

BOLGATANGA TECHNICAL UNIVERSITY



ADMINISTRATIVE MANUAL

DECEMBER, 2021

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1.0 Definition of Terms

- a. “Act” refers to the Technical University Act, 2016 (Act 922).
- b. “Statutes” refers to the Statutes of Bolgatanga Technical University dated 7th August, 2020.
- c. “University” refers to Bolgatanga Technical University.
- d. “Council” shall mean the Governing Council of Bolgatanga Technical University as established under the Technical University Act, 2016 (Act 922).
- e. “Employer” shall refer to the Governing Council of Bolgatanga Technical University represented by the Chairperson.
- f. “Staff” means a person(s) employed by Bolgatanga Technical University.
- g. “Employee” refers to staff employed by Bolgatanga Technical University.
- h. “Senior Member” means any member of the academic, professional or administrative staff not below the rank Assistant Lecturer/Junior Assistant Registrar and or their equivalent. For the avoidance of doubt, Senior Member does not include Senior Staff.
- i. “Senior Staff” refers to Academic/Non-Academic Staff and covers Staff of Instructor/Administrative Assistant rank or analogous rank but below the rank of Assistant Lecturer/Junior Assistant Registrar.
- j. “Junior Staff” covers all employees of the University below the rank of Administrative Assistant and its analogous ranks.
- k. “Academic Staff” shall refer to both Senior Member Academic and Senior Staff Academic.
- l. “Advertising Media” refers to the various media traditionally used for advertising vacancies including newspapers, journals, websites and notice boards.
- m. “Appointable” refers to a candidate who is considered by a duly constituted selection panel, as likely to be successful in the post.
- n. “Headhunting” refers to a process whereby a candidate is identified and offered a position, should the normal process be completed and/or in parallel depending on the complexity and seniority of the position.
- o. “Merit” means the extent to which a person is deserving of appointment due to the relationship between: (a) The person’s abilities, aptitude, skills, qualifications, knowledge, experiences, achievements, personal qualities and potentials; and (b) The duties and responsibilities and associated requirements of the post.
- p. “Recruitment” refers to the process of attracting the best applicants for positions at the University. It includes advertising and headhunting.

- q. “Selection” refers to the process of identifying appointable candidates and includes shortlisting, interviews, presentations and assessments.
- r. “Critical Skills/Scarce Skills” refers to an absolute or relative demand, current or future for skilled, qualified and experienced people to fill a role.
- s. “Association” refers to Technical University Teachers Association of Ghana (TUTAG), Technical University Senior Administrators Association of Ghana (TUSAAG), Technical University Workers Association of Ghana (TUWAG); Teachers and Educational Workers Union (TEWU). The Local Association shall refer to the Local Chapters of TUTAG, TOSAAG, TUWAG AND TEWU.
- t. The Relevant Laws shall include (a) The Constitution of the Republic of Ghana, 1992; (b) The Polytechnic Law, PNDC Law 321, 1992 and any amendment thereof; (c) The Polytechnics Act, 2007 (Act 745) and any amendment thereof; (d) Industrial Relations Act, 1965 (Act 299 and any amendment thereof; (e) Labour Decree, 1967 (NLCD 157) and any amendment thereof; (f) Labour Regulations, 1969 (LI 632); (g) Factories, Offices and Shops Act, 1970 (Act 328) and amendments thereof; (h) National Board of Professional and Technician Examinations Act 1994 (Act 492); (i) The Workmen Accreditation Board Law, 1993 (PNDCL 317); (j) The National Council for Tertiary Education Act 1993 (Act 454) and any amendment thereof; (k) The National Labour Act, 2003 (Act 651) and any amendment thereof; (l) Labour Regulations 2007 (LI 1833); Technical University Act (Act 922), Bolgatanga Technical University Statutes and any amendment thereof.

2.0 Background

Bolgatanga Technical University is a public tertiary educational institution, established by the Technical Universities Act, 2016 (Act 922), as amended. The Act 922 mandates the University to provide higher education in engineering, science and technology-based disciplines, technical and vocational education and training (TVET), applied arts and related disciplines and award degrees including honorary degrees, diplomas, certificates and other qualifications agreed upon by the Governing Council. Currently, the University offers a number of Bachelor of Technology and Bachelor of Science Degree programmes, Higher National Diploma (HND) and Non-tertiary programmes in TVET.

2.1 Vision

The vision of the University is to become a preferred technical university fostering teaching, learning, research and community service for sustainable development.

2.2 Mission

The mission is to provide a conducive environment for career-focused education, training and applied research programmes in science, technology, technical and vocational training for entrepreneurship development.

2.3 Niche Area

The niche area of the University is *Ecological Agriculture* in line with its geographical location. The University strives to ensure that the niche area guides its programmes and activities.

2.4 Core Values

Our core values are the shared principles and commitment that rally all staff, students and stakeholders to achieve our vision. These are: Academic freedom, Excellence, Integrity, Innovation, Discipline, Sustainability and Equity. These values are deep-seated philosophies that guide our actions and are considered as the University's cultural foundation stone.

2.4.1 Academic Freedom

The University acknowledges the right to freedom of expression in teaching, learning and research in line with the ethical policies of the Institution without any hindrance.

2.4.2 Excellence

We strive to exceed expectations not only in providing quality teaching, research and community service, but also for continuous improvement in our services university-wide.

2.4.3 Integrity

We conduct ourselves with honesty, professionalism and respect for others, accepting responsibility for the ethical consequences of our ideas and actions.

2.4.4 Innovation

We aim to challenge our assumptions, curious to create and anticipate change and encourage both our internal and external stakeholders to bring their ideas onboard. We are ready to learn from our failures and we iterate, adapt and generate new ideas and solutions.

2.4.5 Discipline

We are committed to cultivating behaviours that are consistent and align with achieving the University's goals and vision by vigorously applying the rules and regulations governing the Institution.

2.4.6 Sustainability

The University embraces sustainable development by incorporating relevant aspects of climate change, biodiversity and sustainable practices across the entirety of the University.

2.4.7 Equity

We are committed to ensuring fair treatment, equality of opportunity, fairness in access to information, resources and opportunities that staff and students need to succeed. We seek to eliminate barriers that impede the participation of both internal and external stakeholders.

3.0 Structure of the University

3.1 The Governing Council

The Governing Council of Bolgatanga Technical University is the highest decision-making authority of the University. The Council ensures that the vision and mission of the University are achieved through the formulation of relevant policies.

3.2 The Academic Board

The Academic Board is the second highest decision-making body of the University responsible for, among others, formulating, implementing and regulating the academic policies and programmes of the University. It is also responsible for ensuring quality in teaching, research and community service.

4.0 The Administrative Structure of the University

The Central Administration of the Bolgatanga Technical University comprises professional and administrative support units that help in the day-to-day running of the University. They currently include but are not limited to the following:

Office of the Vice-Chancellor;

- i Office of the Pro Vice-Chancellor;
- ii Office of the Registrar;
- iii Office of the Director of Finance;
- iv Office of the Director of Works and Physical Development;
- v Office of the Director of Internal Audit.

4.1 Office of the Vice-Chancellor

The Vice-Chancellor is the Academic and Executive Head and the Chief Disciplinary Officer of the University. The Vice-Chancellor has powers as spelt out in Statute 13 of the University's Statutes.

4.1.1 Sub-offices of the Office of the Vice-Chancellor

The Office of the Vice-Chancellor consists of the following sub-offices:

- i Directorate of Academic Planning and Quality Assurance (DAPQA);
- ii Information and Communication Technology Directorate
- iii Research, Innovation and Development Directorate
- iv Transport Office

4.2 Office of the Pro Vice-Chancellor

The Pro Vice-Chancellor has the responsibility of overseeing all issues relating to academic programmes (teaching, examinations, time-tabling, etc). He/she also provides leadership and administers the University on behalf of the Vice Chancellor in his/her (the Vice Chancellor's) absence.

4.3 Office of the Registrar

The Registrar is the Chief Operating Officer of the University under the Vice Chancellor and is responsible for the day-to-day administration of the affairs of the University.

He/she is the Secretary to the Governing Council, and serves as Secretary to all other Boards and statutory committees of the University. The Registrar communicates decisions taken at meetings to all constituents and is the custodian of all records and the Seal of the University.

4.3.1 Sub-Offices of the Office of the Registrar

The Office of the Registrar has the following sub-offices:

- i. The Academic Affairs Directorate
- ii. The General Services Directorate
- iii. The Human Resource Directorate
- iv. The Public Affairs Directorate
- v. The Planning Office
- vi. The Legal Services
- vii. The Office of Sports and Recreation
- viii. Security Office
- ix. The Directorate of University Health Services

4.4 Office of the Director of Finance

The Director of Finance is responsible to the Vice Chancellor for the financial administration of the University in accordance with the Public Financial Management Act 2016 (Act 921). He/she is responsible for the preparation of the annual operating budget of the University on behalf of the Vice Chancellor and to present same to Council for review and approval. The functions of the Director of Finance are spelt out in Statute 17 of the University.

4.4.1 Sub-Offices of the Office of the Director of Finance

The Office of the Director of Finance has the following Sub-offices:

- i. General Accounts
- ii. Budget
- iii. Payroll
- iv. Final Accounts
- v. Stores
- vi. Cash Office
- vii. Students' Accounts

4.5 Office of the Librarian

The University Library is responsible for the provision of adequate, relevant and up-to-date reading as well as audio-visual materials to support the teaching, research and community service functions of the University. He/she is also responsible for maintaining linkages with local and international organisations involved in library work and any other functions assigned by the Vice Chancellor of the University.

4.5.1 Sub-offices of the Office of the University Librarian

The University Librarian's Office is made up of the following sections:

4.5.1.1 Collection Development and Technical Services:

- i. Collections
- ii. Cataloguing and Classifications
- iii. Bindery
- iv. Preservations and conservation
- v. Archives

4.5.1.2 Reader Services

- i. Student Services
- ii. Circulation and Reserved Collection
- iii. Reference Library
- iv. Serials and Publication Services
- v. Bukere Library
- vi. Faculty/Departmental Libraries

4.5.1.3 Electronics

- i. Systems/IT
- ii. Library
- iii. Research Data Services
- iv. Institutional Repository

4.6 Office of the Director of Works and Physical Development (WPD)

The Director of Works and Physical Development is responsible for the overall development and maintenance of the physical development of the University and the provision of essential services in an efficient and effective manner. He/she supervises works and contracts to ensure that constructions and renovations are in consonance with prevailing industry standards and specifications, taking due cognizance of the needs and requirements of the University. He/she manages construction contracts with a view to ensuring compliance and due delivery of projects. His/her duties are outlined in Statute 19.

4.6.1 Sub-offices of the Office of the Directorate of Works and Physical Development

The Directorate of Works and Physical Development is made up of the following sub-offices/units:

- i. Architecture and Physical Planning and Development;
- ii. Grounds/Gardens;
- iii. Water and Sanitation
- iv. Estate
- v. Electricity
- vi. Environment and Sanitation
- vii. Works and Maintenance

4.7 Office of the Director of Internal Audit

The Director of Internal Audit is the Head of the Internal Audit Directorate of the University. He/she exercises professional and administrative supervision over the staff under him or her to ensure that the internal auditing system of the University is efficient and effective. The Director of Internal Audit is responsible for the following:

- i. Appraises and reports on the soundness and application of the system of controls operating in the University;
- ii. Evaluates the effectiveness of the risk management and governance processes of the University and contributes to the improvement of the risk management and governance processes;
- iii. Provides assurance on the efficiency and effectiveness in the administration of the programmes and operations of the University;
- iv. The Director of Internal Audit also evaluates compliance of the University with enactments, policies, standards, systems and procedures.

4.7.1 Sub-offices of the Directorate of Internal Audit

The Internal Audit Directorate has the following sub-offices or units:

- i. Campus Audit Unit
- ii. Pre-Audit Unit
- iii. Post-Audit Unit

5.0 Principal Officers of the University

The Principal Officers of the University are:

- i. The Chancellor;
- ii. The Chairman of Council;
- iii. The Vice-Chancellor.

6.0 Key Officers in the University

The Key Officers in the University are:

- i. The Vice-Chancellor;
- ii. The ProVice-Chancellor;
- iii. The Registrar;
- iv. The Director of Finance;
- v. The Librarian.

7.0 Purpose

The purpose of this Administrative Manual (AM) is to regulate and provide clear guidelines based on best practices so that the University is in a position to:

- i. Plan for staffing, training and capacity building based on the vision, mission and core values of the University, Ensure opportunities for career advancement of existing staff;
- ii. Ensure employment equity and academic excellence;
- iii. Implement monitoring and evaluation mechanisms and structures designed to measure and reward high performance while sanctioning persistent poor performance; and
- iv. Form partnerships with the Private Sector and Civil Society Organizations to realize the vision, mission and core values of the University.

8.0 Scope of Application

The Administrative Manual applies to the recruitment and selection of all staff (existing and potential employees) of the University. For the avoidance of doubt, the Policy applies to (i) Junior Staff; (ii) Senior Staff (teaching and non-teaching); (iii) Senior Members (teaching and non-teaching); (iv) Prospective applicants for employment in the University.

9.0 Recruitment and Selection of Staff

9.1 Recruitment and Selection

This is the process by which the University invites a pool of applicants from which it selects the best candidate to fill a vacancy.

9.2 Decision to Recruit

The decision to proceed with a recruitment process should be preceded by the existence of the following:

- (a) An organisational Human Resource Management (HRM) plan;
- (b) The Existence of vacancy;
- (c) Job description;
- (d) An approved Scheme of Service;
- (e) Financial Clearance; and
- (f) An establishment schedule and clearance (legitimate vacancy)

9.3 Principles of Recruitment

Recruitment and selection shall be guided by the following principles:

- i. The University shall only appoint candidates who meet the minimum requirements and are deemed to be appointable by a duly constituted selection panel.
- ii. Recruitment and selection shall be based on principles of individual merit, excluding all forms of bias and unlawful discrimination.
- iii. All candidates shall be given equal opportunities (including sensitivity to diversity such as gender and disability) during the interview.
- iv. Recruitment and selection processes shall be conducted in a manner that enhances the University's strategic objective of being an employer of choice.
- v. All vacant posts shall be filled in an open, transparent and fair manner.
- vi. The University reserves the right not to make an appointment and to discontinue a selection process at any stage in order to re-advertise or implement a new search strategy.

9.4 The Recruitment Process

The recruitment process may include the following:

- i. Advertisement of the position (internal or external);
- ii. Receipt of applications;
- iii. Short-listing of applicants;
- iv. Employment test including (where necessary) psychometric test, knowledge test, performance test, graphic response test, aptitude and honesty test deemed necessary per the peculiar requirement and any other relevant test.
- v. Selection interview;
- vi. Hiring decision by the appointing authority;
- vii. Reference and background checks;

- viii. Medical examination;
- ix. Offer of appointment by which the successful candidate is given a letter of appointment;
- x. Setting out in clear terms the conditions of employment/service;
- xi. Acceptance or otherwise of offer of appointment by candidate(s) within the specified time; and
- xii. Contacting unsuccessful candidate(s) as a matter of courtesy.

9.5 Drawing up the Advertisement

In drawing up advertisements to announce the existence of vacancies, the following steps shall apply:

- i. The advertisement shall include a brief and accurate description of the duties and responsibilities of the position being advertised as well as the job specification that will be applied in the selection process;
- ii. Qualifications must be delineated between those that are essential (core) and those that are desirable for the purpose;
- iii. Identifying and attracting suitable applicants would depend on the effectiveness of the advertisement, both in terms of the substance and the extent to which it reaches the target audience;
- iv. Specified essential qualifications should be used to refine the pre-screening or selection process;
- v. The advertisement shall make it clear that the University is committed to employment equity and that applications from women and persons with disability are encouraged;
- vi. Advertisements shall be designed to reach the widest possible number of people within the target groups in the most cost-effective manner. New and innovative methods of advertising including the Internet shall be explored to reach those unlikely to respond to traditional methods such as newspaper advertisements;
- vii. The effectiveness of advertising methods or mechanisms shall be reviewed from time to time in order to improve future recruitment efforts; and
- viii. The requirement for additional health or security clearances, where these are justified by the peculiar skills or demands inherent in the nature of the work of the job specification(s) shall be clearly stated in the advertisement.

