

SAINT JOSEPH INTEGRATED TECHNICAL COLLEGE (SJITC)
JOSEPHITE BROTHERS
NYAMIRAMBO - KIGALI
P.O. Box 1330 Kigali
Tel: (+250) 782306593
E-mail : sjtc2010@yahoo.fr
www.sjtc.ac.rw



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SJITC HUMAN RESOURCE POLICY

June 2023

AIM OF THE HUMAN RESOURCE MANUAL

To ensure the quality of higher education services provided by Saint Joseph Integrated Technical College (SJITC) and to sustain its continued growth, it is imperative that academic and administrative staff of required qualifications, experience and skills are recruited, inducted and retained. It is essential for the continuing success of the SJITC that all recruitment and selection activities are carried out in a fair, effective, consistent and professional manner. The SJITC Human Resource Manual and Procedures aim to provide managers and employees guidance on advertisement, recruitment, probation, and promotion related to the overall success of SJITC. Among others, the policy aims to ensure that the appointment of the best candidates is made on the basis of objective criteria which include qualifications, competencies, skills, knowledge, and experience.

It aims to provide a fair, transparent and equitable method for the appointment of all categories of academic and administrative staff and for the promotion of those staff whose performance and contribution to SJITC has been excellent or outstanding. SJITC recognizes the importance of encouraging good performance and enabling all staff to develop their potential and will provide a range of means to assist staff.

3. RECRUITMENT POLICY AND PROCEDURES OF SAINT JOSEPH INTEGRATED TECHNICAL COLLEGE

Policy Statement

Effective recruitment and selection procedures are vital in attracting and retaining high-quality staff.

For recruitment and selection procedures to be effective, it is essential that they are fair, rigorous and transparent. It is the Policy of the Saint Joseph Integrated Technical College to ensure that the best candidate for the job is selected. All decisions relating to recruitment and selection must be consistent with the criteria outlined for the post.

The following are the key Policy Statements:

- Saint Joseph Integrated Technical College is an equal opportunity employer and all people are recruited on merit
- All vacancies are advertised either internally, externally or both against the established college structure.
- The appointing authority shall depend on the job category.

- Eligible candidates shall be selected through a process determined by the relevant organ.
- The College reserves the right to hire, promote and transfer staff.

3.1.Aims of the Procedure

It is intended that the operation of the procedure will provide a fair, systematic and effective process for recruitment and selection which:

- Ensures the appointment of the best candidate for the post on the basis of objective criteria which include qualifications, competencies, skills, knowledge, and experience
- Enables the filling of vacancies within agreed timescales in a cost-effective manner
- Eliminates discrimination
- Recognizes internal redeployment requirements.

3.2.Identifying and Developing a Rationale for Replacement/Appointment

A vacancy can occur for a number of different reasons, such as an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. Therefore, whenever a post falls vacant it should be examined critically to ensure it needs filling and to identify any changes in the job content. In examining the post the following questions should be considered:

- Is it a direct replacement or a new post required?
- Does the work carried out by the previous post holder need to continue to be done?
- Can any of the required work be reallocated?
- Is the post correctly defined and graded?
- Do future changes or uncertainty suggest that a temporary or fixed-term position should be considered?

3.3.Developing a Post/Candidate Profile and Job Advertisement

Once a vacancy has been identified, an Application for Replacement/Appointment of Staff must be completed. The Post Profile (including the Candidate Profile) and the job advertisement must be compiled.

If a Post Profile exists, it should be reviewed and amended to reflect the current requirements of the post. The Post Profile should clearly and accurately detail the duties and responsibilities of the post and include a section detailing the Candidate Profile: qualifications, knowledge, experience and skills/abilities/competencies essential to perform the job.

A standard Post Profile should include:

- The Faculty/Department

- To whom the post holder is responsible
- Salary/grade
- Post number
- The main purpose of the post
- The main duties and responsibilities of the post
- Where the position is being advertised and the closing date.

