

REPUBLIC OF RWANDA



**HIGHER EDUCATION COUNCIL
P.O. BOX 6311 KIGALI**

**NATIONAL STAFF DEVELOPMENT POLICY
FOR HIGHER EDUCATION**

Revised April 2007

NATIONAL STAFF DEVELOPMENT POLICY FOR HIGHER EDUCATION

Introduction

The Rwandan Higher Education institutions are committed to ensuring the development of their entire staff and to continuous staff training. All staff shall be given the opportunity to participate in staff development that will enable them to improve the skills and competencies necessary to carry out their role and, as agreed with their line manager, to develop themselves in anticipation of applying for promotion. Staff training and staff development include all activities aimed at the improvement of skills and knowledge to enhance the institution's capacity to be a centre of excellence. The policy recognizes that staff development can be offered and undertaken in a number of ways, including but not limited to taking academic qualifications, attending seminars, conferences and workshops, learning in post (work-based learning), by 'acting up' and by role swap.

Principles

1. All staff shall be provided with a post profile that sets out clearly the qualifications, competencies and skills required to fulfil the role and the duties of the post.
2. All staff will engage annually in a Staff Development and Performance Review process (SDPR). Staff will agree at the beginning of the year with their line manager what the key tasks and responsibilities of their post are over the coming year and what staff development they will engage in. Academic staff will negotiate their workload at the same time. They will be reviewed/appraised at the end of the year.
3. The staff development forms from SDPR will be forwarded to the Staff Development Officer who will provide a report for Executive Council summarizing the staff development needs identified. The findings will be used to inform the Staff Development Programme and feed into the annual planning process.
4. Participation in staff development activities is a privilege as well as a right. Permission to engage in any staff development activity supported by the

institution, whether in-house or external, must be obtained in advance from the line manager. Permission will not be unreasonably withheld.

5. Only academic staff may be seconded to take postgraduate or other qualifications, whether in Rwanda or overseas. Academic staff will normally be supported to take academic qualifications on a part-time basis in the country. This may be by distance learning or by registration at a Rwandan HEI. Other staff may also be supported by the payment of fees and/or by time remission to take qualifications in Rwanda on a part-time basis.
6. All staff supported to take academic qualifications, whether by secondment, the payment of fees, remission of time or in any other way, are expected to contribute some of their own time in recognition of the significant personal benefit gained from engagement in staff development. Staff seconded on sandwich PhDs, for example, are expected to continue work on their research when they return to take up their academic duties. Staff supported to take part-time qualifications are expected to find the necessary time to pursue their studies outside of their normal working hours/workload apart from any time allowance agreed by the line manager.
7. Staff progress/outcomes will be monitored and staff seconded or otherwise supported to take academic qualifications will have to agree formally in writing to their institution receiving regular reports on their progress. Staff attending external conferences and workshops will be expected to submit a report on their return.
8. Staff whose competency or performance is deemed to be below that required by the post may be **required** to undertake staff development. They may be required to take it partly or wholly in their own time and/or at their own expense.
9. Where possible, institutions will facilitate training for post-graduate degrees such as Masters and PhDs for academic staff. Tutorial Assistants and Assistant Lecturers are in development posts. They are required to attend and pass the Postgraduate Certificate in Learning and Teaching in Higher Education. They are also required to gain a masters degree within five years of employment unless specifically exempt. Failure to do so will mean that their contract is not renewed.

10. A member of staff seconded to take a Master's degree will be required to work for at least for one year at the seconding institution before being considered for secondment to take a PhD. However, if a member of staff on completion of their Masters Degree obtains sponsorship to take a PhD on the basis of their performance on the master's programme, the institution will wave this restriction provided the member of staff provides evidence of having passed the masters degree. This restriction does not apply to registering for a part time PhD in Rwanda provided the member of staff carries a full workload.
11. In determining which members of staff will be supported to take postgraduate qualification, whether by secondment or part-time study, institutions shall reserves the right to select staff on the basis of the identified priority needs of the institution, in terms both of skills shortages and of achieving the expatriate exit strategy.
12. A member of staff who has been seconded will be required to return and work for the seconding institution for 2 years after taking a Master's degree and 4 years after taking a PhD. Failure to fulfil this requirement will mean that the staff member will have to refund the salary earned, tuition and other funding provided during the period of study. This is in addition to any repayments required by REB.