SD DOMBO UNIVERSITY OF
BUSINESS AND INTEGRATED
DEVELOPMENT STUDIES

(SDD-UBIDS)

ADMINISTRATIVE MANUAL

DECEMBER, 2023

Foreword

Higher education institutions, like the SD Dombo University of Business and Integrated Development Studies (SDD-UBIDS), need to be guided by policies, procedures and systems for effective and efficient administration. In the light of this, it has become imperative to have an *Administrative Manual* to help streamline the day-to-day running of the University.

The University is a public tertiary institution established by an Act of Parliament (Act 1001) in 2019. In the few years that the University has been in existence, the need for SDD-UBIDS to have an Administrative Manual cannot be over-emphasised because it serves as the framework for administrators to discharge their duties. The Manual will help legitimise and standardise management functions and ensure consistent application of rules and regulations for purposes of fairness and objectivity in the University.

The Management of SDD-UBIDS constituted a committee chaired by Prof. Paul Kwame Nkegbe (with other members, namely: Prof. Mohammed Sulemana, Mr. Ophelius M. Yinyeh, Mr. Reginald Assibey-Ankrah, Mr. Abdul-Moomen Pantah, Mr. Joseph S. K. Bagah, Mr. William A. Sande and Mr. Sulemana Mohammed), to work on the Administrative Manual. The Committee members consulted various interest groups in the course of its work. The workers' unions and the University Management submitted useful inputs. I, therefore, commend the Committee for working tirelessly to produce the Manual. I am also grateful to the various stakeholders and Management for taking interest in the preparation of this Manual. The Manual, among other things, highlights the administrative structure of the University, appointments and promotions, discipline, guidelines for conducting meetings, taking and handing over formalities and channels of communication.

It is my view that this Manual will be a useful policy instrument for us as a new university working assiduously to streamline our operations.

However, it is important to note that the Manual is not exhaustive of all the administrative-related matters in the University and should be used in tandem with the Statutes and other regulations of the University.

Prof. Philip Duku Osei
Vice-Chancellor

Acronyms and Abbreviations

A&P	Appointments and Promotions
AOB	Any Other Business
DAPQA	Directorate of Academic Planning and Quality Assurance
DCOBI	Directorate of Community Outreach and Business Incubation
GTEC	Ghana Tertiary Education Commission
GUSSS	Ghana Universities Staff Superannuation Scheme
HoD	Head of Department
HoU	Head of Unit
ICT	Information and Communication Technology
NAB	National Accreditation Board
NCTE	National Council for Tertiary Education
WMS	Works and Municipal Services

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1. INTRODUCTION

The Simon Diedong Dombo University of Business and Integrated Development Studies (hereafter referred to as SDD-UBIDS) was established by an Act of Parliament (Act 1001) in 2019. It has the vision of, "becoming an internationally acclaimed centre of excellence in higher education," and a mission to provide quality teaching, learning, development-oriented problem-solving research, and innovative practical training to qualified and capable persons and institutions through the deployment of ICT, and periodic review of its programmes, curriculum, and teaching methodology. The first batch of students was admitted in 2020. The University is growing and charting a course of action for itself, and as it grows, administrative demands and exigencies are expected to increase in depth and complexity. This is what warrants the preparation of an Administrative Manual to harmonise and streamline the routine activities of the growing number of stakeholders within the University.

The Manual is not intended to repeat all the rules and regulations that are operational in the University, but to draw attention to the existence of such rules and their relevance in developing and sustaining a harmonious system. It aims at promoting consistency and efficiency in the application of the various policies, regulations and rules of the University. Besides Senior Members and staff under the direct supervision of the Registrar, the provisions in this Manual shall serve as a guide to all other categories of staff occupying various administrative positions in the University. The Manual shall be updated when there are new provisions enacted by statutory bodies and/or new policies of the University.

This Manual has been written using several source documents. These include: the SDD-UBIDS Act, 2019 (Act 1001) and the Statutes derived from the Act; the Labour Act, 2003 (Act 651); the SDD-UBIDS Strategic Plan (2021-2025); Conditions of Service for Senior Staff of the Universities in Ghana (2003); Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008); Manual on Senior Members'

Conditions of Service; Guidelines for Appointment and Promotion of Senior Members; the Revised Unified Scheme of Service for Junior Staff of the Public Universities in Ghana; and the Revised Unified Scheme of Service for Senior Staff of the Public Universities in Ghana.

2. Structure of the University

2.1 Organisational Structure of the University

In order to reflect the current single campus and to deliver on its mandate of being, *an internationally acclaimed applied research and practical-oriented educational institution dedicated to business and integrated development studies and other related issues*, the SDD-UBIDS has been structured into schools, faculties and directorates. The structural development of the University is guided by Act 1001, the Statutes, national needs, local demands, and the Strategic Plan of the University. There are eight (8) existing faculties/schools and academic directorates located in the Upper West Regional capital, Wa.

The Central Administration, which is a coordinating body, comprises the offices of the Vice-Chancellor, Pro Vice-Chancellor, Registrar and other Offices. Also, each of the faculties/schools has an administrative setup. Faculties and Schools are headed by Deans and Directorates are headed by Directors. Other offices such as the Registry, Directorate of Finance, Library, Directorate of Works and Municipal Services, Directorate of Internal Audit, and Directorate of Information Management Services have their presence in all Faculties, Schools and academic Directorates. Figure 1 is an illustrative organogram of the SDD-UBIDS.

2.2 Levels of Authority

There are levels of authority to facilitate the effective working of the University. They are in descending order:

i. University Council;

ii. Academic Board;

iii. Faculty/School/Directorate/Institute Boards; and

iv.   Departmental Boards.

The functions of the Council and these Boards are spelt out under Statutes 4, 5, 22, 24, and 25 of the University Statutes. The membership of the Council and these Boards are also guided by the relevant statutes.
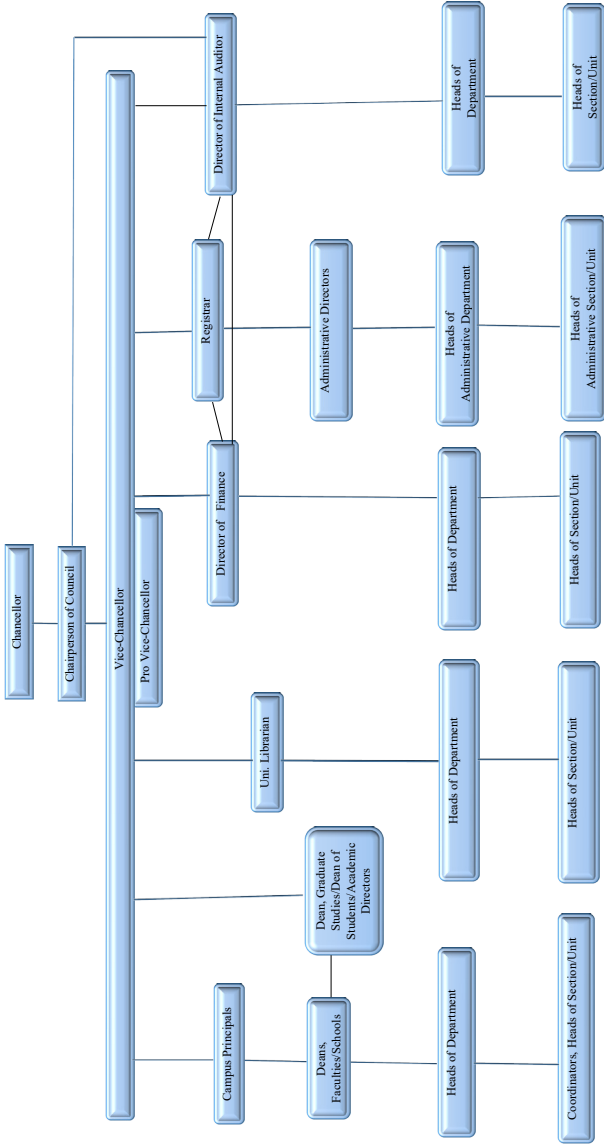
Key: – – – – – – denotes line of collaboration
_____ denotes line of authority
Director of Internal Audit

Figure 1: Organogram of SD Dombo University of Business and Integrated Development Studies

3. Administrative Structure of the University

3.1 Introduction

The Central Administration of the SDD-UBIDS consists of all the professional and administrative support units which support the Vice-Chancellor to manage the University. The structural development of the University is guided by the Law (Act 1001), the Statutes, national needs, local demands and the Strategic Plan of the University. The professional and administrative support units of the University currently include the following:

i.   Office of the Vice-Chancellor;

ii. Office of the Pro Vice-Chancellor;

iii. Office of the Registrar;

iv. Directorate of Finance;

v.   University Library;

vi. Directorate of Works and Municipal Services; and

vii. Offices of Campus Principals.

3.2 Office of the Vice-Chancellor

The Vice-Chancellor shall serve as the academic and administrative head and the Chief Disciplinary Officer of the University. The Vice-Chancellor has extensive powers spelt out in Statute 8 of the University's Statutes. The Vice-Chancellor of the University shall be of professorial status and shall be appointed by Council in the manner prescribed in Statute 8 of the University Statutes and Act 1001 (Section 16).

The functions spelt out in Statute 8 and the University Act 1001 (Section 16) state that the Vice-Chancellor, among other things, shall:

i. Have considerable managerial and administrative experience in higher education and demonstrable ability in fundraising to support the growth of the University;

ii. Preside at Congregations and confer degrees and diplomas in the absence of both the Chancellor and Chairperson of Council;

iii. Be the Chief Executive of the University and shall be responsible, in accordance with Act 1001, to the Statutes and decisions of Council and Academic Board, for organising and conducting the academic, financial and administrative business of the University and for promoting the efficiency and good order of the University; and

iv. Submit to Council, on annual basis, through the Academic Board, a list of the staffing positions which, in his or her opinion, are necessary for the transaction of university business, together with an estimate of the expenditure required for the maintenance of such staff.

3.2.1 Offices under the Office of the Vice-Chancellor

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

i. Pro Vice-Chancellor;

ii. Directorate of Academic Planning and Quality Assurance;

iii. Directorate of Community Outreach and Business Incubation;

iv. Directorate of International Relations;

v. Directorate of Research;

vi. Institute of Distance Education;

vii. Campus Principals;

viii. Directorate of Internal Audit; and

ix. Dean of Students.