9.6 Recruitment through Headhunting

Skills search, or “head-hunting,” may be used to identify candidates for senior posts or where skills are scarce. Where this process is chosen, it shall be demonstrated that the qualifications and special requirements of the position in question cannot be obtained through the normal process of initially considering eligible serving officers within the University and open advertisement.

9.7 Selection Interviews

The aims of selection are to ensure that:

- i. The right person is selected for the position;
- ii. The assessment process is credible, consistent, fair and open;
- iii. Applicants have a positive view of the University;
- iv. A holistic approach is adopted taking into account the candidate’s curriculum vitae, assessments, interviews, presentations and referee reports;
- v. The short-listed candidates are invited in writing to appear before an interview panel constituted by the appointing authority.

9.8 Appointments and Promotions Board/Committees

All permanent appointments shall be made through an interview conducted by properly constituted Appointments and Promotions Board/Committee as indicated in the Technical University Act, 2016 (Act 922) as amended, and the University Statutes.

9.9 Other Conditions for Employment

In addition to the stated qualifications, experiences and competencies required for a job, the requirements in respect of the following must be satisfied for employment by the University:

- (a) Citizenship;
- (b) Age;
- (c) Health; and
- (d) Verification or authentication of certificates.

9.10 References

- i. An applicant shall be required to provide the names and contact addresses of persons who will be prepared to voluntarily give frank, honest and objective attestation of the applicant's qualifications, work, and conduct, among others. Referees will be assured that the information shall be treated with utmost confidentiality by the University.

- ii. The referees provided by the candidate shall include persons from academic institutions attended, previous places of employment and persons who have deep knowledge of the candidate's background.
- iii. The University reserves the right to verify any academic or professional certificate(s) submitted by an applicant in support of an application for employment.

9.11 Medical Fitness

An applicant seeking employment in the University must be certified as medically fit by a qualified medical practitioner or by a medical officer designated by the University.

The request for the conduct of a medical examination shall specify the following:

- a. The position to which the applicant is being considered;
- b. The nature of the tasks or jobs to be performed by the applicant;
- c. Persons with disability shall not be discriminated against;
- d. That it will be an offence for which the University shall initiate legal action if the medical practitioner knowingly provides a false medical report on the applicant.

9.12 Terms of Appointment

- i. The appointment of all Senior Members including Key Officers appointed to academic and administrative positions in the University shall be the responsibility of the Governing Council.
- ii. The Appointments and Promotions Board shall:
 - (a) recommend to the Council for the appointments of Senior Members (Academic and Non-Academic), Deans, Directors, and equivalent grades;
 - (b) recommend to the Council for the promotion of Senior Members (Academic and Non-Academic) and equivalent grades;
 - (c) appoint and promote Senior and Junior Staff on behalf of the Council; and
 - (d) approve an appointment for a period of up to one year in urgent cases, pending the regularization of the appointment;

9.13 Content of an Appointment Letter

When an applicant has been selected for appointment, a formal letter of appointment may be written by the Registrar of the University and shall contain the following features:

- i. A reference number;

- ii. The date of issue of the letter;
- iii. The appointing authority, that is, either the Vice Chancellor or the Council depending on the position;
- iv. The position being appointed to;
- v. The tenure of appointment; (where applicable)
- vi. The effective date of appointment, which will normally be the date the appointee is expected to assume duty;
- vii. The probationary period;
- viii. Duties and responsibilities (attach detailed job description);
- ix. The salary scale attached to the post and salary point of entry;
- x. Leave conditions;
- xi. Benefits and entitlements;
- xii. Procedure for/notification of exit;
- xiii. Social security contribution where applicable;
- xiv. Reference to the relevant rules and regulations of the University;
- xv. Medical report;
- xvi. Checks (security, verification of certificates; previous place of work and referees);
- xvii. Other conditions associated with/attached to the position;
- xviii. The period for acceptance of the offer of appointment.
- xix. Offices to which the appointment letter is to be copied

10.0 Employee Personal/Service Record Form

- i. A service record form shall be completed by the Registrar of the University at the cover of the staff's personal file on which shall be the duplicate copy of the new employee's appointment letter, his/her birth certificate, if available, or an affidavit of birth and particulars of next-of-kin.
- ii. For each new appointment an employee shall, within a period of one month, be required to complete an employee data form (with a passport picture affixed) detailing the following:
 - a. Full name;
 - b. SSNIT number (if applicable);
 - c. National Identification Number;
 - d. Date of birth (copy of birth certificate as proof);
 - e. Sex;
 - f. Hometown;

- g. E-mail address;
 - h. Telephone number (fixed line or mobile);
 - i. Address (postal, residential);
 - j. Previous employer (if any);
 - k. Educational background;
 - l. Marital status;
 - m. Name of spouse (if applicable);
 - n. Children if any (names and dates of birth with documentary proof);
 - o. Next-of-kin (name, address and telephone number); and
 - p. Any other relevant information.
- iii. The concealment of any fact(s) or the intentional provision of false statement(s) by an applicant may be considered sufficient grounds for the applicant not to be offered employment, or where the applicant is employed, for consequential dismissal from the employment of the University.
- iv. A staff shall report forthwith in writing with documentary evidence any change(s) in personal record/status to the Registrar of the University for an update of the staff's personal record.

11.0 Induction and Job Orientation

Induction and job orientation shall be provided to introduce new staff to the University, its office facilities, functions, structure, policies, rules, procedures, work ethics and job descriptions. It is also meant to enable the staff to have a sense of belonging to the University and to settle down as quickly as possible.

12.0 Probation

- i. Probation is a period of review and appraisal of the work and conduct of a newly employed staff to determine whether that person is capable of performing the duties and responsibilities attached to the position to which that person has been appointed.
- ii. The probation shall be for a period of twelve (12) months for all employees both academic and non-academic.
- iii. However, in all cases, the University may extend the probation for a period of three (3) months for stated reasons upon performance appraisal.
- iv. During the probationary period, the staff may:

- (a) be given job description, appropriate training, instructions, orientation, guidance, appropriate resources and counseling, where necessary, to enable the staff execute the duties assigned and the staff shall be subject to evaluation;
 - (b) be given clear and written indication on what and how the staff will be assessed.
- v. The University may, at any time and for any good reason, terminate the appointment of an employee or a staff on probation irrespective of his/her category. If termination is not due to an employee's or a staff's misconduct, he/she shall receive three (3) calendar months' notice or three (3) months' pay in lieu of notice. In addition, he/she shall be granted his/her earned leave and be paid the normal transport allowance to his/her hometown.

13.0 Confirmation of Appointment

- i. Confirmation shall be preceded by an appraisal of the work and conduct of the staff, three months to the end of the probationary period by the immediate head/supervisor who shall communicate the results of the appraisal to the Registrar.
- ii. The supervisor shall communicate the results of the appraisal to the Registrar not later than three (3) weeks after the appraisal has been conducted.
- iii. The Registrar shall in turn recommend the confirmation or otherwise of the staff for the consideration of the Vice Chancellor or the Council depending on the position being occupied by the staff.
- iv. A written confirmation of appointment shall be given to a staff on the satisfactory completion of the period of probation.
- v. Unless the Vice Chancellor or Council informs the staff in writing to the contrary, three (3) months after the expiry of the staff's probationary period, it shall be deemed that the staff has been confirmed in the position to which he/she has been appointed.

14.0 Appointment of Staff on Temporary Terms

- i. A Head of Department may, depending on the exigencies of the service, recommend to the Vice Chancellor to appoint a temporary staff.
- ii. A temporary staff shall:
 - (a) Go through an assessment process;
 - (b) Be given wages commensurate with qualifications and skills;
 - (c) Abide by the rules and regulations of work as a permanent worker should;

- (d) Receive a basic monthly salary or fixed monthly salary, but shall not enjoy any appropriate benefits and allowances payable to permanent staff;
- (e) Shall not normally be due for annual increment;
- (d) Contribute to social security and be liable to tax deductions.
- iii. The length of appointment of a temporary staff shall not exceed six (6) months.
- iv. In the case of a temporary staff employed for specific projects, the duration of employment shall not exceed the life of the particular project.
- vi. A temporary appointment of staff above the age of 55 (who had previously contributed or should have contributed to the Social Security Scheme) may be made subject to the exigency of the service.
- vi. A temporary employee who has been engaged in an established post and who has worked satisfactorily for two (2) tenures of consecutive six (6) months each may be recommended by the Head of Department concerned for permanent appointment.
- vii. The appointment (appointee) made in Sub-Section (vi) above shall not be required to serve a probationary period. This provision does not, however, apply to persons engaged in temporary circumstances for the duration of specific research or other project.

15.0 Appointments on Casual Terms

- i. A Head of Department may, with the approval of the Vice Chancellor, depending on the exigencies of the service appoint a casual staff.
- ii. A casual staff shall:
 - (a) Be given wages that commensurate with qualifications and skills;
 - (b) Have access to any medical facility made available to other staff;
 - (c) Be entitled to be paid for overtime work;
 - (d) Abide by the rules and regulations of work;
 - (e) Shall not normally be due for annual increment;
 - (f) Contribute to social security and be liable to tax deductions and
 - (g) Be paid minimum remuneration for each day on which the staff reports for duty.

16.0 Part-time Employment

- i. The University may engage the services of part-time staff when the need arises. This may take place where, for example, the required expertise is not immediately

available in the University or where the engagement will be cost-effective and may not last longer than one (1) year.

- ii. A Head of Department may, depending on the exigencies of the service, recommend to the Vice Chancellor to appoint part-time staff.
- iii. A part-time staff shall:
 - (a) Go through the recruitment process;
 - (b) Be given salaries or wages that commensurate with the qualifications and skills of that staff;
 - (c) Not enjoy any benefits and allowances payable to permanent workers but shall contribute to social security and be liable to tax deductions.

17 Acting Appointments

- i. Acting appointment is an administrative arrangement that allows for the continuous performance of duties attached to a position when unpredictable and unavoidable circumstances render the incumbent temporarily or permanently unavailable to perform the duties of that office.
- ii. Succession plans shall be pursued by the University. This is to ensure that there is a staff groomed, ready, and able to take over from outgoing incumbents, thereby minimising the incidence of acting appointments.
- iii. All acting appointments have to be formally authorised by either the Vice Chancellor or the Council of the University in accordance with the Technical University Act, 2016 (Act 922) as amended and the University Statutes.
- iv. In all instances, acting appointments are not expected to confer advantage for purposes of promotion.
- v. A staff shall serve in an acting capacity for not more than one (1) year.
- vi. There are two Categories of Acting Appointment: a) Acting Assignment; and b) Formal Acting Appointment. Acting assignment is usually arranged internally by the head of institution as a stop-gap measure. Situations which prompt this action include the following:
 - a. The interdiction of an incumbent;
 - b. Dismissal;
 - c. The termination or the removal of an incumbent;
 - d. Death;
 - e. Leave;
 - f. Indisposition;

- g. Short residential course at home or abroad; and
 - h. Short-term attachment to an external organisation.
- vii. Acting assignments are temporary arrangements not expected to last more than six (6) months and are not subject to confirmation. Usually, it is the most senior and available subordinate staff who is one step below the position or grade who is assigned in an acting capacity, unless the efficiency and effectiveness of that staff are in serious doubt. In the absence of such a senior staff, a staff two steps below the grade or position may be requested to act in that grade. In all instances, acting assignments are not expected to confer advantage for purposes of promotion.
- viii. In cases where the substantive incumbent is not likely or is expected to resume duty, as in the case of dismissal, removal or sudden death, action shall be taken for substantive appointment within three (3) months, and in any case not later than six (6) months.
- ix. In cases where the substantive incumbent may resume work, as in the case of an interdiction, leave, indisposition, training course, temporary assignment, the acting assignment period of six (6) months may be extended, but not beyond one (1) calendar year.
- x. An acting assignment shall attract compensation in the form of an allowance equivalent to the difference between the minimum salary point of the salary scale attached to the acting position and the acting staff's own salary. In a situation where the salary of the acting worker is higher than the minimum salary point attached to the position, the acting staff shall be paid ten percent (10%) of the minimum salary point attached to the position in allowances.
- xi. Formal acting appointments are occasioned by various situations. For instance:
 - a) The occurrence of a vacancy when a successor has not been groomed to take over due to the lack of a succession plan;
 - b) Where the next in command is not preferred on grounds of proven unreliability, incompetence, doubtful integrity and accountability;
 - c) Where the sensitivity of the post demands that the credibility and integrity of the person being considered for appointment is observed further or more time is needed to affirm the suitability of the person for substantive appointment, beyond all reasonable doubt.
- xii. An acting staff/appointee qualifies for compensation with effect from the date of assumption of duty. The acting appointee shall enjoy the full pay and fringe benefits attached to the post.

- xiii. If the acting appointee is within the University, the acting appointee shall be paid the difference between the minimum salary point of the salary scale attached to the position and the acting appointee's own salary.
- xiv. In a situation where the salary of the acting staff/appointee is higher than the minimum salary point attached to the position, the acting staff shall be paid ten percent (10%) of the minimum salary point attached to the position as allowance in addition to all other fringe benefits attached to the position.
- xv. A staff formally appointed to act in a specific position may be required to serve in that acting capacity for a period not exceeding one (1) year. In the course of the year, unless the work and conduct of the staff has been proven to be unsatisfactory, the requisite steps shall be initiated by the Council to confirm that staff or otherwise. In the case of the staff holding a substantive position two steps below an acting position, the Vice Chancellor or the Council shall within one (1) year take the necessary steps to appoint a substantive staff for the position in accordance with the stipulated recruitment process.

17.1 Re-Appointment

- i. A staff who has resigned, been granted leave of absence or retired voluntarily, may be reappointed by the University subject to the following conditions:
 - (a) The availability of vacancy;
 - (b) Must have left the employment of the University in good standing;
 - (c) Must have applied for the post;
 - (d) Must have passed an interview;
 - (e) Must have been declared medically fit;
 - (f) Must have passed verification and checks on his/her certificates and other qualifications.
- ii. Previous service will be taken into account in the selection only in as far as it demonstrates the staff's suitability to undertake the duties of the post for which the staff is applying. Accordingly, it is not automatic that the staff will be employed into the grade from which the officer originally left, or positions in which his or her previous colleagues are currently occupying.

18 Re-Engagement

- i. It is not automatic that a staff who has reached the compulsory retirement age will be re-engaged. The staff may be re-engaged on limited terms (post retirement contract) in accordance with Article 199(4) of the Constitution, the Technical University Act, (2016) and the University Statutes (Statute 67) subject to the following conditions:
 - a) Exigencies of the University;
 - b) Must have retired from the University in good standing;
 - c) Must have been recommended by the University; and
 - d) Must be declared medically fit.
- ii. The following procedure shall be followed in the re-engagement of a staff on limited terms:
 - a. The Head of Department shall make a recommendation to the Vice Chancellor or the Council, as the case may be;
 - b. The staff to be re-engaged shall provide evidence of medical fitness;
 - c. The Council shall consider and approve the recommendation as the case may be;
 - d. The Vice Chancellor or the Council, as the case may be, shall issue the letter of appointment;
 - e. The staff may accept the offer of appointment.
- iii. For the avoidance of doubt, re-engagement of a Senior Member (Academic) beyond the compulsory retiring age may be recommended by the Head of Department/Dean of Faculty to the Council on evidence of: (a) continuing professional activity, with particular reference to continuing participation in the teaching and supervision of students; (b) evidence of good health; (c) the unavailability of staff in a critical area of specialization, there being no prospect of immediate recruitment.
- iv. Academic Staff so re-appointed shall normally be of at least Senior Lecturer grade or its equivalent.
- v. Normally, a Senior Member (Academic) on post-retirement contract shall not occupy an administrative position.