The Candidate Profile should include the following:

- Qualifications:** The level of education and examination standard required for the effective performance of the post.
- Knowledge:** the range and type of knowledge that is required for the effective performance of the post should be specified. Knowledge should be specific and can be obtained through studying, development and/or work experience.
- Skills/abilities/competencies:** the range and type of practical and specialized skills/competencies required for the effective performance of the post should be specified – e.g. the ability to use spreadsheet applications, communication, and organizational skills, fluency in French and/or English.
- Experience:** the type, level and length of work experience that it is expected the post holder will have should be broadly specified – e.g. at least two years of previous general office experience, significant experience of generating income.
- Discrimination:** care should be taken not to include criteria that are not essential and discriminate against women or men or disabled people.

Following the production of a posting profile, including the candidate profile, the advertisement should be produced. No permanent appointment or contract of more than 6 months shall be made without advertisement.

The fair selection means establishing a system of vacancy notification which reaches the widest possible audience of those that meet the minimum selection criteria. All vacancies should be advertised internally. The Content of the advertisement for academic staff must be approved by the Director of Quality and the respective Dean of the Faculty, and the content of the advertisement for support staff must be approved by the Director of Human Resource in consultation with the head of the respective unit.

The advertisement should consist of the following information:

- SJITC Employment Equity Statement
- Job Title (and, specifically, whether the post is temporary or fixed-term and the duration, where applicable)
- A brief summary of the relevant details of the post

- A brief summary of the qualifications, knowledge, skills/abilities/competencies and/or experience required by the post holder
- The method of application and from where to obtain further details.
- Closing date for application

For internal vacancies only, a statement will be included which indicates that only employees of the Institution are eligible to apply.

3.4. Authority to Recruit

Authority to recruit to a post is given only by the Principal or the Chairman of the Board. Requests to fill vacancies should be made to the Principal or the Chairman of Board of Directors who will progress the request as appropriate.

3.5. Service Level Guidelines

Through the introduction of service level targets, the Director of Human Resources should aim to ensure an efficient and effective recruitment, selection and appointment process.

For a ‘standard’ post the following guideline timescales should apply:

Closing date for advertisement	1 week after vacancy is advertised
Applicant information packs sent out by HR Officer	1-2 working days from receiving the request
Short listing completed and returned to the HR Office	Within 1 week of closing date
Interviews arranged	within 1 week of receipt of the Short listing Selection Form
Interview packs ready for collection/sent to Principal as appropriate	no later than 2 working days before interviews
Original Qualifications, checked	at short listing
Offer letter and appropriate terms and conditions	sent within 5 working days of the decision of final interview
Letter of sent after acceptance from successful candidate	within 2 working days of receiving acceptance
References checked	Reference request letters issued 2 working days of issuing offer to the successful candidate.

3.6. Applications

3.7.1 Application packs

Within the posted advertisement details will be given on how to apply. Applicants should also be advised that they **MUST** submit typewritten/word-processed applications.

Packs containing the following information should be made available to internal candidates and be sent to external candidates:

- The advertisement
- Post and Candidate Profiles
- An Application Form
- (For academic posts) a curriculum vitae template.

3.7.2 Logging Applications and Short listing

All applications should be logged when they are received. Immediately following the closing date the HR Officer should collect the application forms and a copy of the log. A copy of all the applications should be made; the originals should remain with the HR Office at all times.

The HR Officer will issue all Application Forms and a copy of the log to the Vice Principal Academic within 1-2 working days of the closing date. Along with the Application Forms, the following documents will be supplied:

- A Shortlist Selection Form
- Guidance Notes for Interviewers
- Post and Candidate Profiles
- The job advertisement.

A short listing meeting should be held within 1 week of the closing date, involving as many of the interviewers as possible but always at least two people (including the nominated Interview Committee) to ensure objectivity. Short listing must be based on the completed Application Forms and measured and recorded against the requirements specified in the Shortlist Selection Form

3.7.Types of Appointments and Appointing Authorities

3.7.1. Appointments by the Board of Directors or Promoters (BOD/P):

The following appointments and related activities will be conducted by the Board of Directors. An appropriate official form which the College management will provide necessary assistance in conducting the recruitment process including interviews etc.

- Principal
- Director of Quality Assurance
- College Administrator

All other appointments and related activities will be conducted by the College Management. The composition of interview committee will depend on the post to be filled. The College shall have the following types of staff to carry out its mandate.