3.2.1.1 Sub-Offices of the Directorate of Community Outreach and Business Incubation

a. Business Incubation

b. Practical Training Programme

3.1.1.2 Sub-Offices of the Office of Dean of Students

a. Hall Master

b. Deputy Hall Master

c. Hall Tutor

d. Vice Hall Tutor

e. Hall Counsellors

When vacancy exists in the case of a Hall Master or Deputy Hall Master, the Dean of Students shall recommend to the Vice-Chancellor through the Registrar for consideration.

3.3 Office of the Registrar

The Registrar is the Chief Advisor to the Vice-Chancellor and Chief Operating Officer of the University. The functions of the Registrar as spelt out in Statute 10 and the University Act 1001, include the following:

i. Acts as Secretary to the Chancellor, Council and Academic Board and provides secretarial services to other boards and committees of the University;

ii. Acts as Chief Administrative Officer of the University and is responsible for the general administration of the University and provides guidance for the framework within which policies are made;

iii. The Registrar is responsible to the Vice-Chancellor for the day-to-day administration of the affairs of the University;

iv. In accordance with Statute 10.6 (b), the Registrar shall provide an Administrative Manual and other relevant policy documents for the smooth running of the University;

v. The Registrar is responsible for the custody of the Seal of the University and affixing it to documents in accordance with the directions of the University Council; and

vi. The Registrar shall cause to be published in the University Bulletin and/or Gazette at the end of each quarter, all policy decisions of Council and the Academic Board.

3.3.1 Offices under the Office of the Registrar

The sub-offices of the Office of the Registrar include:

3.3.1.1 Directorate of Academic Affairs

Sub-sections under the Directorate of Academic Affairs are:

a) Examinations;

b) Students' Records/Transcripts;

c) Certifications;

d) Admissions; and

e) International Students' Office.

3.3.1.2 Directorate of Human Resource

Sub-sections under the Directorate of Human Resource are:

a) Human Resource Planning;

b) Training/Manpower Development; and

c) Welfare.

3.3.1.3 Directorate of General Administration

Sub-sections under General Administration are:

a) Main Administration;

b) Transport; and

c) Security.

3.3.1.4 Directorate of Procurement

Sub-sections under Directorate of Procurement are:

    a) Local Purchases; and

    b) Procurement Planning and Contract Management.

3.3.1.5 Directorate of Sports

Sub-sections under the Directorate:

    a) Research and Development;

    b) Technical;

    c) Fitness, Wellness and Recreation; and

    d) Organising/Protocol.

3.3.1.6 Directorate of University Health Services

Sub-sections under University Health Services are:

    a) Health Service Administration;

    b) Medicine;

    c) Nursing/Midwifery; and

    d) Pharmacy/Dispensary.

3.3.1.7 Directorate of Information Management Services

Sub-sections under Directorate of Information Management Services are:

    a) ICT Data Centre;

    b) Network and ICT Infrastructure;

    c) Website Development and Services;

    d) IT Software and Systems; and

    e) ICT Security and Policy Compliance.

3.3.1.8 Directorate of University Relations

Sub-sections under the Directorate of University Relations are:

a) Media Relations and Protocol;

b) Publications;

c) Documentation and Information; and

d) Alumni Relations.

3.3.1.9 Directorate of Legal Services

The Directorate shall be responsible for general advisory services (counsel), civil trial litigations, criminal trial litigations; and policy and legislative management, etc

3.3.1.10 Registry of the Campus Principal

a) Faculties/Schools

b) Institutes

c) Centres

3.3.1.11 Council Secretariat

The Secretariat shall be responsible for all Council-related secretarial services.

3.4 DIRECTORATE OF FINANCE

The Finance Directorate is headed by the Director of Finance. The Director of Finance is the Financial Advisor to the Vice-Chancellor. The functions of the Director of Finance are in line with Statute 11:

i. Keeping proper financial records of the University in accordance with the Public Financial Management Act, 2016 (Act 921) and other relevant laws;

ii. Preparing budgets for each financial year for presentation to Council through the Vice-Chancellor;

iii. Advising the Vice-Chancellor and other officers of the University on matters relating to the accounts and funds of the University;

iv. Investing University funds as directed by Council or the Vice-Chancellor, as the case may be;

v. Performing such other functions relating to accounting, financial and treasury services as may be prescribed by Council, the Vice-Chancellor or the Academic Board.

3.4.1 Offices under the Directorate of Finance

In order to meet the financial objective(s) of the University, the structure of the Finance Directorate must consider the current needs of the University while providing space for expansion to meet future needs. Accordingly, departments/sub-offices for the Finance Directorate are:

a. Financial Reporting;

b. Budget & Corporate Planning;

c. Treasury & Cash Office;

d. Revenue/Accounts/Receivables;

e. Expenditure/Accounts Payables; and

f. Payroll Accounting & Administration.

3.5 University Library

The University Library is central to the mission and vision of the University. Its main responsibility is to provide the requisite resources to support research, teaching and learning activities for senior and junior members, the University Community and the general public. In order to fully and effectively carry out its functions, the Library may operate a library or reading room in any Faculty, School, Department, Institute, Centre, Hall of Residence or Hostel, and on such terms and conditions, as it deems necessary; and liaise with other libraries and agencies to maximise the use of information for development and life-long learning. The University Library is headed by the University Librarian. Below are the functions of the University Librarian:

i. The University Librarian is responsible to the Vice-Chancellor;

ii.   He/she shall be responsible for the general management of all libraries within the University;

iii. He/she shall implement the decisions of the Library Board approved by the Academic Board and shall ensure that the libraries are managed in accordance with the rules and regulations approved by the Academic Board;

iv.   He/she shall be responsible for the provision of adequate reading and learning materials to support the teaching, research and extension functions of the University;

v.   He/she shall, in collaboration with the Registrar, ensure that the required administrative and professional staff are employed, assigned, transferred or relocated in the Library to support his/her work;

vi.   He/she shall ensure the maintenance of good environment for reading and learning in all libraries of the University;

vii. He/she shall be responsible for maintaining linkages with local and international organisations involved in library work;

viii. He/she shall, in conjunction with the Library Board and subject to the approval of the Academic Board, formulate policies for maximum development and utilisation of all the libraries in the University;

ix.   He/she shall exercise professional and administrative supervision over the staff under him/her to ensure the efficient and effective functioning of the libraries in the University; and

x.   He/she shall perform any other function(s) as may be assigned to him or her by the Vice-Chancellor.

3.5.1 Offices under the University Librarian's Office

The University Librarian's Office is made up of the following sub-offices or sections:

a) **Information Service Research Support Section**

i.   Technical Services/IT Infrastructure

ii. E-Resources

iii. Institutional Repository

iv. Research Support

b) **Collection Development Section/Units**

i. Acquisition/Preservation

ii. Periodicals/Serials/Special Collection

iii. Cataloguing/Classification

iv. Marketing and outreach/Publicity

c) **Readers Service Section/Units**

i. Law Library/Faculty Library

ii. Graduate Studies Library

iii. Research Commons

iv. Circulation and Reference Services

v. Special Needs Library

3.6 Directorate of Works and Municipal Services

The Director of Works and Municipal Services provides technical services for the physical planning and development of the University. In addition, the Director is responsible for the development and maintenance of the infrastructural and physical works of the University. He/She is responsible for:

i. Works and major maintenance; and

ii. Management of grounds including pavements, land, horticulture, sewer, drains, water supply and gardens.

3.6.1 Offices under the Directorate of Works and Municipal Services

a) Physical Planning and Development

b) Quantity Surveying

c) Works and Maintenance

d) Estate Management

e) Consultancy Services

3.7 Directorate of Internal Audit

The Director of Internal Audit is the Head of the Internal Audit Directorate of the University.

The Director of Internal Audit shall be appointed by Council in accordance with the Internal Audit Agency Act, 2003 (Act 658) and the Public Financial Management Act, 2016 (Act 921). The Director of Internal Audit shall, subject to subsections (3) and (4) of Section 16 of the Internal Audit Agency Act, 2003 (Act 658), at intervals of three months:

i. Prepare and submit to the Council through the Chairperson, a report on the internal audit carried out during the period of three months immediately preceding the preparation of the report; and

ii. Make recommendations in each report with respect to matters which appear to the Internal Auditor as necessary for the conduct of the affairs of the University.

The Director of Internal Audit shall perform the following functions, among others, spelt out in Statute 12:

a. Is responsible for the internal audit of the University;

b. Verification of assets;

c. Recommending and ensuring compliance with laid-down or appropriate cost-control and fraud-control procedures and regulations;

d. Ensuring that financial transactions have obtained the requisite authorisations;

e. Conducting investigations and issuing queries as appropriate;

f. Reporting administratively to the Vice-Chancellor and functionally to the Audit Committee of the University; and

g. Performing such other related functions as may be prescribed by Council, the Vice-Chancellor or the Academic Board.

3.7.1 Offices under the Directorate of Internal Audit

The Internal Audit Directorate has the following sub-offices:

a) Operations and Performance Audit;

b) Risk Management and Controls;

c) Quality Assurance;

d) Pre-Audit/Post-Audit; and

e) Faculty/School/Directorate/Institute/Hospital Audit Units.

3.8 OFFICES OF CAMPUS PRINCIPALS

The University may have other campuses as stated in the Act (Act 1001). Each of the Campuses shall be headed by a Principal. The Principal of the Campus shall be responsible for providing leadership, maintaining and promoting efficiency, and good order of the Campus in accordance with the policies and procedures prescribed by Law and the Statutes or as may be determined from time to time by the University Governing Council, the Academic Board, and the Campus Board. The Principal of a Campus is assisted by Provosts of Colleges and Deans of Schools and Faculties in the running of the Campus.

3.9 PRINCIPAL OFFICERS OF THE UNIVERSITY

The principal officers of the University are the:

a) Chancellor;

b) Chairperson of Council; and

c) Vice-Chancellor.

4. Appointments

4.1 Introduction

Appointments within the University shall be based on merit and devoid of all forms of discrimination including caste, creed, race, religion, gender, age and ethnicity. It is necessary to make provision for equal rights and opportunities for all individuals and there should not be any form of discrimination based on any of these factors.