19.0 Re-instatement

- i. A staff who has left the service as a result of unfair termination or disciplinary decision shall be offered appointment on re-instatement terms subject to one of the following:

- (a) The approval of a petition or an appeal against the decision of the Disciplinary Board/Committee by the Vice Chancellor or the Council;
 - (b) A Favourable ruling by a court of competent jurisdiction;
 - (c) On the order of the National Labour Commission (Section 64 of the Labour Act, 2003 (Act 651).
- ii. In terms of the condition for Sub-section 8.12.i (a), the grade of re-entry as well as the salary and other related conditions will be informed by the decision of the Vice Chancellor or the Council as the case may be in granting the petition or the appeal. In terms of the conditions in Sub-section 8.11.i (b and c), the terms of the judgment will apply.
- iii. The following procedure shall be followed in appointing a staff on re-instatement terms:
 - (a) The aggrieved staff shall submit a petition or an appeal to the Disciplinary Board/Committee;
 - (b) The Vice Chancellor or the Council or a Court may uphold the petition or grant the appeal or remedy sought in the writ; and
 - (c) The staff shall be re-instated where the petition is upheld, the appeal is granted or the remedy sought in the writ is granted.

20.0 Secondment

- i. Secondment is one of several ways of filling vacancies, albeit temporarily, especially where organisations are in dire need of certain skills which are urgently required to enable them function to the optimum.
- ii. A staff may be seconded to serve in government or any sector of the Public Services of Ghana or the private sector for a period of up to four (4) years.
- iii. Unlike transfer, the seconded Staff does not sever relationship with the University, Department or School. A Staff on secondment retains the rights and the privileges upon the completion of his/her secondment when he/she returns to serve the University.
- iv. Even though a seconded Staff is not a permanent employee of an organisation, he/she is subject to its disciplinary procedures. However, where disciplinary action may lead to a major penalty, that action shall be taken only in consultation with the Vice Chancellor of the University.
- v. The following principles apply to a Staff on secondment:

- (a) A Staff who wishes to be seconded to an institution should have the head of the said institution write formally to the University and make the case for the secondment.
- (b) The Staff is also required to write to the University to request the said secondment.
- (c) The secondment of a Staff shall only be approved after the conclusion of an appropriate contract between the University and the institution on the payment of salary and other emoluments as well as the provision of facilities including housing that is not below the standard that fits the status of the Staff by the institution. In other words, the salaries and other emoluments of the seconded Staff shall be the responsibility of the institution to which he/she is seconded.
- (d) For the avoidance of doubt, a Staff shall not be seconded or granted leave to take up appointment as an officer of a political party or any movement of a partisan nature.
- (e) A Staff may return to the service of the University upon the completion of the secondment.
- (f) Any extension of the secondment would have to be discussed and negotiated provided that the total period spent on secondment does not exceed four (4) years.
- (g) In the event that the secondment and/or extensions requested will keep the the staff away from the University for more than four (4) years, that is, forty-eight (48) calendar months or eight (8) semesters, the Staff would be required to resign his/her position from the University.
- (h) Failure to resign from the University as a result of being on secondment for more than four (4) years would amount to vacation of post.
- (i) A Staff whose request for secondment is rejected by the University but who proceeds on such secondment would be deemed to have vacated his/her post.

21.0 Consultancy Engagement

- i. Consultants may be engaged in accordance with the Public Procurement Act, 2016 (Act 914) by the University to offer specialised professional and advisory services for specified contract periods.
- ii. The consultant shall be expected to meet the terms of the contractual agreement.

- iii. These shall include time schedules for the execution of the agreed assignment, regular reporting on the status of work, regular communication with the contracting agency, and the submission of an end-of assignment report on schedule.
- iv. Payment for consulting services shall be determined in relation to the nature and scope of work to be undertaken and in comparison with the current or prevailing rates of local and international consulting firms.

22.0 Adjunct Appointments

- i. An Adjunct Academic Staff is a person who is qualified to provide specialized teaching services needed by the University but who may otherwise be engaged elsewhere.
- ii. Such a person may apply on his/her own or may be invited by a Department to apply.
- iii. The appointment shall be for a period to be determined by the University Appointments and Promotions Board.
- iv. The University Appointments and Promotions Board may recommend the person to the Council for an adjunct academic appointment.

23.0 Emeritus Professorship

- i. A candidate for the position of Emeritus Professor shall be active in his/her field and within the reach of the University.
- ii. The title of Emeritus Professor shall be conferred only on a Full Professor who has completed his/her tenureship at the University and retired as a Full Professor.
- iii. Nomination shall be considered by a Department, reviewed by the Faculty Board, recommended to the University Appointments and Promotions Board and approved by the Council.
- iv. A stipend is not attached to the position of an Emeritus Professor, but the appointee shall have access to the facilities of the University such as the Library and secretarial support and may assist the work of the Department for which the expenses of the Emeritus Professor shall be paid.

24.0 Honorary Appointments

- i. Honorary appointments may be conferred on persons who have achieved distinction in their fields.

- ii. Nominations shall be reviewed by the Faculty Appointments and Promotions Review Committee which shall submit a recommendation including the curriculum vitae to the University Appointments and Promotions Board.
- iii. Nominations for honorary professorships shall be subject to the approval of the Council.

25.0 Succession Planning

Succession planning is a vital strategic management tool that shall not be ignored by the University. It deals with projecting future changes, anticipating vacancies and determining how to make appropriate replacements.

- i. The following key points shall guide the formulation and the implementation of a succession plan:
 - a. Obtaining the support of the University's senior management staff;
 - b. incorporating the strategic direction of the University and its staffing needs that include training, development and performance appraisal;
 - c. Identifying the skills and resources needed by the University in the short, medium and long term;
 - d. Identifying critical positions for inclusion in the University's succession planning programme;
 - e. Identifying high-performers that are almost ready to step into the critical positions;
 - f. Analyzing the workforce and identifying personnel who will be eligible for retirement within the next five (5) years;
 - g. Identifying the responsibilities, skills and competencies that will be needed by the replacements;
 - h. Establishing a system for communicating succession planning information to heads of department, faculties, divisions and units;
 - i. Establishing a systematic approach for identifying, nominating and selecting potential successors;
 - j. Reviewing the background information on successors such as their education, experience, skills, appraisals and prospects;
 - k. Determining the training and development requirements of potential successors;
 - l. Developing the skills of potential successors through work experiences, job rotation, projects and other challenging assignments;
 - m. Establishing a system for monitoring the progress of the personnel's development plan by senior management;

- n. Establishing a system for feedback and encouragement to potential successors;

26.0 Training and Development

- i. Training and development are key to ensuring that the University is equipped to meet its present and future needs and challenges. The acquisition of skills and knowledge and the development of staff know-how are critical for the achievement of the vision, the mission and the core values of the University. In other words, staff training and development lead to promoting efficiency, quality, timely service and realizing the mandate of the University.
- ii. The decision to proceed with training and development must be based on the existence of the following:
 - a. The University's Staffing Plan;
 - b. The Scheme of Service;
 - c. The Training Policy;
 - d. The Training plan based on needs assessment;
 - e. The Conditions of service;
 - f. The Performance management system;
 - g. The Collective agreements;
 - h. The Budgetary allocation.
- iii. No staff shall proceed to any form of training or learning opportunities without the written permission and the approval of the Vice Chancellor. Staff who proceed without approval shall be sanctioned in accordance with the Statutes of the University.

26.1 Training, Development and Learning Opportunities

The forms of training, development and learning opportunities may include the following:

- (a) Induction and orientation;
- (b) Scheme of Service training;
- (c) Internship and attachments;
- (d) Coaching and mentoring;
- (e) Study tours;
- (f) Job rotation;
- (g) Conferences, seminars, retreats and workshops;
- (h) E-learning (formal or informal).

26.2 Induction and Orientation

- i. Staff on the first appointment shall be required to go through induction and orientation programme within the first month upon assumption of duty to introduce them into their roles and to acquaint themselves with the operations and administrative procedures as well as office set-up and general environment of the University.
- ii. The duration, venue, time and programme content of the induction course or orientation shall be determined by the Registrar and coordinated by the Head of Human Resource.

26.3 Scheme of Service Training

- i. Serving staff shall be trained to acquire requisite academic, professional and vocational knowledge, skills and competencies relevant to the performance of their jobs.
- ii. Schemes of service provide specific areas of training, development and learning for serving staff to build their capacity.
- iii. Scheme of service training can take the following forms:
 - (a) Degree, diploma or certificate courses;
 - (b) On-the-job training;
 - (c) Continuous professional development courses;
 - (d) Competency and proficiency-based programmes.
- iv. The Registrar and the Head of Human Resource shall prepare scheme of service training schedules and plans and ensure that the schemes meet individual needs.

26.4 Attachment and Internship

- i. Attachment and internship may be allowed for short periods for the purposes of mentoring, coaching and imparting skills. However, it is advisable that interns shall not work in sensitive areas of the University because of the temporary nature of their work.
- ii. Students gain practical work experience in a real professional work setting where they also apply and acquire knowledge and skills. It involves the application of learned skills in the University related to the trainee's major subject. Students gain credit for undertaking an internship.
- iii. In all cases, there must be formal letters of introduction from the Industrial Liaison Office to the recipient organisation.

26.5 Mentoring and Coaching

- i. Mentoring is a dynamic and reciprocal relationship in a work environment where a more experienced, advanced and skillful career incumbent (mentor) helps a less

experienced, less advanced and less skillful individual (mentee) who has the potential to develop in some specified capacity in order to contribute to the attainment of the goals of the University.

- ii. Coaching is a systematically planned and direct guidance of an individual or group of individuals by a coach to learn and develop specific skills that are applied in the workplace and translate into clearly defined performance outcomes that are achieved over a short period of time.

26.6 Study Tour

A study tour is a travel experience with specific learning goals. The learning goals of each study tour vary, but are always spelt out in the terms of reference of the study tour that is distributed to each learner before the commencement of the tour.

26.7 Job Rotation

- i. Job rotation is a means of moving personnel in a series of planned changes in assigned duties from one section to the other in various divisions or sections in the University. This brings about the flexibility of choosing personnel to perform various duties and tasks.
- ii. It is in the interest of good management, in terms of both the University's operational effectiveness and the staff's development, that staff, from time to time, are rotated among different jobs within their Departments. It usually focuses on lower to middle level staff including new entrants.
- iii. Job rotation helps to meet the University's training needs, improves the competencies and the skills of staff and motivate workforce. It facilitates sound staff development, develops an adaptable and skilled workforce and helps the University to avoid loss of production during periods of training and absenteeism of staff. Job rotation shall be done in accordance with an approved job rotation plan. Job rotation shall, however, not be used as a punitive measure.
- iv. Job rotation could become necessary even at shorter intervals than scheduled when the Registrar identifies the need even without prior notice to the officers involved.

26.8 E-Learning

- i. E-learning is the use of technology to enable people learn anytime and anywhere and this includes all forms of electronically supported learning and teaching materials.
- ii. The University shall determine, arrange and facilitate the participation of eligible staff in training, development and learning programmes, taking into consideration the provisions in the scheme of service, the availability of funds, identified capacity

building needs of staff as indicated in the annual performance appraisal report and other relevant conditions or circumstances of the University.

26.9 Procedure for Training

- i. The University shall periodically assess its critical staffing capacity building needs and challenges. This will enable it determine the required knowledge, skills, expertise and appropriate attitudinal orientation in order to achieve the corporate objectives.
- ii. The following procedure shall be adopted in determining and addressing staffing needs:
 - a) The Human Resource Directorate in consultation with Heads of Department/Directorates/Centres/Units shall assess and submit a staffing needs report to Management of the University;
 - b) The Head of Human Resource in consultation with the Heads of Department/Directorates/Centres/Units shall prepare annual plans for the training, development and learning of staff based on needs assessment and the plans shall specify among others the following:
 1. Training, development and learning programmes;
 2. Institutions offering those programmes;
 3. Dates and durations of programmes;
 4. Costs of the programmes;
 5. Beneficiaries;
- iii. Upon approval of the training, development and learning plans, the Head of Human Resource shall coordinate and implement the plans.
- iv. It shall be incumbent on the staff who is applying for study leave to verify the accreditation status of the institution where he/she has been admitted and provide evidence to the University.
- v. A staff who fails to verify the accreditation status of the institution where he/she has been admitted but proceeds to undertake studies in an unaccredited institution shall on his/her return to the University not have his qualification recognized.
- vi. The University shall verify and confirm the accreditation status of an institution where a staff has been admitted for studies before the approval of his/her release for the study leave by the Vice Chancellor.
- vii. Senior Members in the administrative and professional grades may be supported to pursue doctoral programmes.

- viii. In spite of Sub-section 9.2 (vii) above, preference to pursue doctoral programmes shall be determined by the Staff Development and Scholarship Committee and based on the priority of needs of the University.

26.10 Selection for Training and Development

- i. The selection of a staff of the University for training and development shall be done in a transparent manner, bearing in mind:
 - a. the length of service of the staff concerned,
 - b. the grade,
 - c. the position,
 - d. the training history of the staff,
 - e. the exigencies/needs of the University.
- ii. At no time shall the number of staff approved for training affect adversely the performance of any sector of the University.

26.11 Funding for Training and Development

- i. Possible sources for funding for training programmes may include the following:
 - a. Staff Training and Development Fund;
 - b. Other sources as may be available to the University including Internally Generated Funds (IGF);
 - c. External sources within and outside Ghana.
- ii. Subject to the availability of funds, the University shall bear the cost of Scheme of Service training of its staff. Accordingly, the University shall, on an annual basis, budget for critical human resource development.
- iii. The University shall also endeavour to source funding for training opportunities and sponsorship from both local and international bodies
- iv. A staff selected for a sponsored course outside Ghana shall, in addition to the payment of the tuition and other relevant costs associated with the training programme, be paid approved allowances (including warm clothing allowance where appropriate). Warm clothing allowance is to be paid once every year for the training period particularly for staff whose training programme is organised in a country located in the temperate zone of the world.
- v. Top-up allowance shall be paid to a staff on a partly-sponsored programme, or programmes for which external sponsorship falls below government approved rates.

- vi. Financial support may be offered for data collection for research, thesis and long essays where necessary.
- vii. To ensure cost effectiveness in training, a trainer of trainees programme may be adopted, making use of the University's own expertise to provide resource persons where necessary.
- viii. Applicants who are unable to secure sponsorship from the University may apply for leave without pay for the duration of the course. A letter of non-sponsorship shall be written to the staff by the University, stating grounds for the decision.
- ix. An applicant who fails to complete the relevant course of study, and within the stipulated time frame agreed with official extensions approved, shall redeem any obligation in terms of the bond either through service, or repayment of the financial assistance plus interest rate determined by the University based on the practice in the public service in Ghana.