3.7.2. Academic Staff

Based on qualification and experience full-time academic staff will be appointed at one of the following academic ranks as may be appropriate:

- Tutorial Assistant
- Assistant Lecturer
- Lecturer
- Senior Lecturer

3.7.3. Academic Leadership Position

Members of the academic staff will be nominated into academic leadership positions (HODs, Deans etc.) by the management in consultation with relevant stakeholders. These appointments will be performance based fixed term temporary appointments and shall carry on honorarium as approved from time to time by the College management.

3.7.4. Administrative and Support Staff

The Saint Joseph Integrated Technical Collegerecognizes the valuable contribution of administrative and support staff and has the following broad categories of staff. Based on the growth of the College and developmental needs new posts may be created or existing posts may be consolidated and or reorganized.

- Registrar
- Chief Financial Officer

- Director of Human Resources
- Chief Accountant
- Librarian
- Accountants
- Examination Officers
- Admin officers
- Workshop Technicians
- Admin Assistants

Interview Arrangements

3.7.5. Composition of Interview Committee

Interview committees should be as broadly representative as possible and the level and nature of the post being filled will determine the size of interview committee.

For most short term contract and student contracts, a small interview committee is recommended, allowing for diversity within such an interview committee.

Interview committees for all other categories and levels of posts should be constituted in accordance with the guidelines as indicated below:

3.7.6. Full-time academic appointments

The following members should constitute the interview committee for full-time academic positions. At least three fourth of the members should be present to continue the quorum for the interview committee to proceed with interviews.

- Principal or delegated authority (Chair)
- Deputy Principals: Academic Affairs and Research
- Director of Quality and Assurance
- Director of Human Resource
- Dean/Director of relevant faculty/school

3.7.7. Full-time administrative appointments (at the rank of directors/registrar/Chief Finance Officer/librarian)

The following members should constitute the interview committee for full-time administrative positions specified above. At least three fourth of the members should be present to continue the quorum for the interview committee to proceed with interviews.

- PRINCIPAL (Chair)
- Director of Human Resources (Secretary)
- Director/head of relevant unit
- A dean of any faculty

- A maximum 2 experts drawn from SJITC or from Industry as the need may be

3.7.8. Full-time administrative appointments (all other ranks)

The following members should constitute the interview committee for all other full-time administrative positions. At least three fourth of the members should be present to continue the quorum for the interview committee to proceed with interviews.

- ✚ Principal
- ✚ Director of Human Resources
- ✚ Director/head of relevant unit
- ✚ Chief Finance Officer

3.7.9. Part time Academic /Administrative Appointments

The following members should constitute the interview committee for part time positions specified above. At least three fourth of the members should be present to continue the quorum for the interview committee to proceed with interviews.

Deputy Principal Academics (Chair- Academic Positions only)

Registrar (Chair- Administrative positions only)

Director of Human Resource (Administrative Positions Only)

Director of Quality Assurance (Academic positions only)

Dean/Director of relevant faculty/school (for academic positions only)

A maximum of one expert drawn from within the SJITC or outside

Head of relevant Department

3.7.10. Responsibilities of the Committee

The Interview Committee sets the date and place of interviews, their length and whether any presentations or other tasks are required, in liaison with the Director of HR. The DHR is responsible for making all arrangements and notifying candidates and the panel. This includes arranging reception arrangements, any hospitality, and the subsequent notification of the arrangements, including any presentations to be made or tasks or tests to be undertaken, so that letters or telephone calls inviting applicants to interview can be sent out in good time. Candidates should be given a specific time to arrive and informed where they are to report to on arrival. Candidates should NOT all be asked to arrive at the same time but at 30-minute intervals. If more than one post is being interviewed for on the same day, all the candidates for one post

should be interviewed successively and a decision reached by the interview panel before the interviews for another post commence. A room for candidates to wait in should be arranged.

On the day of the interviews, the Office of the DHR should ensure the rooms in which the interviews are to be conducted is appropriately laid out at least 10 minutes before the interview panel is due to convene. The interview panel should be asked to convene 30 minutes before the time that the first candidate is invited to attend for interview.