Appointments in the University, unless otherwise stated in the Statutes as in the case of appointments into the Offices of the Vice-Chancellor, Registrar, Deans and Directors, shall be by open advertisement. However, appointments to the offices of the Pro Vice-Chancellor and Vice-Deans shall be by internal advertisement only.

The appointment to positions of Senior Member status shall be the responsibility of the Appointments and Promotions Board acting on behalf of Council. No appointment to a Professorial status or its equivalent, such as Deputy Registrar and above, may be made without the approval of Council. Such appointments shall be made in accordance with the provisions in the Statutes.

All other appointments shall be made by the Vice-Chancellor in line with the Unified Conditions of Service and such Collective Agreement terms as may be in existence under the appropriate law and in accordance with the provisions in the Statutes.

Whenever a vacancy within any office of the University occurs, the Vice-Chancellor, after making such consultations with the Chairperson of Council and as he or she deems fit, may make a temporary appointment to that post for a period not exceeding one year or assign a person to that office in an acting capacity for a term not exceeding one year, and this may be renewed for another period of one year only.

4.2 Appointments Requiring Search Committees

Some appointments as enshrined in the Statutes are expected to be handled by a Search Committee, viz. Vice Chancellor, Registrar, Deans, Vice-Deans and Directors. The Search Committee may recommend for consideration and appointment by Council, such qualified persons for such vacant positions after thorough scrutiny including interview of applicants.

All other staff so appointed shall go through the Appointments and Promotions Board acting on behalf of the Academic Board and Council. Appointments of members of Convocation shall be guided by the guidelines for appointment of Senior Members as stipulated in Statute 64 and 'Schedule G' of the University Statutes.

4.3 Appointments Requiring Advertisement

Appointments for such offices as the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Principals, Deans, Vice-Deans and Directors, among others in the University shall be advertised internally and/or externally depending on the situation as specified in the Statutes.

4.4 Appointments through Elections

Appointment to some offices in the University like the Pro Vice-Chancellor and Deans and Vice-Deans at the Schools and Faculties would require approval through an election by members of Convocation. It must, however, be noted that while all Convocation members are eligible to participate in the election of the Pro Vice-Chancellor, only teaching staff members of Convocation would be eligible to elect Deans and Vice-Deans at the School and Faculty levels.

4.5 Types of Appointments

Employees of the University shall be classified as:

    a. Full-Time;

    b. Part-Time;

c. Contract/Casual;

d. Visiting;

e. Sabbatical;

f. Secondment;

g. Vacation; and

h. Post-Retirement Contract.

The University shall not be responsible for the payment of book and research allowances for staff on sabbatical leave and/or on part-time appointments from other universities or analogous institutions. Such persons would be required to draw their book and research allowances from their mother universities/institutions. Further, no employee shall be required to hold two (2) full-time jobs concurrently unless one is vacation employment.

4.6 Appointments by Vice-Chancellor

The Vice-Chancellor, on behalf of the Council shall appoint persons to occupy such positions as Heads of Departments/Sections/Units/Institutes/Centres and Tutors of Halls of Residence upon recommendations from Deans and Directors, Provosts and Principals of campuses as the case may be.

4.7 Tenured Ranks/Positions

a. The University shall ensure that such ranks/positions as Professor, Associate Professor and Senior Lecturer and their equivalents in the non-teaching staff category, are tenured. However, professorial equivalents in the non-teaching staff category such as the Registrar and Directors, shall not be tenured as stipulated by the Act (Act 1001) establishing the University and provisions in the accompanying Statutes.

b. Appointment of other Senior Members below the rank of Senior Lecturer and their equivalents shall be by contract. Such appointments shall take a period of six (6) years and may be

renewed for another six (6) years only. The appointment shall be terminated if he/she cannot be promoted to the next rank.

c. The Vice-Chancellor may exercise the option to waive the clause of termination of contract of such employees and rather give an extension not exceeding two (2) years for possible progression.

4.8   PROBATION

Probation period on first appointment shall be two (2) years, unless otherwise determined by the Appointments and Promotions Board. In this case, the applicant might have enough evidence and justification for the reduction in the probation period. In cases where an applicant had served for at least two (2) years in an analogous institution on the same or equivalent grade, such applicants could be made to serve one (1) year of probation.

4.9   SALARY DETERMINATION ON FIRST APPOINTMENT

Employees' salary shall be determined as provided for on the Single Spine Salary Structure or the prevailing salary structure and this shall apply to all categories of staff (Senior Members, Senior Staff and Junior Staf) on their first appointment. However, an employee on the recommendation(s) of the Appointments and Promotions Board may receive an adjustment in salary per his/her current level, salary scale and notch if it is determined that he/she is coming from an analogous institution with a similar salary structure with that of the University.

5. Vacancies and Recruitment

5.1 Vacancies

Employments in the University shall be based on the availability of vacancies. Vacancies shall be declared based on the following and upon availability of financial clearance such vacancies shall be filled:

a. Vacation of posts;

b. Resignations;

c. Terminations/Dismissals;

d. Promotions/Upgrades;

e. Demotions;

f. Creation of new roles;

g. Retirements

h. Deaths; and

i. Transfers/postings.

5.2 Recruitment Process

a. Recruitment process shall be based on the appointments and promotions procedures in public-funded Universities in Ghana, as determined by the regulator (i.e., Ghana Tertiary Education Commission, hereinafter referred to as GTEC), and it shall not be prejudiced but fair. It shall usually be one or a combination of the following:

   i. Internal advertisement;

   ii. External advertisement;

   iii. Unsolicited applications;

      iv. Head hunting; and

      v. Secondment/Sabbatical

b. The recruitment process in the University shall be based on both ethical and professional principles.

c. All applicants shall have an equal opportunity to apply to the selected vacancies for which they qualify.

d. Recruitment, selection and hiring decisions shall be by interview and documented to permit future references.

e. All stakeholder faculties/schools/directorates/departments shall be involved in the recruitment process to ensure fairness.

5.3 Application Forms for Employment

The Human Resource Directorate shall develop for adoption, employment application forms for Senior Members (i.e., Form 1A for academic and Form 1B for administrative/professional), and Junior and Senior Staff (Form 1C) categories. Such forms shall be available on the University website for any prospective employee to download and complete or complete online. Staff who are already in the employment of the University will, however, not be required to fill these forms for promotion and or upgrade. Other suitable forms shall be provided for such purposes.

6. Promotions

6.1 Introduction

This section outlines the general policies and regulations which guide the promotion of various categories of existing senior members and other staff of SDD-UBIDS.

Promotions shall be carried out in a fair, transparent, equitable and consistent manner in accordance with rules and regulations such that existing employees will have confidence in the procedures and are motivated to aspire to rise to higher levels within the institution. The promotions process is designed to ensure that the most qualified and experienced employees, who demonstrate the requisite leadership skills or exhibit the potential to lead, are given the opportunity to take up more senior positions within the University.

Promotions shall be made purely on merit and in line with the provisions and requirements of the Statutes of the University, conditions of service for Senior Members and Senior and Junior Staff of public universities in Ghana; the Unified Scheme of Service for Senior and Junior Staff; and GTEC-recommendations for Appointment and Promotion of Teaching Staff in the Universities.

The University shall recognise two main categories of employees who may be promoted, namely, senior members and staff (Senior and Junior Staf). Promotion of these employees shall not only be based on merit but in accordance with the principles of fairness and non-discrimination, the provisions of the University Act, 2019 (Act 1001) and the Statutes arising therefrom.

The Unionised Conditions of Service and Schemes of Service also provide guidelines whenever a Collective Bargaining Agreement is concluded to protect the interest of unionised workers.

The Registrar shall verify all new certificates submitted for promotion. The requirements for promotion to senior member positions are captured under 'Schedule G' of the SDD-UBIDS Statutes (2021).

6.2 PROMOTION PROCEDURE FOR TEACHING AND RESEARCH STAFF

The then National Council for Tertiary Education (NCTE), now GTEC, taking cognisance of the multiplicity of standards for appointment and promotion of teaching staff in universities in Ghana, has in line with its mandate, regarding overseeing the proper administration of institutions designated as institutions of tertiary education, decided to recommend standards for appointments and promotion of teaching staff in universities in Ghana. The Council recommended the national minimum standards for appointment and promotion of academic staff in tertiary education institutions. The minimum standards for promotion of academic staff for SDD-UBIDS are guided by the minimum standards set by the GTEC:

i. Applicants seeking promotion to teaching and research grades shall obtain the prescribed forms from their Heads of Department or from the Office of the Registrar;

ii. They shall complete the prescribed forms and return them with all the necessary documents to their Heads of Department in the first instance;

iii. The Head of Department shall convene a Departmental Board Meeting to consider all applications for promotions within two (2) weeks after the receipt of the completed applications. However, if the Head of Department is unable to meet the timelines, he/she should write to the applicant explaining the reason for which the document could not be processed;

iv. Minutes of a Departmental Board Meeting to consider applications shall be produced and kept for the purpose of transparency;

v. The recommendations of the Departmental Board on the promotion or otherwise of an applicant shall be sent to the Faculty/School Appointments and Promotions Committee

together with the corrected and approved minutes of the Departmental Board that considered the application;

vi. The Dean shall convene the Faculty/School Appointments and Promotions (A&P) Committee meeting within one (1) month of receipt of the application. However, if the Dean is unable to meet the timelines, he/she should write to the applicant and copy the Head of Department explaining the reason for which the document could not be processed;

vii. Where the Faculty/School A&P Committee makes a positive case for an applicant, the Vice-Chancellor shall select three external assessors from a list of six supplied for the purpose from the HoD through the Dean/Provost and send the documents for external assessment within two (2) weeks after receipt of the recommendation;

viii. It shall be the duty of the Vice-Chancellor or anybody authorised by him/her to select the three external assessors to consider applications for promotion to Senior Lecturer grade or higher;

ix. Before sending the documents, the Registrar shall first seek the willingness of the selected assessors to review the applications of candidates in their chosen fields of endeavour. A positive response should be received by a formal letter or e-mail before any applicant's documents are sent to an assessor;

x. Assessors shall be expected to submit their assessment report within three months but not exceeding six months. Where an assessor submits his/her assessment report before three (3) months, the assessor may be paid an additional allowance of 20% of the normal rate payable. Where no assessment report is received after three months, the Registrar shall send a reminder to the assessors one week after the three months. However, if all three assessors are unresponsive after six months, the Registrar shall endeavour to re-send the documents to a new set of assessors within one (1) month;

xi. All three or any two positive recommendations shall then be considered alongside the results of the internal assessments;

xii. All teaching and research staff shall be assessed along the following criteria:

    a. Scholarship;

    b. Research and contribution to knowledge;

    c. Quality of teaching;

    d. Academic leadership;

    e. Inventiveness or resourcefulness;

    f. Extension work or service to the University and Nation; and

    g. Providing mentoring.

xiii. Documents submitted for assessment shall include, but not limited to, books, technical reports, refereed articles; manuscripts sent to journals, proceedings at conferences, with evidence of acceptance by a publisher and systematised teaching materials; and

xiv. The applications should also be supported by Curricula Vitae to enable the applicants' contribution to community service or extension to be determined.

