appreciation of the competent Jurisdiction.

A Disciplinary Sub-Committee will be convened to hear the allegations. Two members of the Executive Committee who are not involved in the allegation will be appointed by the Vice-Chancellor to constitute the Sub-Committee. In cases where gross misconduct is alleged, or in the case of repeat offences, the Vice-Chancellor will chair the sub-Committee. The employee has the right to be accompanied to the Sub-Committee meeting where the allegations will be heard, and will have at least five working days notice of the meeting.

The Sub-Committee will determine if the allegations are found, and if so the appropriate outcome. If gross misconduct or a repeat offence are proven the normal outcome will be summary dismissal.

#### **Article 20: FINAL PROVISIONS**

Under the Rwanda Legislation, Social economic Institute of Advanced Studies, obey principle of no discrimination to all staff and students in respect of gender, race, and disability. Staff experiencing any form of discrimination in these respects should follow the grievance procedure to secure redress. Staff must recognise that the diversity of the academic community is a positive attribute and not unintentionally discriminate themselves.

Any other situation which is not specified in this handbook or in any other internal rules and regulations, Rwanda Labour law will be prevailing.

## VERSION CONTROL

Version Number	1
Prepared by	Dr. Mohamed Buhijji
Version Reference number	SP/13/2022
Description	SIAS Staff Handbook
Policy owner	Quality Assurance Coordinator & SIAS Council
Responsible division	Yes
Internally validated	1/11/2022
Date of Internal Validation	SIAS Governance Board
Approved by	SIAS Governance Board
Date of approval & Update	18/12/2022 and 1/4/2023
Amendments	1
Proposed Review date	2024
Web address of this policy	<a href="http://www.sias.rw/">http://www.sias.rw/</a>

## 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**