3.7.11. Responsibilities of the Chair of the Interview Committee

The Chair of the interview committee shall:

- Ensure that the correct selection procedure is followed
- Ensure that all members of the interview committee are aware of SJITC policies to guide the selection of appropriate candidates.
- Require committee members to read the advertisement and job description for the post and the candidate`s full CVs and referee reports (where applicable) prior to the interviews.
- Ensure that all candidates are graded, in accordance with the advertised criteria
- Ensure that there is discussion in the interview committee on the rationale for the grading of the candidates, and at the conclusion of the work of the interview committee, summarizes the rationale for the grading of all the possible candidates, the reasons for recommending the appointment of the successful candidate and the reasons for the others candidates being unsuccessful.
- Ensure that a process of questioning is discussed and agreed upon by the committee, to ensure that all candidates are equally assessed.
- Sign off interview committee minutes and recommendations.

The Selection Process

Good selection methods are essential to ensure that the best candidate is appointed and that the decision-making process is fair, transparent and effective. The main sources of evidence that will be used in coming to a decision about an appointment are:

- The Post and Candidate Profiles
- The interview
- The contents of the Application Form
- Tests, tasks or presentations, depending on the level and content of the job
- The references.

The selection process for all advertised academic posts should involve candidates making a presentation to staff. A senior member of staff will be asked to collect the views of staff present at the presentation and pass them on to the Interview Chair. These will be used to form part of the selection process.

Disclosure of Relationship by Interviewer

Employees will not be involved in the recruitment and selection of close relatives, partners or friends.

The employment of close relatives and partners should be in line with the Institution's values and principles of governance. Such employment should not raise any questions or concerns, either internally or externally, about the reason or method of recruitment and/or working relationships with any other employee. In addition, such employment should not put any employee in a situation that raises allegations of favorable treatment towards a close relative or partner.

The interview panel should agree in advance the questions be asked and which member of the panel is going to lead on which question. All candidates should be asked the same questions by the interview panel in the same order. Supplementary questions or specific questions about the information supplied in the application may be asked that vary between candidates.

At the outset of the interview, the chair should welcome the candidate and introduce the members of the panel. The Chair should explain how the interview will be conducted, ensure that the candidate has an opportunity to ask questions at the end of the interview and explain to the candidate when and how they will be informed of the outcome.

The HR Officer is present to the clerk the proceedings, provide legal and other advice as necessary and to monitor for equal opportunities. The HR Officer is not a member of the panel with respect to making a decision on the appointment of candidates.

Canvassing

Candidates found canvassing with interviewers prior to the interview shall be disqualified.

Recording of the decision-making

All recruitment and interview processes must have a record and the Chair of the Interview committee should ensure that such a record is compiled. All interviewers should complete the Interview Selection Assessment Form and should attach any additional notes that they have made. This form can be amended to include other methods of selection. All notes must be based on objective selection criteria only. The Interview Committee must complete the Interview Decision Form and all documentation should be returned to the HR Office. Reports should include:

- The selection criteria
- A description of the recruitment strategies employed
- The profile (CVs) of the candidates who we interviewed
- The interview committee`s reason for recommending the appointment of a candidate and its reasons for the other candidates being unsuccessful, as summarized by the chair and agreed to by the committee.

References

The HR Officer will take up two written references for the successful candidate, including the current or most recent employer. All offers will be subject to satisfactory references and police clearance.

Offer of appointment

The recommendations of the interview panel will be conveyed in writing to the Executive Committee who will confirm the appointment recommendations. All appointments are subject to final confirmation by the Board of Directors.

A written offer will be sent out by the Human Resource Officer, following consultation with the Chair of Executive Committee, and will be made subject to satisfactory references, police clearance and confirmation of the Board of Directors. For Academic and research posts a 6-month probationary period may apply. Expatriate contracts are for two years, renewable.

3.8. Minimum Appointment Criteria for Academic Staff

Tutorial Assistant: should be in possession of a relevant Advanced Diploma in Technique field with a level of attainment equivalent to an Upper Second (i.e. B grade average) or higher.