6.2.1 Effective Date of Promotion

The effective date of promotion shall be the date the Faculty/School Appointments and Promotions Committee submits the document to the Registrar to send out for external assessment. The time lapse between the Department/Faculty/School/College processing before reaching the Registrar will normally not count. The Board may, however, examine the delay of applications at the lower level and fix the effective date, if ignoring it will unduly disadvantage a prospective applicant.

6.2.2 Arrears in Promotion Salaries

All those promoted whose effective dates are backdated will normally be entitled to salary arrears. Where the University will not be able to pay arrears, it should state notional and the substantive effective dates in the promotion letter to put the matter to rest. In this case, the one

promoted should be placed on a step commensurate with the number of years delayed.

6.2.3 Pass Marks

Applicants for promotion shall secure the following minimum marks in their assessments:

i.   Lecturer   -   40%

ii. Senior Lecturer   -   50%

iii. Associate Professor   -   65%

iv. Professor   -   70%

6.2.4 Objectivity in Internal Assessment

It shall be the duty of applicants for promotion to certify that marks awarded during the internal assessment have been awarded according to the agreed guidelines for promotions. Applicants should endeavour to obtain copies of guidelines from their Heads of Department prior to submitting application.

6.2.5 Re-assignment to Assessors

If after six (6) months, one or no assessor has sent back an assessment report, the applicant shall be informed of the outcome and the Registrar shall repackage and reassign to a new set of assessors. The effective date for an eventual favourable assessment shall be determined from the original date of submission. Where a third opinion is sought to resolve an assessment impasse, a positive third opinion shall mean the effective date shall be determined from the original date the internal assessments were received by the Registrar's Office.

6.2.6 Adequacy of Publications and Waiting Period

For the avoidance of doubt, publications shall be deemed to be sufficient if the following number of papers can be obtained:

a. Assistant Lecturer/Assistant Research Fellow to Lecturer/Research Fellow

For promotion to the rank of Lecturer or Research Fellow, the applicant must:

i. Have served as an Assistant Lecturer or Assistant Research Fellow for at least two (2) years, but not exceeding four (4) years;

ii. Have a minimum of one (1) publication in the case of an Assistant Lecturer and a minimum of two (2) publications in the case of an Assistant Research Fellow in reputable refereed journals/books by recognised publishing houses (local or international); and

iii. Candidate must acquire a PhD or terminal degree before he/she can be upgraded to the rank of a Lecturer/Research Fellow.

b. Senior Lecturer or Senior Research Fellow

For promotion to the rank of Senior Lecturer or Senior Research Fellow, the applicant must:

i. have a minimum qualification of a PhD or equivalent terminal professional qualification;

ii. have served as a Lecturer or Research Fellow for at least four (4) years;

iii. have a minimum of six (6) publications in the case of a Lecturer and a minimum of eight (8) publications in the case of a Research Fellow in reputable refereed journals/books by recognised publishing houses (local and international) in the person's area of specialisation and allied areas of research interest; and

iv. be assessed and recommended by two (2) external assessors on their research work.

c. Associate Professor

For promotion to the rank of Associate Professor, the applicant must:

i.   have a minimum qualification of a PhD or equivalent terminal professional qualification;

ii. have served as a Senior Lecturer or Senior Research Fellow for at least three (3) years;

iii. have a minimum of ten (10) publications in the case of a Senior Lecturer or a minimum of fifteen (15) publications in the case of a Senior Research Fellow in reputable refereed journals/books by recognised publishing houses (local and international) in the person's area of specialisation and allied areas of research interest since their last promotion. At least one of the publications should be single or sole-authored; and

iv. be assessed and recommended by two (2) external assessors on their research work.

d. Professor

For promotion to the rank of a Professor, the applicant must:

i.   have a minimum qualification of a PhD or equivalent terminal professional qualification;

ii. have served as an Associate Professor for at least three (3) years;

iii. have a minimum of ten (10) publications or a minimum of sixteen (16) publications in the case of an Associate Professor in a Research Institute in reputable refereed journals/books by recognised publishing houses (local and international) in the person's area of specialisation and allied areas of research interest since their last promotion. Like in the other categories, at least one of the publications should be single or sole-authored;

iv. have internationally acknowledged scholarship in the candidate's field of teaching and research and contributions to the University, Departmental and Public Service; and

v.   be assessed and recommended by two (2) external assessors on their research work.

6.3 Administrative/Professional Staff

The requirement for promotion from the position of Assistant Registrar and analogous categories in the administrative/professional grades (such as Accountant, Internal Auditor, Architect/Engineer/Quantity Surveyor/ Estates Officer) are like those for teaching/research staff.

6.3.1 Promotion Procedure

i. Persons seeking promotion in the administrative/professional grades shall obtain forms from the Office of the Registrar or download to complete or complete online;

ii. The completed forms together with Curriculum Vitae and materials for assessment will be submitted to the Registrar for consideration by the Administration, Appointments and Promotions Committee;

iii. The Administration, Appointments and Promotions Committee shall consider the applications within one (1) month as the Departmental and Faculty/School Boards do for teaching staff;

iv. When the Committee forms an opinion that the internal assessment is favourable and the materials for assessment are likely to meet the expectations of assessors, it shall advise the Registrar to process them for consideration by external assessors;

v. When a decision is taken to send any application for external assessment, the Registrar/ Director of Finance/Director of Works and Municipal Services/ Director of Information Management Services depending on unit of the applicant will provide the names of six (6) possible assessors for the Vice-Chancellor to select three from among them;

vi. The Registrar shall then contact the three selected assessors to ascertain their willingness and availability to assess the applicant being considered for promotion;

vii. When a favourable response is received, the applicant's Curriculum Vitae and other materials for assessment shall then be sent to the selected assessors;

viii. Assessors shall be expected to submit their assessment report within three (3) months but not exceeding six (6) months from the time of dispatch of application documents. Where an assessor is able to submit his/her assessment report before three (3) months, the assessor may be paid an additional allowance of 20% of the normal rate payable;

ix. Where after three (3) months no assessment report is received, the Registrar shall send a reminder to the assessors one week after the three (3) months. However, if all three assessors are unresponsive after six (6) months, the Registrar shall endeavour to resend the documents to a new set of assessors within one (1) month; and

x. When the assessors' reports are favourable, the Appointments and Promotions Board would recommend the promotion of the applicant. Where one assessment is positive and one is negative and the third does not submit his/her report, a reminder shall be sent to the defaulting assessor. If the defaulting assessor fails to respond within three weeks, the Registrar shall seek a third opinion from among the remaining standby names to break the deadlock. Also, where one assessment is positive and one is negative and the third does not present any opinion, the Registrar shall send another copy to a new assessor as a tie-breaker.

Nobody shall be promoted if he/she has not duly applied and conformed to all the necessary requirements for any position.

6.3.2 Effective Date of Promotion

The effective date of promotion for non-teaching staff shall be determined in the same way as that for teaching staff.

6.3.3 Arrears in Promotion Salaries

All those promoted whose effective dates are backdated will normally be entitled to salary arrears. Where the University will not be able to pay arrears, it should state notional and substantive effective dates in the promotion letter to put the matter to rest. In this case, the one

promoted should be placed on a step commensurate with the number of years delayed.

6.3.4 Pass Marks

Applicants for promotion shall secure the following marks in their internal assessments:

i.   Assistant Registrar and equivalent — 40%

ii. Senior Assistant Registrar and equivalent — 50%

iii. Deputy Registrar and equivalent — 65%

6.3.5 Objectivity in Internal Assessment

All research publications shall be assessed, both internally and externally. The internal checks shall be used initially to assess the quality of outlets (publishers and journals) that host the publications. Outcomes of an internal assessment shall not be used to terminate the application. They shall solely be used for advisory purposes, which at the discretion of the applicant, may lead to revisions. Otherwise, the original application pack shall be processed for further consideration. It shall be the duty of applicants for promotion to certify that marks awarded during the internal assessment have been awarded according to the agreed guidelines for promotions. Applicants should endeavour to obtain copies of the guidelines prior to submitting the application.

6.3.6 Adequacy of Documentation and Waiting Period

For the avoidance of doubt, publications or analogous documents for senior members in administrative/professional class such as position papers shall be deemed to be sufficient if the following numbers can be obtained:

a. **Junior Assistant Registrar/Equivalent to Assistant Registrar or Equivalent**

For promotion to the rank of Assistant Registrar or analogous ranks in the professional domain (such as Accountant, Internal Auditor, Assistant Procurement Officer, Architect/Engineer/

Quantity Surveyor/Estates Officer, Programme Analyst/Network Administrator/System Analyst, Assistant Sports Coordinator), the applicant must:

i.   have obtained at least a master's degree and/or a professional qualification in the area (this is especially required for those in professional class);

ii. have served as a Junior Assistant Registrar or its equivalent (such as Assistant Accountant, Assistant Internal Auditor, Junior Assistant Procurement Officer, Assistant Architect/Assistant Engineer/Assistant Quantity Surveyor/Assistant Estates Officer, Assistant Programme Analyst/Assistant Network Administrator/Assistant System Analyst, Junior Sports Coordinator) for at least two (2) years; and

iii. have a minimum of one (1) paper/report which could be a position paper, technical report or publication in reputable refereed journals/books by recognised publishing houses (local or international).