26.12 Staff-Initiated Training (SIT)

- i. In view of the growing desire of staff to add value to themselves to remain competitive in an environment with limited job opportunities, there is an increasing number of staff who, through their own individual efforts, gain admission into institutions of higher learning and take up the payment of tuition and other fees themselves.
- ii. This category of staff may be eligible for the payment of their salaries under this policy. The University may consider applications for Staff-Initiated Training (SIT).
- iii. The training may be full-time or part-time. The part-time training may include distance learning and sandwich programmes which are relevant to the staff's current job, duties and responsibilities as well as the future career development of the staff.
- iv. To be eligible for consideration for the SIT, an applicant shall:
 - (a) Have served the University for not less than three (3) years (exclusive of probation period);
 - (b) Have exhibited good performance and conduct during the period;
 - (c) Provide proof or justification from the Head of Department, Division or Unit that the proposed programme is relevant to the individual's current job or to a higher job in the University for which the individual has demonstrated potential.
- v. The following guidelines and procedures apply in respect of SIT:
 - (a) A staff shall submit an application together with a duly completed training form and an admission letter from the relevant training institution to

the Registrar through the Head of Department/Division/Unit, at least one month before the commencement of the programme.

- (b) The Registrar shall collate all applications for training for submission to the Staff Development and Scholarship Committee for consideration within one month from the time the application was received;
- (c) The staff shall not, under any circumstances, proceed on any training without the approval of the Staff Development and Scholarships Committee;
- (d) The acquisition of a qualification through SIT shall NOT confer on the staff an automatic eligibility for promotion, placement, upgrading or conversion but where the programme is considered relevant, promotion, placement, upgrading or conversion shall be based on the availability of vacancy;
- (e) In the case of a staff who undertakes part-time study, that staff shall redeem the financial assistance and or time taken off the job by serving the University for at least one year after attaining the relevant qualification.
- (f) In all cases, the Staff Development and Scholarship Committee shall provide the reason(s) for the rejection of an application for training.

26.13 Submission of Training Reports, Attestations and Certificates

Staff shall submit to the Registrar upon completion of the training, the original proof of completion, training reports and certificates from the training institution.

26.14 Resolution of Grievances Related to Training

- i. A staff who feels or suspects that he/she has been treated unfairly in the selection, nomination or approval for training, development and learning may petition the Vice Chancellor for redress.
- ii. The Vice Chancellor shall, within two weeks, communicate to the staff the decision on the petition.
- iii. If the aggrieved staff is dissatisfied with the decision taken on the petition by the Vice Chancellor, that staff may appeal to the Council within two (2) weeks of receipt of the decision and the Council shall respond within two (2) weeks.
- iv. If the staff is still not satisfied with the decision of the Council, that staff may appeal to the University's Appeals Board.

- v. The Appeals Board shall, within two weeks, communicate to the staff the decision on the petition.
- vi. If the aggrieved staff is dissatisfied with the decision taken on the petition by the Appeals Board, that staff may appeal to the National Labour Commission or Alternative Dispute Resolution Commission (ADRC) under the Alternative Dispute Resolution Act, 2010 (Act 798).

27.0 Bonding

- i. Sponsored training programmes (tuition, salaries, accommodation, etc. paid by the University and any other awarding body) exceeding three (3) months' duration shall attract a bond.
- ii. Before proceeding on the training programme, a beneficiary shall be required to complete a bond for the training to return to the service of the University for the period specified in the bond.
- iii. There shall be one guarantor for each bond.
- iv. The period of the bond will depend on the duration and location of the training programme.
- v. For local training programmes, a one (1) year study leave will attract bonding of the employee to serve the University for at least three (3) academic years immediately after such leave.
- vi. For local training programmes, a two (2) year study leave will attract bonding of the employee to serve the University for at least four (4) academic years immediately after such leave.
- vii. For local training programmes, a three (3) year study leave will attract bonding of the employee to serve the University for at least five (5) academic years immediately after such leave.
- viii. International training programmes, on the other hand, shall attract a bond period of two (2) times of the duration of the programme.
- ix. The Vice Chancellor, through the Registrar, shall before granting approval for the study leave facility to an applicant, ensure the completion and signing of the bond forms by the applicant.
- x. A staff who submits an application for upgrading or conversion shall enclose a copy of the completed bond form as part of the supporting documents.

27.1 Redemption of Bond

- i. A sponsored staff who is unable to complete a training programme within the approved period of study must inform the University, stating the reasons, not later than three months to the expiration of the training programme.
- ii. A sponsored staff who defaults in serving the required bond period shall be made to pay the full bond sum for the number of years in default. This is by way of liquidating damages and not a penalty.
- iii. A sponsored staff who, voluntarily, does not complete the period of study shall pay the full cost of training including any salaries and allowances received for the number of years spent on the course. The total amount shall be revised for inflation and currency fluctuation plus a compound interest at the prevailing interest rate.
- iv. A sponsored staff who has completed the course of study and fails to return to work in the University shall be liable to redeem the bond. The value of the bond shall be equivalent to the full cost of training including salaries and allowances received during the period, revised for inflation and currency fluctuations plus a compound interest at the prevailing interest rate.

27.2 Obligation of Bonding

- i. Where the staff fails to fulfil the terms of the bond, the guarantor of the staff shall be required to redeem the bond by paying, with interest, the total amount expended in sponsoring the staff.
- ii. In addition, legal action may be taken against a staff who breaches any of the conditions of the bond.

28.0 Responsibilities and Accountabilities

- i. Learning is a shared responsibility between the University and staff.
- ii. Staff are responsible for acquiring and maintaining the knowledge, skills and competencies related to their level and functions and for developing and pursuing learning plans that are aligned with departmental business priorities and that prepare them to undertake higher assignments.

29.0 Promotions

- i. Promotion is the progression from one position to another of a higher level, usually with a higher responsibility. In line with the principles of fairness and merit, a staff

shall be promoted only if he/she satisfies the prescribed conditions for advancement into the next higher grade where a vacancy has been declared.

- ii. Promotions shall be made according to merit and in accordance with the provisions of the relevant Scheme of Service or Collective Agreement of the University.

29.1 Eligibility for Promotion

A staff shall be eligible for consideration for promotion upon satisfying the conditions specified in the relevant Scheme of Service or Collective Agreement of the University.

These include:

- (a) the availability of vacancy in the promotion grade;
- (b) Confirmation of the employee;
- (c) Serving the required number of years in the current grade;
- (d) Satisfactory work and conduct;
- (e) Passing a prescribed examination, where necessary;
- (f) Membership of a professional body, where necessary;
- (g) Success at an interview where necessary.
- (h) Meet or exceed expectations in terms of prevailing performance and satisfy the criteria for promotion to the relevant level, as set out in the relevant Scheme of Service or Collective Agreement and in the Guidelines on Appointments and Promotions of the Administrative Manual.

29.2 Promotion of Senior Members – Academic

- i. A Senior Member Academic on his own initiative can apply for promotion after satisfactory service to the University for a period of four years.
- ii. Deans of Faculty/Schools, Heads of Department, Directors of Directorates/Institutes and the Registrar may inform an individual to apply for promotion.
- iii. Promotion shall normally proceed from one rank to the immediate rank, that is, from Lecturer to Senior Lecturer to Associate Professor to Professor and its analogous grades in administration.
- iv. Notwithstanding Section 10.2 (iii), a staff may apply for accelerated promotion, that is, promotion two or more levels above their current level provided they meet all requirements for promotion to each of the intermediate levels of promotion above their current level.

- v. Promotions shall be based on the Scheme of Service and the University's Promotion Criteria for Senior Members.

29.3 Promotion of Senior Members - Non-Academic

- i. Promotions shall be made according to merit and in accordance with the provisions of the Scheme of Service.
- ii. Promotion of Senior Members Non-Academic or in the administrative and professional grades shall be based on the submission of relevant publications and/or administrative monographs which they had written to support their applications.
- iv. Promotion of Senior Members Non-Academic should not be based on peer reviewed publications. The submission of peer-reviewed publications may be an added advantage and not necessarily a requirement for promotion.
- v. The number of vacancies in the system shall be determined by the University from time to time.
- vi. The effective date of promotion shall be decided by the University Appointments and Promotions Board/Committee in accordance with the Statutes of the University.
- vii. Annual Appraisal Reports shall be shown to each employee who shall have the right to comment on any adverse reports made against him/her.

29.4 Promotion of Senior Staff – Academic

- i. A Senior Staff Academic on his/her own initiative can apply for promotion after satisfactory service to the University for a period of four (4) years.
- ii. Deans of School, Heads of Department, Directors of Directorates/Institutes and the Registrar may invite an individual to apply for promotion.
- iii. Promotion shall be based on the Scheme of Service.
- iv. The effective date of promotion shall be decided by the Appointments and Promotions Committee in accordance with the Statutes of the University.
- v. Annual Appraisal Reports shall be shown to each employee who shall have the right to comment on any adverse reports made against him/her.

29.5 Promotion of Senior Staff - Non-Academic

- i. Promotions shall be made according to merit and in accordance with the provisions of the Scheme of Service.
- ii. The number of vacancies in the system shall be determined by the University from time to time.
- iii. The effective date of promotion shall be decided by the Appointments and Promotions Committee in accordance with the Statutes of the University.
- v. Annual Appraisal Reports shall be shown to each employee who shall have the right to comment on any adverse reports made against him/her.

29.6 Promotion of Junior Staff

- i. Promotions shall be made according to merit, performance and conduct and in accordance with the provisions of the Scheme of Service for staff.
- ii. The effective date of promotion shall be decided by the Appointments and Promotions Committee in accordance with the Statutes of the University.
- iii. A permanent Junior Staff shall be eligible for promotion in accordance with the Unified Scheme of Service.
- iv. Annual Appraisal Reports shall be shown to each employee who shall have the right to comment on any adverse reports made against him/her.
- v. A Junior Staff who remains on the maximum salary scale for two years shall become eligible for consideration for promotion provided that his/her work and conduct have been satisfactory and he/she meets in full the qualifications and other conditions stipulated for the next grade in the Unified Scheme of Service

- vi. Where there is a promotion test, no staff shall be promoted unless he/she has passed the test.
- vii. The passing of a qualifying test or examination for a higher grade shall not necessarily entitle any staff to promotion. However, such a Junior Staff shall be granted up to two (2) increment points provided the Junior Staff has not reached the maximum point of the salary scale.
- viii. No temporary staff or casual staff shall be considered for promotion.

29.7 Promotion Procedure

29.7.1 Promotion of Staff on Approved Study Leave

- i. Staff on approved study leave abroad may not be considered for promotion until they return to their posts and upon the availability of vacancies.
- ii. Staff on approved study leave in local educational or professional institutions may not be considered for promotion until they return to their posts and upon the availability of vacancies.

29.7.2 Promotion while on Extended Sick Leave

A staff who has been on sick leave for more than one (1) year is not eligible for promotion.

29.7.3 Failure to appear for Promotion Interview

A staff who fails to appear before an Interview Panel when that staff has been duly invited, shall explain in writing to the Vice Chancellor for consideration, through the Head of Department/Division/Unit, the reasons of the inability of the staff to attend the interview.

29.7.4 Unsuccessful Staff at Promotion Interviews

- i. An unsuccessful staff shall, on the recommendation of the Head of Department, join the immediate subordinate staff of the Department who is due for promotion, when vacancies occur for the next promotion interview.
- iii. The effective date of promotion of the previously unsuccessful staff shall be the date on which the new vacancy occurred and not necessarily the date given to that staff's original senior colleagues. An unsuccessful candidate shall be duly informed.
- iv. A staff who fails a promotion interview for two (2) consecutive times shall remain at that position for another two (2) years within which the staff will be put on a

Performance Improvement Programme (PIP) before re-applying for consideration for promotion if vacancies are declared.

- v. Where a staff fails an interview for the third time, the appointment of that staff shall be terminated.

29.7.5 Promotion based on Success at Examinations

Passing an examination does not automatically qualify one for promotion unless it is a requirement in the Scheme of Service and there is a vacancy in the promotion grade.

29.7.6 Waiting-list of Successful Staff

- i. Where a staff is placed on the waiting list after success at a promotion interview, the staff shall be promoted immediately a vacancy occurs in the promotion grade within a period of twelve (12) months from the date of the interview. In that case, the effective date will be the date on which the vacancy occurred.
- ii. Where a vacancy occurs after twelve (12) months, the staff shall be re-interviewed alongside other eligible staff.

29.7.7 Promotion During or After Interdiction

- i. Where a staff is on interdiction, the staff shall not be eligible for promotion.
- ii. However, if the staff is acquitted of any wrong doing he shall be considered for promotion after satisfying all requisite conditions. The effective date of promotion shall be the date he/she attended the promotion interview.

29.7.8 Effective Date of Promotion

- i. The University Appointments and Promotions Board/Committee may decide that a staff's promotion shall take retroactive effect when, in its opinion, there is a justification for back-dating the promotion. The decision to back date shall be in line with the Unified Scheme of Service.
- ii. Payment of arrears for retroactive promotions shall be in line with the Unified Scheme of Service.

29.8 Conversion and Upgrading

29.8.1 Circumstances for Conversion and Upgrading

- i. A staff may be converted if upon obtaining a higher academic or professional qualification, the staff applies to the Office of the Registrar, to move from the current class of posts to another one within the University (for example, from the Secretarial Class to the Administrative Class) in which the staff has expressed interest.
- ii. Upgrading on the other hand, applies to a situation where a staff, upon acquiring a qualification or certification from an approved training programme is moved to a higher position or grade within the hierarchy of the staff 's class of posts.

29.8.2 Conditions for Conversion or Upgrading

A staff, who acquires a higher academic and professional qualification, either through an approved self-initiated course of study or a sponsored training programme may be converted if:

- (a) The provisions in the Scheme of Service of the University permit or shall be used to provide for the conversion;
- (b) There is a vacancy in the position or grade the staff is to be considered for conversion or upgrading;
- (c) The course of study is relevant to the requirements of the University, the staff's current or future job and has been approved by the Staff Development and Scholarship Board.
- (d) There is no pending disciplinary case against the staff;
- (e) Evidence is provided to show that the staff is, where bonded to complete the training and return to work in the University for a specified period of time, has started serving the bond;
- (f) The certification awarded to the staff has been verified and its equivalence determined where there is an inherent difficulty in the interpretation of the equivalence due to its structural or linguistic presentation;
- (g) The staff is successful at an interview or a prescribed graduate-entry examination, where necessary or applicable.

30.0 Employer/Employee Relations

- i. Employee relations refer to the interaction between management and staff about employment conditions.

- ii. Employee relations and discipline are mechanisms by which the University and its staff are united as one big family to achieve collective and individual goals and objectives based on the principles of social justice and equity.
- iii. The objectives of employee relations and discipline are to:
 - a) Secure mutual relationship and respect between management and staff;
 - b) Avoid disputes and create a harmonised relationship among staff of the University;
 - c) Ensure that staff share in the gains and personal development of one another;
 - d) Provide and promote opportunities for the staff to have a say in the management and decision-making within the University;
 - e) Secure the highest level of mutual understanding and goodwill among staff;
 - f) Create a conducive environment for increased staff performance and satisfactory service delivery;
 - g) Ensure that staff conduct themselves in accordance with the code of conduct and ethics of the University;
 - h) Inform staff on applicable rules governing negotiations and the management of grievances in accordance with sections 101 (2) and 103 (4) of the Labour Act, 2003 (Act 651);
 - i) Inform staff on regulations, procedures, legislations, collective agreements, rights of appeal and protection;
 - j) Provide an avenue for the redress of grievances of staff to enable them maintain trust in the University;
 - k) Inform staff of the legal consequences of embarking on illegal strikes as provided in section 168 of the Labour Act, 2003 (Act 651).

To attain the above objectives, the University shall make adequate information available to staff with a view to promoting a better understanding of the University's goals and policies.