Assistant Lecturer should be in possession of a Bachelor's degree with a level of attainment equivalent to an Upper Second (i.e. B grade average) or higher

The lecturer should be in possession of a relevant Master's degree or equivalent with a level of attainment equivalent to an Upper Second (i.e. B grade average) or higher. Candidates should have a minimum of two years lecturing experience.

Senior Lecturer should be in possession of a relevant Ph.D. degree. Three (3) years of service as a lecturer, and a satisfactory record of teaching, research and publication, and service to the academic and wider community.

The lecturer should have a cumulative record of four (4) publications, two (2) of which must have been published since attaining the grade of Lecturer. At least two (2) of the publications must be refereed scholarly works.

Minimum Appointment Criteria for Librarians

Assistant Librarian should be in possession of a relevant Bachelor's degree

Librarian should be in possession of a relevant Advanced Diploma or a Bachelor's degree in Library and Information Science (or equivalent). Three years of satisfactory service as Assistant Librarian.

Minimum Appointment Criteria for Administrative Staff

Registrar/Director HR/CFO/Other higher positions

- A Bachelor Degree or a Master's degree/Professional qualification in the relevant field
- Three (3) years of relevant experience in the field of expertise as required
- Two (2) years should be at a Senior management level
- Record of contribution to the field of expertise
- Excellent managerial and leadership skills
- Other job specific criteria as may be required

Note: For other administrative/support positions the relevant qualification and experience will be determined by the job requirements. The requesting department should specify the requirements.

Equal Opportunities

The Saint Joseph Integrated Technical College is committed to working towards the principles of social justice and equal opportunity in all aspects of the Institution's life and creating a positive atmosphere where there is a shared commitment to value diversity and respect difference. The SJITC is dedicated to promoting equality, diversity and a supportive environment for its students, staff, and others closely associated with its work and affirm the right of individuals to be treated fairly and with respect. All those associated with SJITC, especially staff and students, should expect fair treatment without discrimination when applying to work or study at the Institution. SJITC strives to ensure that people are treated equally regardless of their sex, marital status, race, color, ethnic or national origin, nationality, economic background, disability, religion, age or other inappropriate distinctions. Staff and students are expected to act in accordance with the equal opportunity principles set out in this policy. The institution will not tolerate discriminatory behavior.

Role of the Director of Human Resources

It is the responsibility of the Director of HR to ensure that all College policies and procedures are adhered to in terms of advertising, short-listing, recruitment and interviewing. The Director of Human Resources works closely with the respective faculties/offices for the effective conduct of the recruitment process and shall be assisted by the faculty/office administration as may be necessary.

The director's primary function is to advise and assist in the recruitment and interview process including the following:

- Handling all the administration for posts advertised.
- Advice on policies, procedures, employment equity and legislation.
- Assisting with informing short-listed candidates of the details and requirements of the interviews.
- Informing and negotiating with the successful candidates
- Coordinating and arranging meetings of the interview committee.

- Coordinating and acknowledging receipt of applications.
- Preparing a report on the recruitment and interview process.
- Preparing the minutes and recommendation(s) of the interview committee.
- Forwarding the minutes and recommendations to the Principal or delegated authority for approval
- Prepare an offer and appointment letters.

INDUCTION PROCEDURE

Before new staff members commence work, the immediate supervisor or nominee is responsible for the new staff member`s induction.

Once the new staff member commences work, he/she should be introduced to the SJITC and his/her new job by means of an induction programme as determined by the SJITC. It will be the joint responsibility of the Director of Human resource (DAF) and the immediate supervisor that all new appointees are inducted into new positions in a timely manner.

Checklist for the Induction of a new Staff member

To ensure that staff members are welcomed and properly inducted into their new departments the following checklist must be used for each staff appointed.