b. Senior Assistant Registrar or Equivalent Ranks

For promotion to the rank of Senior Assistant Registrar or its equivalent ranks in the professional class (such as Senior Accountant, Senior Internal Auditor, Senior Assistant Procurement Officer, Senior Architect/Senior Engineer/Senior Quantity Surveyor/Senior Estates Officer, Senior Programme Analyst/Senior Network Administrator/Senior System Analyst, Sports Coordinator), the applicant must:

i.   have at least a master's degree and/or a professional qualification in the area (this is especially required for those in professional class);

ii. have served as an Assistant Registrar or its equivalent (such as Accountant, Internal Auditor, Assistant Procurement Officer, Architect/Engineer/Quantity Surveyor/Estates Officer, Programme Analyst/Network Administrator/System Analyst, Assistant Sports Coordinator) for at least five (5) years; and

iii. have a minimum of six (6) papers including position papers, memoranda, policy documents and technical reports authored by the person in his/her area after his/her last promotion. A blend of the papers is encouraged. The applicant at his/her discretion may include publications in reputable refereed journals/books in the person's area by recognised publishing houses.

iv. be assessed and recommended by two (2) external assessors on their papers.

c. **Deputy Registrar**

For promotion from Senior Assistant Registrar or equivalent ranks in the professional class to Deputy Registrar or equivalent ranks in the professional class, the applicant must:

i. have at least a master's degree and/or a professional qualification in the area (this is especially required for those in professional class);

ii. have served as a Senior Assistant Registrar or its equivalent rank in this institution or analogous institution for at least four (4) years;

iii. have a minimum of ten (10) papers including position papers, memoranda, policy documents and technical reports authored by the person in his/her area after his/her last promotion. A blend of the papers is encouraged. The applicant at his/her discretion may include publications in refereed journals/books by recognised publishing houses in his/her papers for promotion. At least one of the papers should be single or sole-authored; and

iv. be assessed and recommended by two (2) external assessors on their papers.

6.3.7 Clarification of Eligibility for Promotion

Publication of research materials shall be encouraged but shall not be a necessary condition for promotion. Experience in handling administrative/professional issues shall be the focus, especially:

i.   Showing foresight;

ii. Ability to publish in journals in and outside the University could be an advantage;

iii. Good judgment;

iv. Good human relations;

v.   The ability to write and deliver good speeches, memoranda, reports, minutes, position papers, etc; and

vi. Ability to organise events in the University shall also count; extension, especially within the University shall be noted and appropriately rewarded.

6.4   PROMOTION OF SENIOR AND JUNIOR STAFF

All staff normally listed in the Senior and Junior Staff Schemes of Service as established staff, shall be eligible for promotion after a stated period of satisfactory performance, and upon obtaining the required experience and certificates for promotion. Labourers, cleaners, and other Junior Staff shall become eligible for promotion through an apprenticeship or acquiring trades such as Masonry, Plumbing, Painting, Carpentry, Electricals, Catering and other trades. The presentation of trade/proficiency test results from an accredited examining body shall be proof of staff having developed him/herself.

A person promoted into a principal grade enters the entitled category and is entitled to housing and off-campus allowances like members of convocation.

6.4.1 Waiting Period

The minimum waiting period for Junior Staff for promotion is three (3) years. The minimum waiting period for Senior Staff position is four (4) years. The waiting period into all principal grades in the Senior Staff category is five (5) years and that for Chief grade is six (6) years.

6.4.2 Eligibility for Promotion

Senior and Junior Staff qualify to apply for promotion upon:

i.   Serving the waiting period;

ii. Satisfactory performance; and

iii. Acquiring the needed qualification.

Qualified Senior and Junior Staff may be promoted upon passing a promotion interview and/or written or practical tests. Senior Staff with a master's degree could apply to be considered for an upgrade to Junior Assistant Registrar or its equivalent ranks in the professional class.

6.4.3 Promotion Procedure

a. The Registrar shall issue a circular indicating dates of promotion for Junior and Senior Staff at the beginning of each calendar year. The circular shall state the procedure to be followed and the criteria for persons desiring promotion;

b. The Registrar shall vet or cause to be vetted all applications to shortlist those who satisfy the minimum requirements as outlined in 6.4.2;

c. Upon application, all persons who satisfy the minimum requirements shall be given the prescribed forms to be completed and to return same to the Registrar;

d. All completed application forms shall be vetted by Sectional Heads, the Heads of Department, Deans, Provosts or Principals as may be appropriate;

e. Applicants not recommended for promotion by the HoU/HoD/Dean shall not be processed for interview;

f. Candidates for promotion shall be written to and their HoUs/HoDs or their representatives shall be invited to the candidate's interview;

g. During the interview, candidates with queries from their personal files will be asked to explain the circumstances leading to that to clear any doubts;

h. Candidates will also be assessed on their depth of knowledge and skills for higher responsibility;

i. Panellists may collate results or scores and arrive at a consensus as to whether a candidate is promotable or not;

j. Successful candidates shall be written to on their promotion and the conditions attached to it;

k. Candidates who are not successful at promotion interviews shall also be written to. The deficiencies of unsuccessful candidates shall be pointed out to them to help them prepare for any future promotion exercise.

6.5 Accelerated Promotion Procedure

The Registrar may issue a circular indicating the University Governing Council's desire to embark on accelerated promotion for staff of the University after obtaining necessary clearance. The circular shall state the period and procedure to be followed and the criteria for persons qualified for accelerated promotion. Applicants who meet the eligibility criteria as advertised by the Office of the Registrar may apply in accordance with the advertisement and guidelines for promotion. Individuals shall not benefit twice under the same accelerated promotion window or from different accelerated promotion windows.

7. Leave

7.1 Introduction

Senior Members who are eligible for leave are granted various sorts of leave from time to time by the University. Leave is often governed by service terms and schemes, as well as unionised service conditions. The University is responsible for granting the following forms of leave:

i. Annual leave;

ii. Study leave with pay;

iii. Study leave without pay;

iv. Casual leave;

v. Examination leave;

vi. Special leave;

vii. Leave of absence with pay;

viii. Leave of absence without pay;

ix. Sick leave;

x. Maternity leave;

xi. Vacation leave;

xii. Sabbatical leave;

xiii. Secondment;

xiv. Part-time study leave.

7.2 Annual Leave

Annual leave is a right. New workers are eligible for leave after working for a minimum of six (6) months consistently. For new employees, earned leave is calculated on a pro-rata basis. Annual leave is earned by

permanent employees based on their rank/category. Annual leave must be allowed for a specific period:

    i.   Senior Members   -   40 working days

    ii.   Senior Staff   -   40 working days

    iii. Junior Staff (Clerk I & above)   -   34 working days

    iv. Junior Staff (Clerk II & below)   -   32 working days

    v.   Labourers, Cleaners, Apprentices, etc. -   25 working days

Academic Senior Members are entitled to eight weeks of leave (vacation leave) per year, which they can take during the trimester breaks. In the year in which a senior member takes a sabbatical/study leave/leave of absence, no such leave can be earned. It is not possible to put off taking leave to save money.

Non-teaching Senior Members are entitled to eight weeks of annual leave per year, which can be taken at any time during the year, according to the Department's needs. In a year in which a senior member takes any type of leave of absence, no such leave can be earned. It is not possible to accumulate annual leave by deferring it.

7.3   Study Leave with Pay

a. A member of staff with a permanent appointment at the University may apply for paid study leave. To be eligible, such employees must meet the following criteria:

    i.   Must apply for the facility;

    ii. Must have worked continuously for three (3) years;

    iii. Must submit an admission letter from an established institution of learning; and

    iv. The institution must be offering certificates recognised by the nation's accrediting agencies.

b. Paid study leave recipients are not eligible for paid maternity leave.

c. Employees who take study leave must return to work for the University for at least the number of approved study years plus one (1) year.

d. Study leave recipients who do not return to work following the end of their study leave will be penalised for the investment made in them as well as the loss of teaching, research or administrative time.

e. Any losses incurred as a result of a staff member's failure to return from study leave will be deducted in full from any benefits due the individual who quits or relinquishes their position following the study leave. Legal action may be taken to reclaim funds from staff/senior members who took study leave but failed to return to work.

f. Management shall suggest to the Ghana Universities Staff Superannuation Scheme (GUSSS) Board the degree of benefits/sanctions to be implemented if study leave recipients, who are senior members, vacate their posts after the leave (see GUSSS regulations).

g. A Senior Member who wishes to extend his or her study leave must:

    i. Give the Staff Development Committee a written notice, through the Registrar, of at least three (3) months; and

    ii. Include a progress report with the notice, describing the work done thus far, what needs to be done and when the rest of the project is expected to be completed. This must be confirmed by the supervisor.

h. Employees who are awarded paid study leave must sign a bond with the University.

7.4 Study Leave without Pay

If one or more of the following conditions are met, a permanent employee may seek to be considered for unpaid study leave:

    i. When an application for leave with pay is denied;

ii. When the applicant has not completed the required three (3) years of waiting time but provides documentary evidence of full sponsorship and believes that admission cannot be postponed or missed;

iii. When the applicant believes that the benefits of early graduation outweigh the benefits of an approved study leave with pay option;

iv. When the HOD's assessment reveals that the applicant's absence would not have a negative impact on the Department's responsibilities;

v. When an applicant seeks to pursue a programme that the institution does not recognise or that is unrelated to the applicant's responsibilities as a member of staff.

When requesting for a paid or unpaid study leave extension, the employee should keep the following in mind:

i. Give at least three months' notice; and

ii. State, with confirmation from the supervisor, what work has been accomplished so far, what work needs to be completed, and when the remaining work is expected to be completed.

7.5   CASUAL LEAVE

a. Casual leave is when a member of staff is given permission to take time off outside of their programmed leave schedule to deal with an urgent personal issue.

b. A member of staff may be awarded casual leave as many times as the member of staff makes a good case for it.

c. Management may question the sincerity of a staff member's request for casual leave but may agree to deduct it from earned or future earned leaves.

d. Heads of Department who grant casual leaves must notify the Registrar via the channels of contact described in Section 11 of this manual.

e. Applicants must indicate the urgent problem, the time and the number of days required to fix the problem in all cases.

f. Before going on casual leave, the applicant must seek written consent, if possible.

g. Casual leave is deducted from Annual Leave.

7.6 Examination Leave

Only after they have finished their annual leave may employees use Examination Leave to write recognised examinations as part of their professional growth. The following information may be submitted by the applicant:

i. Examination index number;

ii. Examination timetable;

iii. Examination centre;

iv. Examination institution;

v. Programme of study.

In addition to the number of days required for the actual examination as specified in the examination timetable, the candidate may be given a maximum of four (4) additional working days, which will not be deducted from annual leave.