30.1 Grievance Procedures for Categories of Staff

For the expeditious redress of grievances or disputes, the following procedures shall apply:

30.1.1 Grievance Procedures for Senior Members – Academic

- **Step 1:** In the event of any grievance or dispute, the staff shall as a first step take the matter up with his/her immediate Supervisor/Head of Department. The staff may ask the Local Union Executives of the Association to present his/her case. The Local Union

- Executives/Head of Department shall take action on the grievance within five (5) working days.
- **Step 2:** If the matter remains unresolved, the Local Association shall write and present the grievance to the Employer, that is, the Council of the University represented by the Chairperson, who shall take action on the matter within five (5) working days. If it is necessary that a response would delay, the Local Association shall be advised as to when a response can be expected.
 - **Step 3:** If the grievance is still not resolved, the Local Association shall write to inform the National President of the Association, presenting the facts of the case. The National President of the Association shall give notice to the Employer, that is, the Council of the University represented by the Chairperson, asking for negotiation on the grievance and the two parties shall endeavour to get the matter settled within ten (10) working days. The parties shall mutually sign an agreement to refer the matter to the appropriate body if they are unable to reach a settlement.
 - **Step 4:** The appropriate body as decided on shall meet and enter into negotiation to get the matter amicably settled. If after such a meeting the matter still remains unresolved, either party reserves the right to refer the matter to the Minister responsible for Employment and Labour Affairs as stipulated in the Industrial Relations Act, 1965, Act 299.

30.1.2 Grievance Procedures for Senior Members - Non-Academic

- **Step 1:** In the event of any grievance or dispute, the staff shall as a first step take the matter up with his/her immediate Supervisor/Head of Department. The staff may ask the Local Union Executives of the Association to present his/her case. The Local Union Executives/Head of Department shall take action on the grievance within three (3) working days.
- **Step 2:** If the matter remains unresolved the Local Association shall write and present the grievance to the Vice Chancellor, who shall take action on the matter within five (5) working days. If it is necessary that a response would delay, the Local Association shall be advised as to when a response can be expected.
- **Step 3:** If the grievance is still not resolved, the Local Association shall write to inform the National President of the Association, presenting the facts of the case. The National President of the Association shall give notice to the Employer, that is, the Council of the University represented by the Chairperson, asking for negotiation on the grievance and the two parties shall endeavour to get the matter settled within ten (10) working days.

The parties shall mutually sign an agreement to refer the matter to the appropriate body if they are unable to reach a settlement.

- **Step 4:** The Standing Joint Negotiation Committee shall meet and enter into negotiation to get the matter amicably settled. If after such a meeting the matter still remains unresolved, either party reserves the right to refer the matter to the Minister responsible for Employment and Labour Affairs as stipulated in the Industrial Relations Act, 1965, Act 299.

30.1.3 Grievance Procedures for Senior Staff Academic

Step 1: In the event of any grievance or dispute, the staff shall as a first step take the matter up with his/her immediate Supervisor/Head of Department. The staff may ask the Local Union Executives of the Association to present his/her case. The Local Union Executives/Head of Department shall take action on the grievance within five (5) working days.

- **Step 2:** If the matter remains unresolved the Local Association shall write and present the grievance to the Employer, that is, the Council of the University represented by the Chairperson, who shall take action on the matter within five (5) working days. If it is necessary that a response would delay, the Local Association shall be advised as to when a response can be expected.
- **Step 3:** If the grievance is still not resolved, the Local Association shall write to inform the National President of the Association, presenting the facts of the case. The National President of the Association shall give notice to the Employer, that is, the Council of the University represented by the Chairperson, asking for negotiation on the grievance and the two parties shall endeavour to get the matter settled within ten (10) working days. The parties shall mutually sign an agreement to refer the matter to the appropriate body if they are unable to reach a settlement.
- **Step 4:** The appropriate body as decided on shall meet and enter into negotiation to get the matter amicably settled. If after such a meeting the matter still remains unresolved, either party reserves the right to refer the matter to the Minister responsible for Employment and Labour Affairs as stipulated in the Industrial Relations Act, 1965, Act 299.

30.1.4 Grievance Procedures for Senior Staff Non-Academic

- **Step 1:** In the event of any grievance or dispute, the staff shall as a first step take the matter up with his/her immediate Supervisor/Head of Department. The staff may ask

the Local Union Executives of the Association to present his/her case. The Local Union Executives/Head of Department shall take action on the grievance within three (3) working days.

- **Step 2:** If the matter remains unresolved the Local Association shall write and present the grievance to the Employer, that is, the Council of the University represented by the Chairperson, who shall take action on the matter within five (5) working days. If it is necessary that a response would delay, the Local Association shall be advised as to when a response can be expected.
- **Step 3:** If the grievance is still not resolved, the Local Association shall write to inform the National President of the Association, presenting the facts of the case. The National President of the Association shall give notice to the Employer, that is, the Council of the University represented by the Chairperson, asking for negotiation on the grievance and the two parties shall endeavour to get the matter settled within ten (10) working days. The parties shall mutually sign an agreement to refer the matter to the appropriate body if they are unable to reach a settlement.
- **Step 4:** The Standing Joint Negotiation Committee shall meet and enter into negotiation to get the matter amicably settled. If after such a meeting the matter still remains unresolved, either party reserves the right to refer the matter to the Minister responsible for Employment and Labour Affairs as stipulated in the Industrial Relations Act, 1965, Act 299.

30.1.5 Grievance Procedures for Junior Staff

- **Step 1:** In the event of any grievance, the Junior Staff should, as a first step take the matter up with his/her Sectional Head.
- **Step 2:** If Junior Staff is dissatisfied the decision of the Sectional Head, he/she should appeal to the Head of Department.
- **Step 3:** After Step 2, if the grievance still remains unresolved, the Junior Staff shall have the right to appeal to the Vice Chancellor.
- **Step 4:** If no satisfactory redress is achieved, the Local Union Executives may take the matter up with the Vice Chancellor and the Governing Council in this order first before the National Secretariat of the Association, as appropriate, who will deal with the matter under the provision of the Labour Act, 2003 (Act 651).

30.2 Resolution of Trade Dispute

In the event of a trade dispute, the Employer (the Council represented by the Chairperson) and the Employee (TUTAG, TUSAAG, TUAAG, TEWU, TUWAG) shall attempt to resolve it in the spirit of mutual accommodation, trust, respect, fairness and understanding because they regard themselves as Social Partners involved in a common enterprise.

30.3 Disciplinary Matters

- i. The Vice Chancellor shall be responsible for discipline within the University in accordance with the Statutes of the University.
- ii. The Vice Chancellor may delegate any part of his/her authority in respect of discipline, as he/she shall deem appropriate.
- iii. All staff shall be responsible for their personal actions and conduct. They shall be expected to observe the code of conduct, rules and regulations of the University, comply with administrative and official instructions and act in the general interest of the University in the performance of their duties.
- iv. Each supervisor is responsible for maintaining order and discipline among the staff under his/her supervision.
- v. The supervisor is responsible for ensuring that:
 - (a) staff know, understand and comply with the official rules, instructions and procedures;
 - (b) any violation is dealt with in accordance with the University's established disciplinary procedures.

30.4 Misconduct

- i. A staff of the University shall be considered to have engaged in misconduct if, without reasonable cause, the staff engages in an act which:
 - (a) Amounts to a failure to perform in a proper manner, any duty assigned to that staff;
 - (b) Contravenes any enactment relating to the University;
 - (c) Is detrimental to the efficient conduct of the functions of the University; or
 - (d) Tends to bring the name/image of the University into disrepute.
- ii. For the avoidance of doubt, the conviction of a staff of the University for any offence involving fraud, dishonesty or moral turpitude shall be considered as bringing the name/image of the University into disrepute.

30.5 Types of Misconduct

The following acts and omissions constitute misconduct by staff of the University:

- a. Leakage of examination questions or offer of any assistance to candidates and students in internal or external examinations;
- b. Absenting oneself from duty without official leave or reasonable excuse;
- c. Drinking an alcoholic beverage, getting intoxicated, being under the influence of prohibited substances during office or working hours or indulging in smoking at prohibited areas at the workplace;
- d. Displaying acts of gross insubordination including disobeying, disregarding or willfully defaulting in carrying out any lawful or reasonable order or instruction given by any person, Committee or Board having the authority to give the order or instruction;
- e. Putting up a behavior in contravention of or failure to observe staff regulations or other instructions without reasonable cause;
- f. Influencing or attempting to influence members of the University, members of boards and committees of the University and of persons outside the University in matters connected with discipline or conditions of service with a view to obtaining consideration for appointment or promotion;
- g. Engaging in acts with the motive to attract or gain personal or pecuniary interest in any business transaction or mutual engagement on behalf of, with the corporate name, logo, image or impression of the University;
- h. Receipt of gifts given with the intent of influencing the staff's official conduct;
- i. Employment of a staff for private purposes for the service of another staff of the University during official working hours;
- j. Private use of materials, stores or apparatus, which are the property of the University without the permission of the Vice Chancellor;
- k. Stealing of materials or apparatus, which are the property of the University;
- l. The receipt of any payment in the staff's personal capacity from the University funds on behalf of, or as an agent of any member of the public without the prior approval of the Vice Chancellor;
- m. Knowingly receiving any money from the University to which the staff is not legitimately entitled.
- n. Assault of another member of the University in the following forms:
 - (i) verbal;
 - (ii) physical;

- (iii) any form of physical aggression displayed including threats and persistent harassment;
- o. Leakage of any classified/official/sensitive document/information to any person outside the University or to people within the University who are not authorized to have access to such information/document by scanning, e-mailing or presenting the hard copy or giving the information verbally;
- p. Authorship or complicity/connivance in authorship of any anonymous publication in the form of letters, articles, etc., or being a party to such publication or if any publication bearing his/her signature discusses any matter concerning the University in a manner calculated to undermine confidence in the University, its principal officers and senior members with the principal aim of attacking its image and bringing its integrity into disrepute;
- q. Any form of sexual misconduct such as
 - (i) rape;
 - (ii) sodomy;
 - (iii) exchange of marks for sexual favours or demand for sexual favours for the execution of one's official assignment;
 - (iv) any other form of sexual harassment as will be reported, investigated and confirmed;
 - (v) entering into a relationship with a student that compromises or threatens to compromise the academic and moral integrity of the University or that could potentially cause collateral damage to the integrity of the University;
 - (vi) Representing oneself deceitfully as the author of a:
 1. document, script, article, book, chapter of a book, essay, literary piece or work of music;
 2. technological invention or design or computer software;
 3. the discovery of a patented agricultural crop or seed or plan;
 4. the discovery of a food item (tea; spices; recipe; cooking formula, etc.);
 5. the technical process in the design of a product/machine;
 6. a patented fashion design or a mode of production;
 7. a patented work of art or the process of an artistic design, a building plan or any other type of invention, etc.;

- 8. the holding of oneself as the author/producer/designer of what one is NOT, constitutes academic dishonesty, the stealing of intellectual property, which is plagiarism. This is punishable by dismissal after following due process.
- r. Communicating/divulging official information to the media without the prior approval of the Registrar.
- s. Secret recordings of meetings/conversations without the knowledge of the person(s) involved.
- t. Deliberate destruction of University Property.

30.6 Sanctions and Penalties

- i. The following are penalties that may be imposed for breaches of discipline:
 - (a) Dismissal — that is, the termination of appointment with forfeiture of retirement benefits excluding statutory retirement benefits, if any;
 - (b) Termination or removal — that is, the termination of appointment, with or without a reduction in retirement benefits, where applicable;
 - (c) Suspension for stated period with or without pay;
 - (d) Reduction in rank or grades or demotion — that is, removal from the staff's current grade to a lower rank or grade, with an immediate reduction of salary and other benefits;
 - (e) Deferment of Increment — that is, the postponement of the date on which the next increment is due, with corresponding postponements in subsequent years;
 - (f) Stoppage of Increment — that is, non-payment for a specified period of an increment otherwise due;
 - (g) Forfeiture of pay for stated period;
 - (h) Withholding of Increment;
 - (i) Reprimand, that is, severe official rebuke of a staff either in writing or verbally.
 - (j) Warning, that is, official cautioning of a staff either in writing or verbally.
 - (k) Surcharge — that is, requesting the staff to make good any consequential loss to the University as a result of the misconduct;
 - (l) Reduction in salary — that is, an immediate adjustment of salary to a lower step in the salary level attached to the staff's grade.

- ii. Dismissal; termination of appointment; suspension; removal and reduction in rank; and forfeiture of pay for stated period shall be treated as major sanctions or penalties. The other sanctions or penalties specified above are minor ones.
- iii. A staff may have his/her appointment terminated by the University on grounds of misconduct or general inefficiency provided that he/she had previously been warned in writing by his/her Head of Department/Division that his/her work or conduct had been unsatisfactory and a copy of such warnings had been forwarded to the Vice Chancellor on each occasion.
- iv. A staff may have his/her appointment terminated by the University on grounds of misconduct.
- v. The appointment of a staff shall not be terminated until he/she has been given the opportunity of submitting representations through his/her Head of Department/Division to the Vice Chancellor for consideration.
- vi. In terms of termination on the grounds of inefficiency or misconduct, the staff shall be given three months' notice or three months' pay in lieu of notice at any time as well as any leave due to him/her.
- vii. The staff whose appointment is being terminated shall be allowed to stay in the premises of the University for a period not exceeding one month and be paid the appropriate transport allowance to his/her hometown.
- viii. The University may at any time and for any good reason terminate the appointment of a staff on probation. He/she shall receive three (3) months' pay in lieu of notice.

30.7 Petitions and Appeals

A staff affected by any decision of the Vice Chancellor or the person or body that has delegated authority shall have the right of appeal as prescribed by Schedule Q of the Statutes of the University.

30.8 Discipline of Staff/Employee

30.8.1 Composition of a Disciplinary Board for a Senior Member – Academic

The application of disciplinary sanctions to a staff shall be the responsibility of the Vice Chancellor, who shall constitute a Disciplinary Board in accordance with the Statutes of the University. In its discretion, the Board may invite any other person to be in attendance.

30.8.2 Composition of a Disciplinary Board for a Senior Member – Non-Academic

The application of disciplinary sanctions to a staff shall be the responsibility of the Vice Chancellor, who shall constitute a Disciplinary Board in accordance with the Statutes of the University. In its discretion, the Board may invite any other person to be in attendance.

30.8.3 Composition of a Disciplinary Board for a Senior Staff - Academic

The application of disciplinary sanctions to a staff shall be the responsibility of the Vice Chancellor, who shall constitute a Disciplinary Board in accordance with the Statutes of the University. In its discretion, the Board may invite any other person to be in attendance.

30.8.4 Composition of a Disciplinary Board for of a Senior Staff Non- Academic

The application of disciplinary sanctions to a staff shall be the responsibility of the Vice Chancellor, who shall constitute a Disciplinary Board in accordance with the Statutes of the University. In its discretion, the Board may invite any other person to be in attendance.

30.8.5 Composition of a Disciplinary Board for a Junior Staff

The application of disciplinary sanctions to a staff shall be the responsibility of the Vice Chancellor, who shall constitute a Disciplinary Board in accordance with the Statutes of the University. In its discretion, the Board may invite any other person to be in attendance.

30.8.6 Disciplinary Procedure for all Staff

- i. In all proceedings of the Disciplinary Board, the affected staff shall be entitled to written notice of the basis for the disciplinary proceeding and shall be entitled to the right of appearing before the Disciplinary Board for the purpose of defending his/her conduct.
- ii. If the proceedings could result in a major disciplinary action, the affected staff shall be entitled to call witness (es) on his/her behalf and to hear the testimony of any witness (es) against him/her.
- iii. The Disciplinary Board shall submit its recommendations to the Vice Chancellor for consideration and appropriate disciplinary action.
- iv. A person adversely affected by a disciplinary decision shall be entitled, within two (2) weeks of notification to him/her, to file his/her appeal before the Council. Failure to do so, the Vice Chancellor's decision shall be final.