- Allocate sufficient time to welcome the new staff member and to introduce her/him to the Department. Alternatively, decide who will be fully responsible for the induction of the new staff member and ensure that the person has freed up enough time for this purpose
- Draw up an induction programme for the new staff member. Keep in mind that the person will need some basic information and instruction in the beginning such as procedures to follow, e-mail and communication procedures. College, faculty and departmental policies and where to find other necessary information etc.
- The Director of Human resource will then at the appropriate time accompany the new staff member to the relevant Department where the HOD will welcome and introduce the new staff member to fellow colleagues and members of staff in the Department.
- Discuss basic conditions of service to ensure that the new staff member fully understands these

- Discuss with the new staff member what is expected, the responsibilities/duties of the specific role/job into which the new staff member has been employed and the expectations/standards of the Department.
- Ensure that the new staff member has all the basic equipment and furniture that he/she will need to perform hi/her duties as well as a `start-up` stationery supply.
- Arrange for all necessary computer access that the person will need
- Inform the relevant colleagues and the members of the Department preferably through a brief introductory meeting, (alternatively this can be done via email where all relevant staff have access to e-mail)

3.9.The Director of Human Resource will ensure that following documents for appointment are submitted on new staff`s file like every other staff

- Comprehensive CV
- Certified copies of all relevant qualifications
- Equivalence Document from HEC if the degree is from a foreign institution
- Certified copies of identity Document or Passport
- Work permit (if applicable)
- Social Security number (if applicable)
- Bank Details
- Contract of Employment
- Appointment Letter

The staff member will not be paid if all documents are not completed and submitted to the Human Resource Office

PROBATION

3.10. SJITC requires a new staff member to be subject to a probationary period to determine whether a new staff member has the required skills, attitude and knowledge towards work and people to effectively perform his/her duties.

3.11. The strengths and weakness of a staff member, as identified during the probationary period, should be addressed as soon as possible in order to create the opportunity for the staff member to develop and grow in his/her position.

- 3.12.** All new staff members to be appointed in a full-time capacity on the establishment of the College (both administrative and academic) shall serve a probationary period of three (3) months from the date of appointment. A different length of probation period may be applicable in exceptional cases as may be decided by the management/ Board of Directors.
- 3.13.** All administrative staff members promoted to a higher rank/position shall also serve a probationary period of three (3) months from the date of promotion.
- 3.14.** The immediate supervisor will monitor the performance of the new staff member during the probation period and document every 2 (two) months in the relevant report form for academic and administrative staff. The report shall be forwarded to the head of Unit for corrective direction and finally to the Director Human Resources for filing.
- 3.15.** It is required that both the staff member and his/her immediate supervisor sit together to discuss and complete the probation report. It is of vital importance that the supervisor creates a congenial atmosphere where the matters at hand may be discussed frankly and honestly.
- 3.16.** On submission the final probation report, the immediate supervisor must recommend whether the appointment of the employee should be confirmed as a permanent appointment or not.
- 3.17.** In a case, a staff member is not recommended for permanent appointment, or where the extension of the probationary is recommended, the immediate supervisor must submit detailed reasons for such recommendation.
- 3.18.** The staff member concerned will be notified in writing of the appropriate committee's decision, within 15 calendar days after the expiry of the probation period. If the staff member concerned is not informed formally within 30 calendar days, the probation may be accepted as confirmed.
- 3.19.** If confirmation of a particular probation period is not recommended, and termination of employment/transfer to another position is recommended instead, the supervisor must provide full details for the recommendations to the appropriate committee.
- 3.20.** Should termination of appointment be recommended on the basis of good cause and approved by the applicable committee, a 30 calendar days notice period will be

effective. A shorter notice period shall be considered upon request of the staff member concerned who will have the opportunity to resign voluntarily from the service of the college.

3.21. Good cause means

- Failure through physical or mental incapacity or through inability, unsuitability or persistent neglect of the staff member to perform the duties of his/her office properly, and /or
- Misconduct of such a nature as to render the staff member unfit to continue to hold his/her office (a recommendation based on mental incapacity must be supported by an evaluation report by a qualified and registered psychologist. It is the responsibility of the immediate supervisor and Human Resources Directorate to ensure that such evaluation is done.)

PROMOTION

3.22. Academic staff promotions will depend on satisfactory performance in all three key areas of teaching, research and community service

3.23. General Procedures

3.23.1. Applications for promotions will be scrutinized at two levels i.e. faculty and college level.

3.23.2. Staff members who wish to apply for promotion will hand in their promotion application in the prescribed form to the Office of Human Resource during the first week of any trimester.