7.7 Special Leave

Special leave may be granted to a staff in case of any of the following:

i. Personal grief – loss of close family member or associate;

ii. Motor accident involving staff or relative;

iii. Fire or illness involving close relatives; and

iv. Natural disasters such as flooding, bushfires or earthquakes.

7.8 Leave of Absence with Pay

A leave of absence for an approved reason may be given on request and according to the demands of the Department. The following shall guide the granting of this leave:

i. Leave will be given for up to two years in the first instance, and may be renewed for up to another two years in exceptional instances so that the entire term of leave will not exceed four years in total;

ii. If the Vice-Chancellor determines that granting a leave of absence and/or extending it is not in the best interest of the University, on the advice of a Dean or the Registrar, it will be denied;

iii. While a Senior Member is on leave, the University's general housing and other perquisites regulations apply to him or her;

iv. A Senior Member who is given a leave of absence may resign/retire by submitting at least six months' notice, subject to the terms of the grant. The resignation or retirement is effective as of the date the leave was granted;

v. A Senior Member on leave of absence must commit to returning to the University's service for at least the term of his or her leave;

vi. A Senior Member who does not immediately return to the University's service after the leave is presumed to have abandoned the position unless he or she has resigned/retired in accordance with these regulations and the letter of grant; and

vii. A person on a paid leave of absence receives the University's base wage and may also receive allowances from the receiving institution.

7.9 Leave of Absence without Pay

In addition to the rules of 7.8, a person on unpaid leave is not entitled to a wage from the University.

7.10 Sick Leave

This is permission given to a person to seek medical treatment at a designated medical facility. In exceptional cases, it is enough for the University Health Director/Doctor to grant clearance.

7.11 Maternity Leave

i.   Maternity leave is time off granted to pregnant female employees to care for their unborn child for a period determined by the Labour Law.

ii. Normally, a maternity leave applicant would be required to provide a letter from a medical officer stating when the maternity leave should begin.

iii. The authorising officer should rely on the medical officer's expert advice as much as possible.

iv. The applicant may, however, request to take six (6) weeks of maternity leave prior to confinement if she considers that continuing effort at work may harm her or the unborn baby's health.

v.   A person on maternity leave who submits a medical certificate stating that she is not fit to return to work after examination may be given a maternity leave extension.

vi. When a woman seeks advice from a medical authority on when to begin her confinement and hides it until after delivery, the effective date shall be computed from the date on the medical certificate.

vii. Approved maternity leave will be counted as continuous service for beneficiaries.

viii. Persons who have taken approved maternity leave are entitled to a half-day facility that will cease on the first anniversary of the child's birth. Potential beneficiaries must apply for and receive approval in this regard.

ix. Employees on maternity leave are not eligible for paid study time.

7.12 Vacation Leave

For the avoidance of confusion, anytime University students are on vacation, Senior Members (teaching) are entitled to their annual leave. Members who are not teaching are also considered to be on leave:

i.   During the Christmas Break;

ii. During the Easter Break; and

iii. During any other observed forced break for all University employees.

7.13 Sabbatical Leave

i.   On application to the Staff Development Committee, Senior Members may be given sabbatical leave.

ii. An employee who wishes to take sabbatical leave must apply to the Registrar for transmission to the Staff Development Committee through the HoD and Dean.

iii. The applicant's HoD and Dean/Director must additionally state in writing that the request is reasonable, and that the University will not suffer because of the applicant's absence.

iv. Senior Members (teaching) are eligible for sabbatical leave after six (6) years of continuous teaching or research. Senior members (non-teaching) may also be eligible for sabbatical leave after accruing annual leave for six (6) years.

v.   A paid study leave award is considered an interruption or break in service for purposes of sabbatical leave eligibility.

vi. Senior Members who serve for six (6) years in a row are eligible for one (1) year of sabbatical leave, and senior members who serve for ten (10) years in a row are eligible for two (2) years of sabbatical leave.

vii. Senior Members who take a one-year sabbatical must return to the service of the University for at least two (2) years, and those who take a two-year sabbatical must return to the service of the University for at least three (3) years. Senior Members who qualify for sabbatical leave prior to retirement and who cannot

fully serve the mandatory return service period because of age may still be granted sabbatical leave.

viii. Senior Members must return to the University's service after their sabbatical leave. The number of years of required service after sabbatical leave equals the number of years of sabbatical leave taken plus one year. Staff on sabbatical leave may request a one-year unpaid leave of absence to complete teaching, research, or administration programmes before returning to their schedule in the University. Members on a one-year unpaid leave following a sabbatical leave must return to work when the one-year extension period expires.

ix. Awardees who do not return to work following their sabbatical break will be penalised for the investment made in them as well as the loss of teaching, research, or administrative time.

x. Losses incurred as a result of a Senior Member's refusal to return from sabbatical leave will be deducted in full from any benefits due them. Legal procedures may be used to recover any liabilities owed by sabbatical leave defaulters.

xi. Where sabbatical leave recipients vacate their employment following the leave, Management should recommend to the GUSSS Board the degree of benefits/sanctions to be imposed (see GUSSS regulations).

xii. The time of absence under sabbatical leave shall be considered in calculating benefits under the retirement/superannuation scheme.

The following are some other general guidelines that govern study/sabbatical leave:

a. Any study/sabbatical leave shall be granted in accordance with the department's staffing position and work programme. Study/sabbatical leave will not be given simply because it was obtained under service conditions. The University will, however, make every effort to ensure that study/sabbatical leave is not withheld for excessively extended periods.

b. A Senior Member who wishes to take study/sabbatical leave should first speak with his or her Head of Department (at least six months' notice should generally be given to the Head of Department), and then apply to the Vice-Chancellor through the appropriate 'Channels of Communication'.

c. A declaration of what the applicant plans to do, how long he/she anticipates the planned programme of work will take, when he/she wishes to take the study/sabbatical leave, and any other relevant information should be included in such an application.

d. The Head of Department will send the application to the Vice-Chancellor through the Dean of the Faculty, along with his thorough remarks.

e. Within two academic years of recruitment or return from study/sabbatical leave, no study/sabbatical leave or leave of absence will typically be provided.

f. No study leave or leave of absence will typically be granted to Senior and Junior Staff within four academic years after recruitment or return from study leave or leave of absence.

g. If a study leave of more than one year is approved, the employee must submit annual progress reports on his/her work to the Vice-Chancellor through their Head of Department and Dean.

7.14 Part-Time Study Leave

a. A Master's degree holder appointed as Assistant Lecturer, who wishes to pursue a part-time programme leading to a doctoral degree within his/her discipline may be granted paid study leave if the applicant gets the support of Dean of their Faculty/School and/or the Head of their Department. Because the programme is part-time, the candidate and his Head of Department must work together to ensure that the applicant's work schedule is not disrupted.

b. Leave granted under the provisions of part-time study programmes has no bearing on Senior Members' Sabbatical Leave eligibility.

c. An applicant who wishes to pursue a course of study that is not directly relevant to his/her discipline may be considered for leave under the criteria governing unpaid leave.

7.15 SECONDMENT

a. A Senior Member may be given Leave on Secondment if another University, Institution, Organisation, Government, or State, requests the services of that person.

b. The leave on secondment will be for a total of four years; two years in the first instance, with the option to renew for another two years.

8. Discipline

8.1 Misconduct

Misconduct is any act or omission likely to render an employee liable for disciplinary action. The contravention of or failure to observe staff regulations or other instructions without reasonable cause shall be regarded as misconduct as enshrined in the Statutes.

8.1.1 Acts Considered by the University as Misconduct

i.   Absence from duty without prior permission or reasonable cause.

ii. Omission or going against lawful instructions without reasonable cause.

iii. An employee of the University making private use of University's property outside the stipulated scope of use without the consent of appropriate authorities or reasonable excuse.

iv. Involvement in activities likely to bring the name of the University into disrepute.

v.   Active engagement in other gainful ventures outside the University without the consent of the Vice-Chancellor.

vi. Recurrent drunkenness during working hours/when on duty.

vii. Failure in discharging assigned duties without reasonable cause.

viii. Consistently not meeting deadlines without reasonable cause.

ix. Involve, facilitate or cover up examination malpractice.

8.2 Disciplinary Procedure for Senior Members

i.   Disciplinary proceedings involving Senior Members shall be referred to the Disciplinary Committee (Senior Members) set

up by the Vice-Chancellor to investigate and report findings and recommendations to the Vice-Chancellor as the Chief Disciplinary Officer of the University.

ii. The Committee set to investigate the Senior Member should have a union representative as a member.

iii. In all alleged misconduct cases involving Senior Members, the Disciplinary Committee shall formally charge the accused Senior Member and request that he/she responds to the charge(s) within a given period.

iv. During investigation proceedings, a Senior Member under investigation is entitled to:

    a. Be represented by a Counsel or appear with a Counsel of his/her choice at the member's expense;

    b. Be present when any complainant or witness is being interviewed by the Disciplinary Committee;

    c. Cross-examine witnesses against him/her or have his/her Counsel do that;

    d. Tender in any document or evidence;

    e. Inspect any document that will be tendered and comment on it.

    f. Make any submission or statement in support of one's case; and

    g. The Senior Member affected shall be entitled to appeal to the University Governing Council within 14 days of notification.

Any Senior Member of the University may be removed or dismissed for a good course by Council. The Senior Member shall not be removed or dismissed unless:

i. There has been an investigation and the Senior Member involved has been permitted to appear before the Disciplinary Committee and the findings and recommendations of the Committee have been approved by the Council.

ii. He/she has been notified in writing of the grounds on which approval is given for his/her removal or dismissal.

iii. The decision of the Council on removal or dismissal shall not be subject to further appeal within the University.

v. Based on the recommendations of the Committee or the discretion of the Vice-Chancellor, the Vice-Chancellor may impose a major penalty of interdiction of the accused Senior Member while the matter is being investigated.

vi. On the basis of advice or the discretion of the Vice-Chancellor, the Vice-Chancellor may prescribe that an accused Member's salary (not more than a third of gross salary) be withheld during the interdiction period. When the accused wins the case, the deductions shall be duly refunded.

vii. Senior Member(s) who is/are absent from duty without leave or reasonable cause shall not be entitled to salary for the period of absence. This action shall be carried out without prejudice to any other disciplinary action against the individual(s).

viii. A senior member who absents himself/herself from duty for a period of ten (10) consecutive working days without prior permission or reasonable cause, may be regarded to have vacated his or her post and his or her appointment may forthwith be terminated.

ix. For any travel abroad by a Senior Member, he/she shall obtain permission from the Vice-Chancellor through the applicant's head.