30.8.7 Interdiction of Staff

- i. While such an appeal is pending, the Vice Chancellor may, if such an action is deemed appropriate, interdict the staff who shall receive two-thirds (2/3) of his/her salary with all allowances suspended.
- ii. The Vice Chancellor's written notice of interdiction to the staff shall state the date from which the interdiction takes effect and the reasons for the interdiction.
- iii. Where a staff has been charged with a criminal offence whether or not it is connected with the University, the Vice Chancellor shall interdict him/her from his/her duties forthwith.
- iv. A staff on interdiction shall cease forthwith to exercise the powers and functions of his/her office.
- v. A staff who has been interdicted shall hand over all properties belonging to the University as directed by the Vice Chancellor.
- vi. Any official vehicle allocated to the staff for the performance of his/her official duties shall be returned to the University immediately after interdiction.
- vii. An interdicted staff shall not visit the premises of the University except with the express permission of the Vice Chancellor.
- viii. If disciplinary proceedings do not result in the staff's dismissal, the salary and appropriate allowances withheld from him/her shall be restored to him/her (when the final decision is taken).
- ix. A staff has the right to appeal against a decision of a Disciplinary Board if he/she is dissatisfied. If the appeal is successful, the staff shall have his/her full salary and allowances restored with retroactive effect.

30.8.8 Disciplinary matters before a court of law

- i. Heads of Department, Deans of School/Faculty and other office holders, who are in court, shall be made to step aside from their positions pending the determination of the case against the University. This is to avoid conflict of interest.
- ii. The Heads of Department and Deans of School may, however, be restored to their positions after the favorable determination of their cases.

31.0 Leave

- i. Leave is a vital human resource management mechanism that ensures the promotion of a healthy and productive workforce and the University's development.
- ii. In accordance with the Labour Act, 2003 (Act 651), all staff are entitled to leave.
- iii. Staff shall be granted leave upon application, subject to the exigencies of his/her Department/School/Division, and in accordance with regulations approved by the Council from time to time.
- iv. The following are the types of leave and duration in the University:
 - (a) Annual Leave (Senior Members Non- Academic; Senior Members (Library) and Senior Staff Non-Academic) - **42 working days**
 - (b) Annual Leave Junior Staff:
 - (i) Junior Staff – **32 working days**;
 - (iii) Senior Clerks – **35 working days**.
 - (c) Casual Leave (maximum of 10 working days a year)
 - (d) Compassionate Leave (maximum of 10 working)
 - (e) Examination Leave (four working days in addition to the examination time-table)
 - (f) Maternity Leave (three (3) months)
 - (g) Paternity Leave (five (5) working days)
 - (h) Study Leave with Pay (minimum three (3) years; maximum four (4) years)
 - (i) Study Leave without Pay (up to three (3) years);
 - (j) Leave of Absence/Leave without Pay (not exceeding four (4) years)
 - (k) Leave for Training Courses (maximum of six (6) months);
 - (l) Part-time Study Leave (depending on the duration of the programme or course but not normally more than four years);
 - (m) Sabbatical Leave (one year duration granted to Academic Staff after six (6) years of continuous service);
 - (n) Leave of Absence for Association Activities (depends on the duration of such Association activities such as conferences, meetings, courses, etc.)

31.1 Annual Leave

- (a) All staff are entitled to paid annual leave.
- (b) The number of days of annual leave of staff differs from grade to grade as spelt out in Section 12.0 (iv) above.
- (c) The Vice Chancellor shall have the right to defer the leave of a staff. The staff shall be informed in writing when leave is deferred.
- (d) On recall from annual leave, a staff shall be paid 10% annual basic salary as inconvenience allowance and shall be entitled to the remaining leave.

31.2 Casual Leave

Casual leave may be requested in writing for a maximum of (ten) 10 working days in a year and may be granted by the Vice Chancellor in writing.

- i. A staff is eligible for casual leave after exhausting annual leave entitlement for the year.
Casual leave is not to be regarded as a supplement to annual leave. It is intended to be used to attend to urgent private and personal affairs. The onus of proof of the genuineness of the reason for such leave shall strictly be on the staff.
- ii. Casual leave may be denied or withheld from a staff who has a poor record of attendance and poor performance.
- iii. Casual leave shall not be accumulated from year to year.

31.3 Compassionate Leave

A staff shall be granted a maximum of ten (10) working days compassionate leave in the event of the death of spouse/child/parents of the staff and this shall be in addition to the annual leave.

31.4 Examination Leave

A staff who is an examination candidate may, on application to the Vice Chancellor through his/her Head of Department, be granted examination leave to write examination. The candidate shall be granted up to four (4) working days' leave in addition to the number of days required by the examination time table. The extra days granted shall not be deducted from the annual leave.

31.5 Maternity Leave

- i. All female staff shall be entitled to three (3) months' maternity leave with full pay when pregnant on the certification by a Medical Practitioner.

- ii. Maternity leave is additional to annual and casual leave entitlements and shall count towards increment and retiring awards.
- iii. The period of maternity leave may be extended for at least two (2) additional weeks where the confinement is abnormal or where in the course of the same confinement there is multiple birth where the mother is either delivered of twins, triplets, quadruplets, etc.
- iv. Where an illness, medically certified by a qualified medical practitioner, results from the pregnancy, the female staff is entitled to additional leave as certified by the medical practitioner.
- v. All female staff on returning to duty after maternity leave shall be given half load for a continuous period of twelve (12) months from the date of child birth to nurse the baby.

31.6 Paternity Leave

Male staff shall be entitled to five working days paternity leave on full pay when it is proven that his wife is delivered of a baby/babies.

31.7 Study Leave with Pay

- i. Upon application, study leave for approved formal training shall be granted to staff who have done a minimum of three (3) years' service to the University.
- ii. However, the requirement of a three (3) year service to the University by the staff may be waived in the case of being a beneficiary of donor-sponsored programmes or scholarship or fellowship awarded by the Ghana Government or foreign organisations.
- iii. If extension is approved beyond the first four (4) years, the period of extension shall be without pay. However, special arrangements may be made to justify the extension of the leave with pay after the four (4) years.
- iv. The staff should have completed serving a previous bond where applicable.
- v. The period of absence for leave with pay shall be taken into account in calculating benefits.
- vi. Baggage expenses shall be paid in accordance with existing government regulations.
- vii. Staff on study leave with pay beyond one year shall be required to vacate their official accommodation.

31.7.1 Procedure for the Grant of Study Leave with Pay:

- (i) Admission letter for the programme;
- (ii) First appointment letter;

- (iii) Last promotion letter, if necessary;
- (iv) Recent pay slip;
- (v) A statement of the objectives and scope of the programme and its relevance to the mandate of the University and the duties and responsibilities of the staff.
- (vi) The Registrar, through the Head of Department of the staff, shall thoroughly examine the application in the first instance and forward it with comments to the Vice Chancellor for consideration and the comments shall cover:
 - (a) the number of years of service with the University;
 - (b) the place, content and duration of the programme;
 - (c) the relevance of the programme to the applicant's work and the University's core mandate;
 - (d) the details of programmes attended by the applicant within the last one (1) year;
 - (e) the cost of funding for participation in the course;
 - (f) the details of applicant's outstanding financial or other obligations to the University and Government, if applicable;
 - (g) whether there is a pending disciplinary case against the staff;
 - (h) an undertaking by the applicant to successfully complete the course and return to the University; and
 - (i) whether a bonding agreement between the University and the staff has been signed by both parties.
- (vii) The application shall be forwarded to the Scholarship and Staff Development Committee (SSDC) for consideration at least one (1) month before the commencement date of the course;
- (viii) The staff shall prepare and submit handing over notes to a designated staff if the application is approved.

31.7.2 Conditions for the Study Leave with Pay

The grant of study leave with pay is subject to the following:

- i. Study leave approval shall be subject to the signing of a bond agreement between the University and the staff;
- ii. The approved programme/University shall not be changed without the written permission of the University;

- iii. A beneficiary shall not, on completion of the approved course, pursue an additional course of study without the explicit approval from the University;
- iv. The facility will be enjoyed for the normal duration of the course and the continued enjoyment of the facility is dependent on the beneficiary's satisfactory performance while on the course;
- v. The beneficiary staff shall cause to be transmitted by the training institution to the University, semester reports on the performance of the beneficiary during the course of the training;
- vi. The beneficiary staff shall not modify the duration of the programme without the written permission of the University;
- vii. In the event of a breach of the conditions spelt out above, the promotion of the beneficiary staff shall be put on hold for the number of years that the beneficiary staff was on the study leave and the certificate acquired by the beneficiary in the event of a change in course shall not be recognized by the University;
- viii. The applicant will no longer be entitled to any other leave such as annual leave and sabbatical leave.

31.8 Study Leave without Pay

- i. Study leave without pay shall be granted as an alternative to resignation in a situation where study leave with pay cannot be granted.
- ii. The authority for granting leave of absence or study leave without pay is SSDC.
- iii. Study leave without pay may be granted to a staff for approved programmes for a period up to four years. This period may be extended by the SSDC, on the advice of the Head of Department.
- iv. The grant of study leave without pay is subject to the following:
 - (a) Study leave without pay shall be approved by the SSDC on the recommendation of the Head of Department/Head of Division/Dean of Faculty;
 - (b) A qualification acquired by the staff shall not automatically qualify that staff for promotion and after the study leave without pay, that person can only be reappointed subject to the availability of vacancy;

- (c) The staff shall be a permanent staff; has been confirmed in the appointment; has served the University for a period of not less than three (3) continuous years; and has completed serving a previous bond, where applicable.

31.9 Leave of Absence/Leave without Pay

- i. Leave of absence or without pay, not exceeding one (1) year, may be granted on request by staff to the Vice Chancellor for an approved purpose.
- ii. In exceptional cases, the period of leave of absence may be extended.
- iii. A staff who does not return directly to the service of the University after the leave of absence shall be deemed to have vacated his/her post.

31.10 Leave for Training Courses

The University may sponsor deserving staff for approved courses up to a maximum of six (6) months to help them acquire qualifications or experience relevant to their work. Such sponsorship shall be in accordance with regulations determined from time to time by the University.

31.11 Part-time Study Leave

- i. An Academic Staff who is pursuing a part-time programme leading to a higher degree within his/her discipline shall be granted leave with pay. Since the programme is on part-time basis, the staff and his/her Head of Department would be required to ensure that his/her schedule of work is balanced with his/her studies.
- ii. Leave granted under the terms of part-time study programmes shall not affect the eligibility of the Academic Staff for Sabbatical Leave and promotion.

31.12 Sabbatical Leave

- i. Sabbatical Leave of one (1) year with pay may be granted to an Academic Staff on application and with support by the Head of Department/Dean of Faculty/School and approved by the Vice Chancellor after six (6) years of continuous service without study leave. Grantees are required to return to the service of the University for at least two (2) academic years immediately after such leave.
- ii. A two (2) year Sabbatical Leave with pay may be granted after ten (10) years' continuous service without study leave to Staff on application and with the support of the Head of Department/Dean of School and approved by the Vice

Chancellor. Grantees shall return immediately to the service of the University for at least three (3) academic years.

- iii. One (1) year Sabbatical Leave followed by one (1) year leave of absence, the latter without pay, may be granted after six (6) years' continuous service to the University without study leave. Such a leave must be supported by the Head of Department/Dean of Faculty/School and approved by the Vice Chancellor. Grantees shall return immediately to the service of the University for at least three (3) academic years.
- iv. A report on the academic and other related activities undertaken by the Staff while on Sabbatical Leave shall be submitted through the Head of Department/Dean of Faculty to the Vice Chancellor two (2) months after the resumption of duty.

31.13 Leave of Absence for Association Activities

- i. If a staff is officially nominated by his/her Association/Union to attend courses, conferences and meetings or accompany Association officials on tours beneficial to the Association/Union, the University or his/her local representative shall permit the staff to attend.
- ii. The University shall grant such leave with pay.
- iii. When meetings of Standing Joint Negotiation Committee and Delegates meetings are convened, the staff attending such meetings will be regarded as being on duty and shall be paid travelling and transport expenses, night subsistence allowance and/or out-of-station allowance.

31.14 Sick Leave

- i. It is the duty of the Head of Department and the Medical Officer of the University to ensure that no staff is retained on duty when his/her state of health renders it desirable for him/her to be granted sick leave or to receive medical care.
- ii. When a staff suffers from an illness, which causes his/her absence from duty for a continuous period of ten (10) working days, he/she is required, at the end of the period, to furnish the Vice Chancellor with a medical report from a Medical Officer of the University or a recognized Medical Practitioner.
- iii. If the report certifies that the continued absence of the staff from duty is necessary, the staff may be relieved of the obligation to discharge his/her duties without loss of salary for

periods not exceeding a total of six (6) months. Such periods shall be reckoned as continuous from the date of granting the first dispensation.

- iv. In the event of illness of a staff, necessitating further absence from duty beyond any dispensation granted by the University, a further three (3) months dispensation will be given after which a Medical Board shall look at the merits of the case.
- v. During the three (3) months dispensation, the staff shall be on half salary.
- vi. During absence from duty on account of ill-health, a staff shall be required to provide the Vice Chancellor with a report from the Medical Officer of the University or a recognized Medical Practitioner at intervals of one month from the date of the first report.
- vii. During the absence from duty of the staff on account of ill-health, the salary of the staff shall continue to be liable to deductions from the occupation of his/her residence (unless he/she gives up his/her residence to the University) and for any loan or instalment thereof due to the University.
- viii. On the expiration of all dispensations from duty, a staff who would not be able to resume his/her duties would be deemed to be unfit to continue his/her services with the University and would have his/her appointment terminated accordingly.
- ix. Before the termination of the appointment, the University shall constitute a Medical Board to evaluate the condition of the staff. If the board finds the staff unfit to work, it shall recommend to the Vice Chancellor for the termination of the appointment of the staff. Payment of salary to that staff shall cease immediately after the termination of the appointment.
- x. In cases of chronic ill-health, the Governing Council on the recommendation of a Medical Officer of the University or a recognized Medical Practitioner may refer the matter to the Health Services Committee
- xi. The report of the Health Services Committee shall be confidential and it shall be laid before the Governing Council by the Vice Chancellor.

32.0 Welfare

32.1 Number of Recognized Spouse and Children/Wards of Staff

The University shall recognize a registered spouse and a maximum of five (5) children/wards of a staff of the University.

32.2 Health and Safety

- i. The University shall take necessary measures and will ensure the good health and safety of staff in accordance with the provisions of the Factories, Offices and Shops Act, 1970, Act 328 or any amendments thereof.
- ii. A staff who sustains an injury or suffers disability, illness or disease during and in the course of the performance of his/her duties shall be entitled to compensation in accordance with the Workmen's Compensation Law, 1987, PNDC Law 187 and any subsequent enactment thereof from time to time.

32.3 Reimbursements of Medical Expenses

- i. All staff, their registered spouses and registered children shall be registered under the National Health Insurance Scheme.
- ii. A staff, his/her registered spouse and not more than five (5) registered children under the age of eighteen (18) will receive reimbursement of medical expenses from a recognized Medical Officer or Medical Assistant in a Government Hospital.
- iii. Reimbursement of medical bills shall exclude subsistence cost and maternity bills.
- iv. The University shall refund to staff the cost of their spectacles, hearing aids, artificial limbs and/or dentures once in every two (2) years provided a recognized Medical Practitioner certifies it.
- v. In the case of chronic ill-health, the Council, on the advice of a recognized Medical Practitioner, shall determine financial responsibility in respect of the registered spouse or children of a staff.
- vi. If the Health Services Committee of the University certifies the necessity for treatment outside Ghana for a staff, spouse or child of a staff, the University will grant such passages as shall be recommended by the Health Services Committee.
- vii. A husband or wife or a parent may accompany a wife or a husband or a child respectively on certification by the Health Services Committee.
- viii. These privileges of dependants shall be restricted to spouse and children and the recommendations for medical treatment outside Ghana shall be made by the Health Services Committee.
- ix. When a staff, spouse or child of a Staff (that is, Senior Member Academic/Non-Academic and Senior Staff Academic) is referred for medical treatment outside Ghana, the University shall apply to the Government for funding.