3.23.3. All applications will be checked for completeness by the Office of HR and candidates will be informed in writing of any missing documents.

3.23.4. The Office of Human resource will coordinate the distribution of applications to the relevant Dean/head of Departments

3.23.5. Relevant head of Department / Dean will set up a peer Committee (level1) to evaluate the promotion application following SJITC guidelines and criteria as stipulated in this document. The faculty peer Review Committee will have a maximum of one month to complete their evaluation. The Dean/Head of

Department will then return the promotion applications with the duly completed recommendation form(s) and report (s) to the Office of Human Resource for onward distribution to the next level.

- 3.23.6.** The Principal will set up a College Peer Review Committee (level 2) to evaluate the promotion application following the SJITC guidelines and criteria as stipulated in this document. The College Peer Review Committee will have a maximum of one month to complete their evaluation. The Principal will then return the promotion application/s with the duly completed recommendation form(s) and report(s) to the Office of Human Resource for finalization of the application/onward distribution to the next level, as the case may be.
- 3.23.7.** At all levels, applicants may be called to provide clarifications and information to the relevant committee during the meeting. Applicants will thus be informed of the date and time when their applications will serve on the relevant committee.
- 3.23.8.** The review Committees at each level will be required to complete and submit the relevant Summary Staff Promotion Assessment form, as well as written report.
- 3.23.9.** Once an application has been submitted it will pass through both faculty and college levels unless the application is withdrawn by the applicant. This is to ensure that the candidate is not unduly disadvantaged at any level.
- 3.23.10.** Successful applicants will be informed via the office of the Principal regarding their promotion. Unsuccessful applicants will receive a letter indicating the shortfalls with their applications from the Office of College Administrator.
- 3.23.11.** Academic staff promotion is a highly confidential process. Discussions and decisions taken at all three levels of the process are strictly confidential and any unauthorized disclosure of information by any member will be regarded as a serious offense. Similarly, the candidate will not be entitled to obtain any information on the discussions and decisions taken at any level until the final decision is communicated to him/her via the relevant offices. Any attempt from the candidate to influence the process will be regarded as a serious offense.
- 3.23.12.** The candidate will be entitled to enquire about the progress of his/her application through the various levels, strictly through the Office of Human

Resource. The office of Director of Human Resource will further inform candidates of the movement of their applications through the relevant committees.

3.23.13. Staff members applying for promotion will submit the following documents:

- A completed Promotion Application Form
- An updated Curriculum Vitae.
- Any other evidence to substantiate information provided in the promotion application form.

3.23.14. Teaching effectiveness will be assessed based on (i) Student evaluation forms (%40) and (ii) Peer assessment by the head of Department/Dean (%20), and Director of Quality (%20), PRINCIPAL (%20).

3.23.15. Research and publication productivity will be assessed using procedures and guidelines outlined and annexed at the end of this policy.

3.23.16. Provision will be made for an applicant to lodge an appeal if she/he is not in agreement with the final decision as communicated to him/her. The final decision on whether or not an appeal will be granted rests with the SJITC Executive Committee. In the case where an appeal is granted, a different evaluation team will be appointed.

3.23.17. The promotion will be effected on the first of the month following the date of approval by the Principal.

3.24. Administrative staff promotions will be handled on a case by case basis based on the performance of the incumbents and the position requirements, should a new position be available offering avenues for promotion.

REMUNERATION AND BENEFITS POLICY

All SJITC staff will be remunerated according to the job positions they hold and in accordance with the approved SJITC salary structure. More specific details on remuneration are contained in individual contracts or any other related communication.

The Board of Promoters reserves the right to remunerate staff a person to holder salary

The agreed remuneration between the College and the employee is referred to as the Net Salary payable to the employee. SJITC pays the following in addition to the net salary:

- NSSF organization`s contribution: 5% of Basic Salary
- Pay as You Earn (Income Tax)
- Medical Insurance
- Any other contractual benefits and allowances as applicable

A member of staff has the responsibility to claim his/her allowance at the end of the period of assignment

Staff whose positions are part-time shall have their remuneration mutually agreed with the College.