8.2.1 Good Cause

Good cause includes, but not limited to:

i. Conviction by a court of law for any offence which Council considers to be such as to render the person concerned unfit for the discharge of the functions of his/her office;

ii. Conduct of a scandalous or disgraceful nature, which is incompatible with his/her position as a Senior Member of the University;

iii. Any conduct which seeks to bring a Senior Member's position into disrepute.

iv. Conduct which Council considers to be such as to constitute failure or inability of the person concerned to discharge the functions of his/her office or comply with the terms of his/her appointment; and

v. Where a Senior Member has been charged with a disciplinary offence which, in the opinion of the Disciplinary Committee, is serious or prejudicial to the proper discharge of the duties of the Senior Member concerned, the Vice-Chancellor as the Chief Disciplinary Officer of the University, on the recommendation of the Disciplinary Committee, may in pursuance of his/her powers interdict him/her pending the determination of the case by the Disciplinary Committee. The Vice-Chancellor shall report to the Academic Board and Council at their next meeting circumstances leading to such an action.

8.3 DISCIPLINARY PROCEDURE FOR SENIOR AND JUNIOR STAFF

i. In the cases of Senior/Junior Staff, the Vice-Chancellor shall appoint an ad hoc committee that shall handle the matter and report to the Vice-Chancellor.

ii. The Committee set to investigate the Senior or Junior Staff should have a union representative as a member;

iii. In all alleged cases involving Senior/Junior Staff, that may result in the imposition of major sanction(s), the ad hoc committee shall formally charge the accused member and request that he/she responds by a certain date.

iv. The alleged offender is entitled to:

1. Invite witnesses to plead his/her case;

2. Cross-examine witnesses against him/her;

3. Enjoy the services of a Counsel;

4. Have representation on the Committee of inquiry investigating the case; and

5. The right of appeal to the Vice-Chancellor.

v. Where a Senior/Junior Staff is charged with an offence(s), he/she shall be entitled to all reliefs available to the other categories of staff. Additionally, he/she shall have the right of his or her union representative to be part of the committee examining the alleged offence(s).

8.4   Penalties

The Vice-Chancellor is the Chief Disciplinarian of the University. He/she is responsible for discipline within the University and is expected to act in accordance with rules formulated by Council. He/she approves all sanctions before they are implemented. The Vice-Chancellor may delegate any part of his/her authority in respect of discipline as he/she deems appropriate.

8.4.1 Minor Penalties

i. Reprimand

ii. Withholding/stopping of annual salary increment

iii. Caution

iv. Warning

8.4.1.1 Reprimand

i.   An employee may be reprimanded verbally or by a formal letter.

ii. When a Head of Department (HoD) queries an act or omission, and the resulting explanation is not satisfactory, the staff shall be reprimanded verbally and/or in writing.

iii. All written queries should be copied to the Registrar.

8.4.1.2 Withholding/Stopping of Annual Salary Increment

i.   An employee's increment may be withheld on grounds of inefficiency or unsatisfactory performance.

ii. Where an HoD or Dean is convinced that an employee has not earned his/her annual increment, he/she shall inform the Registrar in the prescribed increment form recommending the withholding of the increment.

iii. The recommending officer shall inform the affected employee about his/her decision.

iv. The affected officer may challenge the assessment of the supervisor or HoD as per the prescribed form.

v.   If it is established that the officer does not deserve the increment, the Registrar shall advise the Director of Finance to withhold the increment.

vi. When an employee's increment is stopped, the employee does not suffer corresponding losses in increment for the subsequent years. The loss of increment is related to only the specific period of poor performance.

vii. When an increment is withheld, another form recommending restoration shall be completed when the employee's performance meets standards.

8.4.1.3 Postponement of Promotion

Promotion may be postponed if it is established that a staff's performance is unsatisfactory, or the staff does not meet the criteria for promotion.

8.4.1.4 Withholding of Salary

Salary of an employee may be withheld pending investigations of misconduct.

8.4.2 Major Penalties

The following major penalties may be imposed only by the Vice-Chancellor, the Academic Board, or Council for breaches of discipline:

   i.   Dismissal;

   ii.   Termination of Appointment;

   iii.   Suspension for a maximum period of three (3) months;

   iv.   Forfeiture of pay for a specific period;

   v.   Reduction in rank or grade;

   vi.   Interdiction; and

   vii.   Deferment of increment.

8.4.2.1 Dismissal

An employee may be dismissed for any act or omission considered as misconduct.

8.4.2.2 Termination of Appointment

An employee's appointment may be terminated for inefficiency or unsatisfactory performance or misconduct but not bordering on criminality. Only Council has the power to dismiss or terminate the appointment of senior members.

8.4.2.3 Suspension

An employee can be suspended from work as a sanction. The employee stays away from work and is not paid for the duration which shall not exceed two weeks.

8.4.2.4 Forfeiture of Appointment Pay for a Specific Period

An employee can be sanctioned to lose part of his/her pay. This means that the employee would probably have worked and earned the pay but part will be deducted as punishment for some misconduct. If an employee habitually comes late and is sanctioned to forfeit pay for two days, he/she works during the days he was late but is penalised by the loss of two days' pay.

8.4.2.5 Reduction in Rank or Grade

An employee may be reduced in rank as an approved sanction following disciplinary proceedings. This may come about through negligence of duty or failure to match up to new responsibilities. In the case of a reduction in rank, the employee is placed on a grade lower than the grade before the sanction with a corresponding lower salary.

8.4.2.6 Interdiction

i.   An employee may be interdicted by the Vice-Chancellor when charged with a criminal offence within or outside the University.

ii. An employee may also be interdicted when disciplinary proceedings are in progress and the Vice-Chancellor considers that it is not in the interest of the University for the individual to continue to hold office.

iii. An employee under interdiction shall be served a formal notice indicating the date and reasons for the action taken.

iv. An employee shall be required to hand over books and property of the University to a designated officer indicated in the letter of interdiction.

v.   An employee under interdiction shall be forbidden to perform any official duties and cannot visit his/her place of work, except with the explicit permission of the Vice-Chancellor.

vi. An employee on interdiction shall receive not less than two-thirds (2/3) of his/her gross salary for the period of the interdiction.

vii. When disciplinary proceedings or any court of competent jurisdiction exonerates an alleged offender on interdiction, withheld salary and allowances shall be restored to the employee.

viii. Any employee convicted on criminal charges or dismissed shall forfeit the deductions and allowances but shall not be required to refund portions of salary already enjoyed.

8.4.2.7 Deferment of Increment

An employee can be sanctioned by deferment of increment. When an employee's increment is treated as deferred, he or she suffers the corresponding postponement of the incremental date until it is finally treated as stopped.

9. Guidelines for Conduct of Meetings

9.1 Quorum

Quorum is the minimum attendance required for a meeting. Unless otherwise stated by the University Act (Act 1001) or the Statutes, a quorum shall be 50% of the membership of a committee.

9.2 Agenda

All meetings of the University shall be guided by agenda. An agenda or order of business of a meeting is a list or schedule of activities that members are to consider during the meeting. Agenda of a meeting will serve the following purposes:

i.   Gives attendees prior notice of what is to be discussed at the meeting;

ii. Enables attendees to prepare adequately for the meeting;

iii. Ensures that a meeting stays on track;

iv. Ensures important topics are discussed; and

v.   Ensures judicious use of time during meetings.

9.2.1 Preparation of Agenda

An agenda is to be prepared by the Secretary in consultation with the Chairman.

9.2.2 Distribution of Agenda

Agenda is distributed to the following:

i.   Regular membership;

ii. Co-opted members(s), if any;

    iii. University Management, if necessary; and

    iv. Any other stakeholder.

9.2.3 *Issuance of Agenda*

Unless otherwise stated by the University Act (Act 1001) or the Statutes, the agenda should be issued sufficiently in advance to all concerned, at least seven (7) days before the meeting.

9.2.4 *Format of Agenda*

    i. Reading and confirmation of Minutes of the previous meeting, if any;

    ii. Matters arising from the Minutes;

    iii. Business of the Day; and

    iv. Any other business (AOB).

9.2.5 *Matters Arising*

The Secretary is required to tease out unfinished business from the Minutes of the previous meeting for the attention of all members. Additional information required to conclude unfinished business must be circulated in advance.

9.2.8 *Business of the Day*

New Business should be listed in logical sequence in the agenda. For instance, if the decision on item A depends on item B, then B should come first. Routine matters may be listed first, to get them out of the way for available time to be spent on matters of substance.

9.2.9 *Any Other Business (AOB)*

AOB is a business that could not be anticipated in the circulated agenda. At the commencement of the meeting, the Chairman may call for such items to be listed. The Chairman may also call for AOB after the Business of the Day is exhausted.

Matters of critical importance should not be discussed under AOB. Such a matter should be an item to be listed on future agenda. Decision(s) taken under AOB can be challenged for their validity. Those who could not attend can argue that they would have made time for the meeting if the subject had been listed.

9.2.10 Re-ordering of Agenda

A committee has the right to re-order its agenda. At the committee's discretion, the agenda may be re-ordered to suit its convenience.

9.3 ARRANGEMENTS FOR MEETINGS

Several activities must precede a meeting including the choice of a venue to be indicated in the agenda notice. The committee must be provided with everything it needs for staying focused.

9.3.1 Venue

The Secretary in consultation with the Chairman should determine a venue to suit each meeting. Selection of venue should be done in advance.

9.3.2 Materials for Meetings

It is the responsibility of the Secretary to ensure the availability of the following materials:

    i.   Adequate copies of the Agenda;

    ii.   Adequate copies of Minutes to be confirmed; and

    iii.   Reference documents including Statutes or regulations; and

    iv.   Any other material(s) relevant to the meeting.

9.3.3 Refreshment

Provision of adequate refreshment is the responsibility of the Secretary. If a meeting spans over three (3) hours and coincides with lunchtime, lunch may be provided.