- x. If a nurse is to accompany a patient for medical treatment outside Ghana, the nurse shall be granted passages and accorded allowances at full rate.
- xi. Staff whose duties expose them to health hazards shall be required to undergo without charge periodic medical examination as determined by the Medical Officer of the University or a recognized Medical Officer.

33.0 Benefits upon Retirement/End of Service Benefit

- i. Upon voluntary or compulsory retirement, a staff shall be entitled to all benefits under the National Pension Act, 2008 (Act 766)
- ii. Upon retirement of a Senior Member Academic and Non-Academic, one (1) month's basic salary shall be paid for every successful year of service. A Senior Member Academic and Non-Academic qualifies for this only after a minimum service of ten (10) years.
- iii. A Senior Member Academic and Non-Academic who ends his term of service with the University after serving a minimum of four (4) years but less than ten (10) years shall be paid one month gross salary for two (2) years served.
- iv. A Senior Staff Academic and Non-Academic who ends his term of service with the University after serving a minimum of five (5) years shall be paid three (3) months current basic salary for five (5) years served.
- v. Upon retirement, a Junior Staff shall be paid two (2) months' basic salary for five (5) years' service to the University.

33.1 Benefits of Officers of the University

- i. Apart from the Vice Chancellor, the Registrar and the Director of Finance, the following officers shall be entitled to an official vehicle with a driver for all official duties and professional engagements:
 - (a) Pro Vice Chancellor
 - (b) Librarian
 - (c) Director of Internal Audit
 - (d) Director of Works and Physical Development
- ii. Apart from the Vice Chancellor, the Registrar and the Director of Finance, the following Officers upon the successful completion of their term of office shall be entitled to the payment of the last month's basic salary multiplied by the number of years served in the position:
 - (a) Pro Vice Chancellor

- (b) Librarian
- (c) Director of Internal Audit
- (d) Director of Works and Physical Development

33.2 Uniforms/Protective Clothing

- i. All staff who by the nature of their jobs are required to wear protective clothing/devices (helmets, boots, protective goggles, nose cap, etc.) shall be required to do so at all times while they are engaged on their jobs.
- ii. All staff who are required to wear uniforms or any protective devices necessary for their proper protection while on duty shall be so provided with uniforms or the protective devices at the expense of the University.
- iii. Any staff who suffers injury or loss of life as a result of the neglect of this precautionary measure will not qualify for the claim of full liabilities resulting thereof from the University.
- iv. A staff may be surcharged with the cost of the replacement of any uniform or protective device in his/her charge which has become unserviceable through negligence, the lack of care or willful damage on his/her part.

33.3 Housing

- i. University accommodation, where available, may be allocated to staff whose duties require them to reside near their place of work.
- ii. The rent for such accommodation shall be determined by the University from time to time for payment by staff.
- iii. Any staff who could not be offered accommodation by the University shall be paid a monthly rent subsidy as may be determined from time to time.
- iv. Owners Occupier Allowance is payable to a staff who is contractually entitled to University Accommodation but who stays in his own house

33.4 Transport

The University may provide transport to convey staff to and from their place of work at rates to be determined by the University from time to time.

34.0 Distinguished and Meritorious Service

- i. Distinguished and meritorious service is to be recognized by the University.

- ii. The nature of gifts and conditions of awards to be given to deserving staff shall be determined by the University

35.0 Long Service Awards

These awards are payable to staff who have served the University for over periods as follows:

- i. For ten (10) years' service – Certificate plus not less than two (2) months basic salary
- ii. For fifteen (15) years' service- Certificate plus not less than three (3) months basic salary.
- iii. For twenty (20) years' service - Certificate plus not less than four (4) months basic salary
- iv. For twenty-five (25) years' service - Certificate plus not less than five (5) months basic salary
- v. For thirty (30) years' service - Certificate plus not less than six (6) months basic salary.
- vi. For thirty-five (35) years and above - Certificate plus eight (8) months basic salary

36.0 Transportation on Appointment

On first appointment, a staff may be provided with transport to convey himself/herself, his/her registered spouse and children as well as his/her belongings to Bolgatanga Technical University or be paid transport allowance at the prevailing government rate.

37.0 Transportation on End of Appointment/Retirement

On completion of appointment or retirement, a staff shall be provided with transport to convey himself/herself and his/her family as well as his/her belongings to his/her retirement location or be paid transport allowance at the prevailing government rate.

38.0 Transportation on Resignation

On resignation, an employee with less than eight (8) years continuous service shall be entitled to Removal Allowance.

39.0 Payment of Association/Union Membership Dues

- i. The University shall undertake to deduct from the salaries or wages of staff who are covered by this Administrative Policy the amount representing the Union's membership dues and any approved deductions by the Association/Union dues monthly in accordance with Section 111 of the Labour Act, 2003 (Act 651).
- ii. Any sums deducted as Association/Union dues shall be paid into the Association/Union Account.

40.0 Payment of Advances, Allowances and Loans

The University shall make regulations governing the payment of advances, allowances and loans to staff from time to time.

41.0 Death Benefits

41.1 Funeral Grant

Upon the death of a staff while in service, the University shall pay twelve (12) months gross salary to the registered spouse/children of the deceased staff or the next-of-kin.

41.2 Death of a Staff

- i. Upon the death of a staff while in service, the University shall provide a coffin/shroud or a cash equivalent and transport the corpse to the place of burial.
- ii. The registered spouse and children, if any, shall be provided with appropriate transport to convey them to their place of permanent residence in Ghana or be paid an appropriate allowance in lieu.
- iii. In addition, the University shall pay 50% of the monthly salary as a donation to meet the funeral rites.
- iv. The Directorate of Audit and Estate shall assist the deceased staff's family to take inventory of and return all University property in the family's custody and report to the Registrar accordingly.

41.3 Death of a Spouse/Child

A staff who loses his/her registered spouse/child shall be paid a grant to be determined by the University.

41.4 Housing of the Dependents of Deceased Staff

In the event of death, the spouse and/or the dependants of a deceased staff shall be allowed to stay in the University housing in accordance with the Housing Policy of the University.

41.5 Payment of Final Salary in the Event of Death

In the event of death, the salary due a staff ceases at the end of the month that the staff dies. Any payment and benefit due the deceased staff shall be made to the duly registered spouse/children of the deceased staff or the next-of-kin.

42.0 Code of Conduct

- i. Ethical behavior is critical for the realization of the University's vision, mission and core values. The provisions in Chapter 24 of the Constitution with respect to the Code of Conduct for Public Officers require public servants to avoid unethical behavior or conduct such as conflict of interest, illicit enrichment and other improper conduct. Therefore, this statement of professional conduct guides behaviour that aligns with the vision, mission and core values of the University.

42.1 Guiding Principles of the Code of Conduct

In respect to principles, all staff are required to do the following:

- i. Show loyalty to the University;
- ii. Uphold the core values of the University
- iii. Display high level of integrity
- iv. Display high leadership qualities;
- v. Create conditions for effective workplace communication, consultation, partnership and cooperation;
- vi. Create a fair, flexible, safe and rewarding workplace;
- vii. Be results-oriented and student focused;
- viii. Be respectful and courteous;
- ix. Be compliant with all applicable/relevant laws, procedures and practices;
- x. Display confidentiality in the handling of official matters;
- xi. Avoid any conflict of interest;
- xii. Be judicious in the use of state and University resources;
- xiii. Provide accurate and truthful information in response to a request for information that is made for official purposes;
- xiv. Avoid improper use of official information, position, status, power or authority for personal gain;
- xv. Dress in a decent and appropriate manner

42.2 General Responsibilities

Staff have a responsibility to:

- (a) Act in accordance with the vision, mission and core values of the University;
- (b) Acquire and advance knowledge within their respective disciplines;

- (c) Transmit this knowledge to students and make it available to other members of their profession;
- (d) Strive to achieve their full potential in their teaching, research and administrative duties;

42.3 Staff and Students

- i. In dealing with students, staff should strive to:
 - (a) continually improve their methods of delivery of their subjects/content;
 - (b) encourage students to think independently, to exchange ideas freely and to explore the frontiers of present knowledge;
 - (c) examine students effectively, appraise their performance fairly, comment on their contributions constructively, and report back to the students promptly;
 - (d) be fair in giving due credit to the research work of students and other contributions from students under their supervision;
 - (e) have due regard for the general welfare of students;
 - (f) refrain from revealing confidential information about students, unless in a recognised official capacity;
 - (g) avoid any situation where personal relationships with students could influence academic or professional decisions;
 - (h) make themselves readily available for consultation by students;
 - (i) respect the diversity of students and consistently treat all students with fairness and respect.

42.4 Staff and the University

Staff should:

- a. be accurate and honest in all their representations to the University;
- b. not disclose confidential information on University matters without good cause;
- c. abide by the terms of their conditions of service unless there are extenuating and just circumstances to the contrary;
- d. ensure that the facilities and equipment of the University entrusted to them are used with judicious care (that is, to prevent misuse and enhance their preservation) and only in the conduct of their professional duties.

42.5 Staff and Their Colleagues

In dealing with colleagues, staff should:

- (a) support colleagues' rights to academic freedom;
- (b) give due credit for the work of colleagues;
- (c) avoid acting in any way that would unfairly harm the reputation, work or prospects of colleagues;
- (d) avoid revealing confidential information on colleagues other than through proper channels;
- (e) respect the diversity of their colleagues and treat one another with fairness and respect.

42.6 Staff and the Public

In dealing with the public or when supplying information for dissemination to the news media, staff must act in their own name and not that of the University and not purport to represent the views of the University, unless specifically authorised to do so by the Vice Chancellor or his/her nominee.

42.7 Staff as Researchers

In conducting research, staff should have among their objectives:

- a. the pursuit of scholarly knowledge;
- b. the enhancement of their teaching;
- c. the stimulation of students' interests;
- d. the dissemination of results in a fair and efficient manner;
- e. the compliance with standards and the ethics of their own professional disciplines.

42.8 Staff and Private Work

When undertaking private work, staff should:

- (a) Give preference to work that is considered to be part of their normal duties, such as: lectures to outside bodies, examination of thesis, contributions to books, journals, newspapers and radio programmes;
- (b) Undertake work mainly with a view to enhance the quality of their teaching, research, administrative duties and/or community service;
- (c) Avoid undertaking private work if the volume of that work would interfere with the discharge of staff's full quota of University responsibilities, or which would endanger their independence;

- (d) Avoid work that might be detrimental to the interests of the University;
- (e) Make formal application, to the Vice Chancellor through the Head of Department and/or Dean of the School, for approval to undertake private remunerative work that is not considered to be part of their normal duties;
- (f) Obtain permission from the Head of Department and/or Dean of the School and/or Registrar for the use of University equipment or facilities and where appropriate, reimburse the University for that use.

43.0 The following sections relate to all categories of staff.

43.1 Public Comments

- i. A staff may comment on public issues but must not engage in any activity or speak publicly on an issue where this could be perceived as an official act or representation.
- ii. A staff must not jeopardize the perception of impartiality in the performance of his/her duties through making public comments or entering into public debate regarding official policies.

43.2 Political Activities

- i. A staff shall not act in a manner or assume a position that results or is likely to result in the personal or political interest of that staff.
- ii. A staff shall not act in manner that is in conflict or is likely to be in conflict with the performance of his/her functions in the University.
- iii. A staff shall not openly participate in partisan political activities or use University facilities, equipment, or resources to assist any candidate seeking elected political office.
- iv. Partisan politics shall not be introduced into or practised in the University.
- v. Notwithstanding the above, a staff who wants to engage in partisan politics shall seek the prior approval of the Vice Chancellor.

43.3 Conflict of Interest

- i. A staff shall not act in a manner or assume a position that puts that staff in a conflict of interest situation.
- ii. A conflict of interest situation occurs when a staff's private affairs or financial interests conflict with, or are likely to result in conflict with the staff's duties or responsibilities to the extent that:
 - (a) The staff's ability to act in the interest of the University could be impaired;

- (b) The staff's actions or conduct could undermine or compromise the confidence of the public in the staff's ability to discharge official responsibilities; or the trust that the public places in the University.
- iii. The University recognises the right of staff to be involved in activities as citizens of a community. However, there must not be any conflict between a staff's private interests and the discharge of official duties at the University.
- iv. Upon appointment to the University, staff must conduct their private affairs in a manner that will prevent conflict of interest or the perception of conflict of interest.
- v. A staff who discovers an actual, perceived or potential conflict of interest situation in relation to his/her duties must disclose the matter to a supervisor, Head of Department, Dean or the Vice Chancellor.
- vi. Examples of conflict of interest include the following:
 - (a) The use of University property or equipment by a staff or the staff's position, office, or government affiliation to pursue personal interests or the interests of another organisation;
 - (b) A situation where a staff is under obligation to a person who might benefit from or seek to gain special consideration or favour from the University;
 - (c) The giving of preferential treatment by a staff in the performance of official duties to an individual, corporation or organisation including a non-profit organisation, where the staff, the relative or friend of the staff has an interest;
 - (d) The receipt of benefits from the use of information acquired solely by reason of the staff's employment;
 - (e) A staff acting in a manner which leads the public to perceive the staff as having benefitted from information acquired solely by reason of the staff's employment at the University;
 - (f) A staff benefiting from or being reasonably perceived by the public to have benefited from a University transaction where the staff can influence decisions (for example, purchases, sales, admissions, appointments, examinations);
 - (g) Acceptance by a staff from an individual, a corporation, or an organisation, directly or indirectly, a personal gift of value or benefit that arises out of employment in the University.

- vii. The following criteria are intended to guide the judgment of staff who are considering the acceptance of a gift:
 - (a) The benefit is of nominal value;
 - (b) The exchange creates no obligation;
 - (c) Reciprocation is easy;
 - (d) If it occurs infrequently.
- viii. A staff shall not solicit a gift, a benefit or service on behalf of another staff.

43.4 Conflict of Offices

- i. No officer of the University shall hold two offices concurrently where it is established that the simultaneous performance of the duties and responsibilities of both offices will result in conflict of offices or where it is determined that one person should not carry too much of the governing of the University.
- ii. For the avoidance of doubt, the concurrent holding of any two or more of the following offices shall be deemed to amount to a situation of conflict of offices:
 - a. Office of the Vice Chancellor;
 - b. Office of the Pro Vice Chancellor;
 - c. Office of the Registrar;
 - d. Office of Deans or Directors, Vice-Deans or Deputy Directors;
 - e. The Office of Administrative Directors;
 - f. Heads of Department/School/Institute/Centre;
 - g. Office of the University Librarian;
 - h. Office of the Hall Tutor;
 - i. Coordinators;

43.5 Allegations of Wrong Doing

- i. A staff has a duty to report any situation relevant to the University that the staff believes contravenes University laws and may result in the misuse of public funds or assets, represents a danger to public health and safety or is a significant danger to the environment.
- ii. The identity of staff who reports such matters should be treated as confidential, unless the disclosure of the identity of the staff is authorised or required by law.
- iii. A staff shall not be subject to discipline or reprisal for revealing in good faith allegations of wrongdoing.

43.6 Legal Proceedings

- i. A staff shall cooperate with lawyers defending the University's interest during legal proceedings.
- ii. Staff who fail to exhaust the grievance redress procedures within the University before sending petitions or cases to the court of law shall be made to step aside pending the determination of the case against the University. This is to avoid conflict of interest.