All staff, except those under a special arrangement, shall be paid a monthly salary through their banks.

Appeals of any nature shall be addressed to the Principal

The following are the types of allowances under this policy;

Responsibility allowance

Acting allowance

Extra Load allowance

Out of station allowance

Perdiem allowance

Outside Travel allowance

LEAVE

3.25. All leave must be approved prior to the commencement of leave, except in cases where it is not practically possible to get leave approved in advance. The College reserves the right to call employees back from the leave should there be a need for the concerned employee to be at work.

3.26. As per the contract signed between SJITC and employees, they are entitled to the following types of leave:

- Annual Leave
- Medical leave
- Compassionate leave
- Special Leave/Study leave/ Staff Development leave
- Maternity leave
- Leave of Absence

3.27. Annual Leave: 30 days or as agreed between the individual employee and SJITC.

At the end of twelve (12) months of service, SJITC employee benefits from an annual statutory leave of thirty (30) calendar days in case of permanent staff. The annual leave is calculated on the basis of two and a half days per month (2.5) and may be divided up into four (4) periods maximum. Where a SJITC employee has not been able to benefit from his/her annual leave during the previous year for service reason though he/she applied for it, he/she is allowed to carry over unutilized leave for accumulation up to two years. Generally, a SJITC employee cannot stay in service for more than two consecutive years without taking his/her annual leave. In exceptional cases, alternative arrangements can be agreed between the SJITC and the concerned employee. Such deferment must be on the written authority of the appropriate line manager who will then report his exception to his or her manager and to the HR unit.

Public holidays will be designated as statutory holidays in keeping with Rwanda Labour law. Requests for annual leave must be submitted in writing to the staff member`s line manager. It is the responsibility of the individual staff member to ensure that their annual leave is taken. However, sufficient notice must be given by the staff member to enable appropriate job cover arrangements to be made during their absence.

3.28. Medical leave an employee may be granted sick leave with full pay for a maximum period of fifteen (15) days justified by a medical certificate issued by an authorized doctor.

3.28.1. Where a SJITC employee is not in a position to resume service following a medical notice by an authorized doctor, he/she benefits from his/her annual leave days if any.

3.28.2. On the first working day of sickness, the staff member should notify their line manager before 10.00 am on the morning of the nature of the sickness and possible return date.

3.28.3. If the employee remains unable to resume work after the extended annual leave for a period of one month, he/she may be dismissed based on the situation of his/her sickness.

Compassionate leave/Incidental Leave

8.5.1. If at any time during the course of employment under the contract, a close relative of the employee falls seriously ill or dies at the home of the employee, the SJITC may at its discretion grant the Employee leave for such period as it may consider appropriate.

8.5.2. A close relative is limited to

- (i) The employee and his spouse
- (ii) the employee`s own children
- (iii) the employee`s parents
- (iv) the employee`s next of kin. The employee will complete a form titled record of next of kin which shall be annexed to his contract of employment and be an integral part thereof.

8.5.2. When an application for compassion leave is made on the grounds of the serious illness of a close relative, it must be supported by a certificate from a medical practitioner.

8.5.3. Compassionate leave will be granted during a year shall not exceed 15 days.

8.6. Maternity Leave SJITC employees are allowed twelve (12) consecutive weeks for maternity leave. Breast feeding mothers will be allowed 1 hour every day to breast feed their children for 12 months

8.7. Paternity Leave: SJITC employees are allowed four (4) days of paternity leave

8.8. Leave of Absence: An authorized leave of absence (for one-day maximum at a time which is not deductible from the annual leave may exceptionally be granted to a SJITC employee by his/her immediate superior for duly justified reasons, provided the employee has already exhausted his annual leave. Such leave of absence may be granted only twice a year.

8.7. Special Leave This leave is granted to academic staff to attend conference or workshops related to their professional fields. This leave may also be used as study leave /staff development leave for writing examinations for programs related to staff member1s field or specialization. This leave is granted for a maximum of 5 days in a year. In case more than 5 days are required. For such purpose, it will be deducted from annual leave.

Bro.Pie SEBAKIGA

Principal of SJITC.

June 2023