43.7 Working Relationships

- i. A staff who is in a personal relationship with another staff in the same University shall avoid being placed in a direct reporting relationship to the other staff if the personal relationship is likely to compromise objectivity or is perceived to compromise objectivity.
- ii. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:
 - a) a reporting relationship exists where one has influence, input or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work and similar matters; or
 - b) the working relationship affords an opportunity for collusion between the two staff that would have a detrimental effect on the interest of the University.

43.8 Outside Remunerative and Volunteer Work

- i. A staff may provide a service outside the University or carry out a business, receive remuneration from public funds for an activity outside the position or engage in a voluntary activity if the service, business or activity does not:
 - (a) Interfere with the performance of the staff's duties at the University;
 - (b) Bring the University into disrepute;
 - (c) Create a conflict of interest or the reasonable perception of a conflict of interest;
 - (d) Appear to represent the policy of the University;
 - (e) Involve the unauthorised use of work time or University premises, services, equipment or supplies;

- (f) Enable the staff to gain an undue advantage that is derived from his/her employment with the University.
- ii.A staff shall not receive any additional remuneration beyond the reimbursement of appropriate travel and refreshment expenses from the University.

43.9 Effective Communication at the Workplace

- i. Effective communication is essential for the attainment of the vision, the mission and the core values of the University.
- ii. As much as possible, there must be clearly defined communication channels as well as reporting relationships that shall be respected by both superior and subordinate staff.
- iii. If a subordinate staff has to communicate with the Vice Chancellor on a matter that falls within the powers and duties of the Vice Chancellor, the subordinate staff shall communicate through the Head of Department or School, Division, or through any staff acting on behalf of the Head of Department or Division, unless the Vice Chancellor categorically requests the staff not to do so.
- iv. If the Vice Chancellor requests a subordinate staff who is not a Head of Department, School or Division to do an assignment, the staff shall inform the Head of Department, School and Division about it.
- v. Staff shall communicate with the media or at public gatherings in accordance with the guidelines spelt out in the Communication and Relations Policy.

43.10 Handling of Official Information and Documents

Effective management of official information and documents is essential for good governance. To achieve this:

- i. The capacity of staff should be built to manage records in the University.
- ii. Structures, systems, processes and rules for the creation, use, storage, preservation, retrieval and the disposal of records, both manual and electronic, should be in line with guidelines of the Public Records and Archives Administration Department (PRAAD).
- iii. Staff shall not release official information or documents to the public without the necessary authority.

43.11 Sexual Harassment

- i. Sexual harassment is defined as any unwelcome comment or conduct of a sexual nature that may detrimentally affect the work environment or lead to adverse job-related consequences for the victim of the harassment.
- ii. Examples of sexual harassment include:
 - (a) A person in authority asking a staff for sexual favours in return for being hired or receiving promotions or other employment benefits;
 - (b) Sexual advances with actual or implied work-related consequences;
 - (c) Unwelcome remarks, questions, jokes or innuendoes of a sexual nature including sexist comments or sexual invitations;
 - (d) Verbal abuse, intimidation or threats of a sexual nature;
 - (e) Leering, staring or making sexual gestures;
 - (f) Displaying pornographic or other sexual materials;
 - (g) Offensive pictures, graffiti, cartoons or sayings;
 - (h) Unwanted physical contact such as touching, patting, pinching or hugging;
 - (i) Physical assault of a sexual nature.
- iii. The definition of sexual harassment is not meant to inhibit interactions or relationships based on mutual consent or normal social contact between workers.

44.0 Complaint Procedure for Sexual Harassment

44.1 Informal Process

Under the informal complaint procedure:

- (a) A staff who has a complaint of sexual harassment may approach the supervisory personnel, association representative or other contact person of the University to discuss potential means of resolving the complaint and to request assistance in resolving the matter;
- (b) Where the matter is dealt with to the complainant's satisfaction, the matter shall be considered resolved.

44.2 Formal Process

- i. The formal complaint procedure is applicable where a complaint made under the informal complaint procedure is not resolved to the complainant's satisfaction or where the complainant chooses not to proceed informally.
- ii. Under this procedure:

- (a) A complainant is required to lodge a complaint in writing, within six (6) months, of the alleged occurrence to Management;
- (b) Management shall provide a copy of the complaint to the respondent, investigate the allegation and take steps to resolve the concern as appropriate within thirty (30) days from the date the issue is reported by the complainant;
- (c) Both the complainant and the respondent may be represented during the proceedings;
- (d) If the resolution proposed by Management is not acceptable to the complainant, the complainant may refer the matter, in writing, to the next appropriate authority within thirty (30) days after the receipt of Management's written response;
- (e) The complainant may seek assistance through the Guidance and Counseling Unit, Union or Association leadership;

45.0 Termination of Appointment

45.1 Resignation

45.1.1 Procedure for Resignation

- i. Staff must give the required notice of their intention to resign from the University through their Heads of Department/Divisions to the Vice Chancellor.
- ii. In all cases of resignation, the Vice Chancellor shall approve or not the resignation.
- iii. If the resignation is accepted, the University Registrar shall inform the Director of Finance of the effective date of the resignation.
- iv. Acceptance of resignation may be withheld where criminal or disciplinary proceedings have been or are about to be instituted against a staff.
- v. Staff who fail to attend duty for ten (10) consecutive working days without permission before their resignation or fail to give the required notice shall be regarded as having severed their connection with the University.
- vi. Before leaving the University, staff shall be required to prepare and submit comprehensive handing over notes to the Vice Chancellor through the Head of Department/School/Directorate/Unit, not later than fifteen (15) working days before departure;

- vii. These requirements must be satisfied before the payment of any benefit is authorised by the Vice Chancellor.

45.1.2 Resignation of Staff

- i. A staff may resign by giving three (3) months' notice to the University, or in lieu pay three (3) months' salary, provided that such notice shall be given to take effect from the end of an academic year.
- ii. A Staff on leave of absence may resign by giving three (3) months' notice or in lieu pay three (3) months' salary.
- iii. The University may decide to terminate the appointment of a staff by giving three (3) months' notice or in lieu pay three (3) months' salary.

45.1.3 Redundancy

- i. Where for one reason or another the University is compelled to declare a staff redundant; the University shall give three (3) months' notice to the staff involved.
- ii. The principle of "first in last out", all things being equal, shall be the principle to be employed in a redundancy situation.
- iii. Severance pay shall be negotiated in accordance with the Labour Act 2003 (Act 651).
- iv. Severance pay shall be regulated by existing state enactments or any amendment thereof.

45.2 Vacation of Post

- i. Staff are expected to be at post at all times except where permission is sought. Where a staff is absent from duty for ten (10) consecutive working days without permission or any tangible explanation or reason, it will constitute the vacation of post from the date the staff left post.
- ii. Staff who have vacated post would not be deemed to have given notice of their intention to leave the University. The University shall thereafter declare the position of the staff vacant.
- iii. If a staff fails to return to the University after any form of leave, he/she shall be deemed to be absent without permission and his/her post may be declared vacant.

- iv. If a staff vacates his/her post or goes away without official leave, but who was under some obligation to the University such as the incomplete redemption of a bond or salary/rent advance or a loan guaranteed by the University, the University shall make the attempt to contact the individual to negotiate the payment of such indebtedness in the first instance.
- v. If that fails, the University shall contact the Police for assistance.

45.3 Retirement

45.3.1 Compulsory Retirement

- i. Staff shall retire from the University on attaining the age of sixty (60) in accordance with Article 199(1) of the 1992 Constitution at the end of the academic year they attain the compulsory age of retirement.
- ii. The University shall give one (1) year's notice to staff prior to the date of retirement.
- vi. A compulsorily retired staff shall be allowed to stay in the accommodation of the University for a period not exceeding three (3) months and pay the normal rent.
- iv. A retired staff who would be immediately re-engaged may be allowed to continue to enjoy the housing facility as per the Statutes of the University.
- v. Where it is in the interest of the University for a Senior Staff Non-Academic or Senior Member Non-Academic to continue to serve after attaining the compulsory retiring age of sixty (60), the Governing Council may consider the additional period for which the person would serve and justify the reasons for doing so.
- viii. Certificate of Service: A staff on leaving the service on compulsory retirement shall be issued with a certificate of service stating the length of employment by the University.

45.3.2 Voluntary Retirement

- i. Staff who want to retire voluntarily shall be required to give the University six (6) months prior notice to the date of retirement.
- ii. Staff may retire voluntarily from the age of fifty-five (55) years with appropriate retirement benefits.

46.0 Guidelines on Appointments and Promotions

46.1. Vacancies

- i. Vacancies shall be announced through internal and external advertisement as appropriate.
- ii. Staff may apply for promotion at any time when due.
- iii. Deans/Heads of Department/Directors/the Registrar may invite an individual who qualifies to apply for promotion.
- iv. Appointments and promotions of staff shall be purely based on merit in accordance with the principles of fairness and non-discrimination (including sensitivity to diversity such as gender and disability) and in accordance with the Act and the Statutes of the University.

46.2 Progression

- i. Promotion shall normally proceed from one rank to the immediate next rank, that is, from Lecturer to Senior Lecturer to Associate Professor to Professor and its analogous grades in administration.
- ii. Without any prejudice, a staff may apply at any time to be promoted to a rank for which that staff feels qualified.
- iii. Promotions shall be based on the Scheme of Service.

46.3 Submission of Application

- i. Application letters and appropriate University application forms shall be submitted to the Office of the Registrar who shall refer the application to the appropriate Head of Department for comments.
- ii. The application document(s) shall be forwarded within seven (7) days upon receipt by The Registrar.
- iii. The Head of Department or the Director shall forward the application dossier with comments and recommendations within fourteen (14) days of receipt to the Dean of Faculty.
- iv. Where the applicant is seeking a higher rank than the Head of Department, the Head of Department shall submit the application without his/her comments to the Dean for consideration by the Faculty Appointments and Promotions Review Committee.

- v. The Dean of Faculty shall, on receipt of the application dossier from the Head of Department, with comments and recommendations, refer the application to the Faculty Appointments and Promotions Review Committee.
- vi. The Faculty Appointments and Promotions Review Committee shall consider the application and submit a comprehensive report with its recommendations to the Chairman of the University Appointments and Promotions Board through the Registrar.
- vii. Where the Registrar considers that the application is complete, the effective date of promotion shall be the date on which the papers and any other documents submitted for assessment are received by the Office of the Registrar.
- viii. The effective date of appointments and promotions shall be confirmed in the minutes of the Faculty Appointments and Promotions Review Committee and the University Appointments and Promotions Board.

46.4 University Appointments and Promotions Board

46.4.1 Functions

The appointments and Promotions Board shall:

- a) Recommend the appointment and promotion of Senior Members (teaching and non-teaching e.g. Assistant Lecturer, Lecturer, Senior Lecturer and above and equivalent grades) to the Council.
- b) Recommend the appointment and promotion of senior and junior staff;
- c) Approve an appointment for a period of up to one (1) year in urgent cases, pending the regularization of the appointment;
- d) Review the criteria for the appointments and promotions of staff from time to time.

46.4.2 Membership and Tenure

- i. The Membership of the Appointments and Promotions Board shall be as spelt out in the Statutes of the University.
- ii. The term of office of all members of the Committee (other than ex-officio members) shall be two (2) years subject to re-appointment or re-election.

46.4.3 Faculty Appointments and Promotions Review Committee

- i) There shall be a Faculty/School Appointments and Promotions Review Committee appointed by the Faculty Board for a two-year term with the Dean as the Chairperson.

- ii) Inter-Faculty Appointments and Promotions Review Committees may be constituted where necessary.
- iii) The Faculty Appointments and Promotions Review Committee shall comprise confirmed staff, and where possible, it shall include a majority of Professors including a Professor from a cognate Faculty appointed by the Board of Faculty, and a representative each from the grades of Lecturers and Senior Lecturers.
- iv) The Committee may co-opt others as appropriate to assist in its work.
- v) The Faculty Appointments and Promotions Review Committee shall meet at least twice a semester.
- vi) On receipt of an application, the Dean shall refer it to the Faculty Appointments and Promotions Review Committee for consideration.
- vii) The review process shall include a report from the Head of Department on an interactive assessment of the applicant.
- viii) No application shall be withheld by the Faculty Appointments and Promotions and it shall forward each application dossier with its comments and recommendations to the Chairman of the University Appointments and Promotions Board.
- ix) The Faculty/School Appointments and Promotions Review Committee shall propose at least five external assessors, from the Faculty/School Assessors' database, out of which the Vice Chancellor shall select the required number of assessors to assess the application.

46.4.4 Documentation required for Appointment or Promotion

- i. For first appointments, documentation to be reviewed by the University Appointments and Promotions Board/Committee shall include:
 - a. Completed application forms;
 - b. Curriculum vitae;
 - c. Copies of Certificates (with originals to be presented at the interview)
 - d. Relevant Minutes of the Faculty Appointments and Promotions Review Committee;
 - e. Two interactive reports (one at the Department level and another at the School level).
- ii. For a candidate seeking appointment to the grade of a Senior Lecturer or higher, three (3) external assessors' reports;

- iii. For promotion to Senior Lecturer or Associate Professor or Professor and equivalent, documentation to be reviewed by the Appointments and Promotions Board/Committee of the University shall include:
 - (a) Completed Application form;
 - (b) Updated Curriculum Vitae;
 - (c) Relevant minutes of the Faculty Appointments and Promotions Review Committee;
 - (d) A summary of annual reports on the staff dating back to the last appointment or promotion;
 - (e) A summary of student assessment of the staff dating back four (4) years if available;
 - (f) Three (3) external assessors' reports.

46.4.5 Appointments and Promotions

- i. The criteria for appointments and promotions of all staff shall be guided as spelt out in the Statutes and the Appointments and Promotions Policy of the University.
- ii. The minimum qualifications for appointments and promotions of all staff shall be guided as spelt out in the Statutes and the Appointments and Promotions Policy of the University.

46.4.6 Handling of Application at the Dean's Office

- i. Following consideration by the School Appointments and Promotions Review Committee, the Dean shall, in consultation with the Head of Department, nominate internal assessors to undertake an assessment of an applicant's work.
- ii. The Dean shall request each assessor to comment on each publication submitted for assessment, stating its contribution to the candidate's field and the candidate's academic standing in accordance with the University's grading or weighting system.
- iii. The request for an assessment shall be accompanied by:
 - (a) a copy of the application including a curriculum vitae;
 - (b) copies of the publications and any other exhibits of the applicant's work;
 - (c) The criteria for appointment or promotion.
- iv. The Head of Department shall not provide an assessment on the publications of the applicant.

- v. For promotion from Lecturer to Senior Lecturer onwards, assessment of publications shall normally be outside the University by three (3) external assessors.
- vii. An external assessor is a person of standing in the applicant's field, normally of the status of Professor or equivalent but not employed by or in any way currently connected with the University.
- viii. The assessor should not have any association with the applicant nor should the assessor be a collaborator/relation.
- ix. All correspondence between the Dean or Director and the assessor shall be copied to the Registrar.
- x. Whether an applicant fails or passes, the Dean and the Head of Department shall provide the applicant with information in writing on the strengths and weaknesses of the application.

46.4.7 Handling of Applications at the Registry

Upon receipt of applications for promotion at the Office of the Registrar, the Registrar shall:

- a) Acknowledge receipt of the application to the applicant with copies to the immediate Head of Department.
- b) Take record of the particulars of the application and attachments (Dossier).
- c) Refer the application to the Head/Director of Human Resource Directorate to review the application dossier to ascertain whether the applicant meets the requirements to apply for promotion.

46.4.8 Preliminary Review/Checklist for Eligibility

The following shall constitute the factors to be considered for an application for promotion to be processed:

- a) The required length of service, e.g., has the applicant served the required minimum number of years on the current grade or the number of years of experience?
- b) The quality of the application, Curriculum Vitae, supporting documents
- c) The number of publications/papers
- d) The completeness of the application dossier