9.4   The Meeting

The objective of a meeting is to share information, seek views of attendees, and/or focus on a solution to problems. A successful outcome of meetings depends in part on the pre-meeting arrangements. Meeting must be managed for a successful outcome and should ensure that some tenets are adhered to. Such tenets are discussed next.

9.4.1 Decision

A decision may be reached through motion, counter motion, resolution, voting, and/or consensus. Formal motions and resolutions require tabling of one viewpoint for adoption; a vote is inevitable where there is no consensus. Review the issues discussed and restate the agreement reached and action to be taken. This could also be done after each item during the meeting.

9.4.2 Minutes

Minutes are a record of proceedings of a meeting. More than decisions, minutes report the proceedings at a meeting. They are more helpful when, by and large, the membership can identify with them. They serve as historical facts and documents, which are a source of reference and a guide for Management.

9.4.3 Approval of Minutes

 a. Approved minutes require that certain characteristics are evident:

  i. Authenticity: The internal evidence of a meeting having taken place, showing attendance list, venue, time, statement of proceedings;

  ii. Promotion of the corporate spirit: A write-up with which the entire membership would want to identify;

  iii. Accommodation: Balanced write-up reflecting the ideas that emerged, the compromises, the consensus and the misgivings, if any;

  iv. Conciliator: Taking out acts of fractiousness;

     v.   Elegance: Avoidance of abuse, the pejorative, the abrasive; and

    vi. Terseness: Taking out undue flourish or the verbose.

b. Unambiguity – For Management use, decisions arrived at should be stated in terms that leave no room for doubt.

c. Signature of endorsement by the Chairman and Secretary.

9.4.4 *Action on Minutes*

Minutes are not the end of any meeting. They must be followed up to achieve the purpose of the meeting. These actions include circulation of Minutes (in time before the next meeting), follow-up and file action. If action is to be taken by another officer, the file with the excerpts inserted should be passed on to the officer concerned.

9.5   USEFUL SUGGESTIONS FOR COMPOSING MINUTES

9.5.1 *During Meeting*

     i. Present – First list. These are members present at the meeting. The Secretary must ensure that members present are fully captured by placing an attendance book at the entrance of the meeting place or a paper passed round for names to be entered. This must include names with full initials and formal titles. For example, Prof., Dr., Mr, Mrs. Miss, etc.

    ii. In Attendance – A second list. This identifies non-members, who are also present, and should follow directly after "Present";

   iii. Absent with apology – A third list. This identifies members who are unable to attend but give reasons for their inability to attend;

   iv. Absent – A fourth list. This identifies members who are unable to attend without giving reasons for their absence; and

    v. When a non-member is absent, he/she should NOT be listed.

9.5.2 Before Meeting

i.   The Secretary must prepare agenda in consultation with the Chairman and circulate same, indicating the date, time and venue.

ii. The Secretary must hold final consultation with Chairman on the agenda.

9.5.3 Meeting Day

On the day of the meeting, the Secretary:

i.   Must report at the venue well ahead of time to make sure that everything is in place before the arrival of other members;

ii. Must take a seat next to the Chairman, preferably, on his right to confer with him, as and when it is necessary;

iii. Must have ready at hand a copy of the enabling instrument, in particular, the committee's terms of reference for consultation, as necessary;

iv. Must prompt Chairman when there is a quorum;

v.   Must have minutes ready for signature; and

vi. Announce the time and place for the next meeting where necessary.

9.5.4 After Meeting

The Secretary:

i.   Must clear the meeting place of all confidential material(s) before leaving. In effect, he/she should be the last person to leave the place;

ii. Must proceed to draft Minutes as soon as practicable. Ideally, draft Minutes should be ready 24 hours after the meeting;

iii. Must notify all parties from whom action is expected or information is due;

iv. Must review draft Minutes with the Chairman; and

v.   Must begin preparation for next meeting

10. Handing and Taking Over Formalities

There shall be handing and taking over of positions in the University. In doing so, the following formalities shall be adhered to:

i. Proper handing and taking over notes must be prepared in all cases of internal reshuffling, postings, resignations and retirements;

ii. The handing over notes must cover all inventories, for example, paper files, books, stores, staff lists and capital items such as computers, cabinets, photocopiers, vehicles, equipment and other movable items;

iii. The handing over notes should also cover one's impressions about the duties he/she is leaving behind and the challenges involved or likely to come up with time;

iv. Any officer who fails to diligently prepare handing over notes shall be recalled at his/her own expense to prepare a more detailed report if questions over propriety arise later;

v. Losses or shortages of University property detected within a month after taking over which cannot be traced in the handing over notes shall be placed at the doorsteps of the person who handed over;

vi. The Officer handing over shall be held liable for deficiencies or shortages between stocks and physical items at the time of the handing/taking over;

vii. Copies of handing/taking over notes must always be submitted to any superiors who need to know. Handing over notes between HoDs, Deans, Faculty Officers, Directors must be copied to the Vice-Chancellor, Registrar, Director of Finance, the Director of Internal Audit and other relevant officers.

viii. There shall be a file on handing/taking over which captures the history of incumbency of positions in the University; and

ix. The handing over notes must be signed by both the person handing over and the person taking over and dated.

11. Channels of Communication

The bottom-up and top-down channels of communication are applicable in SDD-UBIDS. Official letters/information could pass through the staff of respective Departments, Faculties/Schools or Directorates to the Registrar or the Vice-Chancellor. The Vice-Chancellor, Registrar, and Directors could also send official information to respective Directorates, Faculties/Schools, Departments, Sections/Units in the University. The following are the official channels of communication in SDD-UBIDS:

i.   All official letters/information from individuals to the Central Administration, comprising the Registrar, Directors, Pro Vice-Chancellor and Vice-Chancellor, should be routed through their respective Heads of Department;

ii. All official letters from the Head of Department to the Central Administration should be routed through the Dean of the Faculty/School or the Director of the Directorate;

iii. Official information could also be sent electronically from Top Management to respective Directors, Deans of Faculties/Schools, Heads of Departments/Sections' electronic mails addresses. The heads of Directorates, Faculties/Schools, Departments/Sections/Units could also send official information to individual staff through e-mails;

iv. All official letters from Deans to the Central Administration should be copied to the top management officers except the one it had been addressed to;

v.   Letters from members of staff of administrative/professional departments to the Vice-Chancellor, the Registrar, or Directors should be routed through their heads. The head of department should comment fully on letters sent through them by the departmental/sectional staff to the Central Administration;

vi. Letters from the Central Administration to Heads of Departments, Deans/Directors should be acted upon expeditiously;

vii. All members of staff are also free to consult the Vice-Chancellor, Pro Vice-Chancellor, Registrar or Directors in the University Administration on any matters affecting their respective Sections/Units, Departments, Faculties/Schools, or Directorates;

viii. Notwithstanding the normal channel of communication as stated above, in exceptional circumstances, staff may write directly to the appropriate officers.

Appendices

GUIDELINES FOR ANNUAL ASSESSMENT AND PROMOTION OF ACADEMIC/TEACHING STAFF OF THE UNIVERSITY

1. **Rating of Staff**

   All Academic/Teaching staff members, except Deans of Faculties, should be initially evaluated by their Heads of Academic Departments. Heads of Academic Departments should be evaluated by the Deans of Faculties, and Deans of Faculties by the Vice-Chancellor.

2. **Waiting Period**

   The waiting period should be:

Lecturer	- Senior Lecturer	= 4 years
Senior Lecturer	- Associate Professor	= 3 years
Associate Professor	- Professor	= 3 years (2 years in exceptional circumstances)

   The exceptional circumstances here referred to a situation where the applicant within two years after his/her promotion to the rank of associate professor attained a ground-breaking and extraordinary scholarly achievement in his/her areas that significantly impacts society and/or enhances the University's visibility. An individual who attracts large research grants (of USD 10, 000.00 or more) to the University shall also be considered an exceptional circumstance. The individual shall be nominated by his/her peers in the relevant area of specialisation for consideration.

However, for promotion from *Senior Lecturer* to *Professor*, staff may be considered after 6 years in the Senior Lecturer position, provided he meets the requirements for an overall score as well as research and publications. This applies to only internal staff. A staff who files his papers for promotion to Professor after 6 years in a Senior Lecturer position and fails in his/her bid may opt for consideration for the Associate Professor position in the next promotion exercise. If promoted to Associate Professor, he/she must spend two (2) years waiting period before being considered for promotion to Professor.

Teaching Assistant and Assistant Lecturer positions are not career grades in the University. Appointments to these positions are for only one (1) and two (2) years respectively.

3. **Qualification (20)**

The scores to be given to each type of qualification should be:

BA, BSc (if applicable)	– 5 (1st Class – 5, 2^1 – 4, 2^2 – 3)
Post-Bachelor Diploma, BL, 1 year M.A.	– 2 (additional)
MA, MSc, MPhil, MBCHB, DVM	– 10
Post Master's Diploma	– 2 (additional)
Masters after MBCHB/DVM	– 5 (additional)
PhD, DSc, DPhil, EdD, MD (Medical), Recognised Professional Fellowships	– 20

4. **Teaching/Supervision/Professional Practice** (Target 30; Load = 10; Length = 10 and Quality = 10)

For Teaching/Supervision Load, a Staff is at liberty to indicate courses taught and projects supervised in any of the sessions since their last promotion. To ensure equity in assessment, a credit of taught course should be scored 2 points while project supervision attracts 3 points.

Also, the teaching of Diploma programmes and other courses should be accepted as part of the teaching load but any contribution of less than 1 credit should not be considered.

For staff teaching and examining very large classes (greater than 100 students), two extra points under the teaching load may be given as a special case.

5. **Relative Weight of Teaching and Research**

To give more weight to teaching vis-à-vis research, the following weights should operate:

Teaching		Research	
Length	10 points	Effort	5 points
Load	10 points	Post-graduate supervision/ research	5 points
Quality	10 points	Output	10 points
		Publications	20 points
Total	30 points	Total	40 points

Scores for teaching experience will be calculated:

¼ point for every year for Secondary School

½ point for each year in Tertiary Institutions other than Universities;

1 point for each year in a university.

For secondary and tertiary (other than University), teaching will attract a maximum score of 5.

The remaining 30 points are for Qualifications (20 points). Administrative and Organisational Experience (5 points). Community Service (3 points) and Relationship with Colleagues (2 points). To address the problem of not scoring excess points of staff under research, excess points are to be transferred backwards from **'Publications'** through '**Output**' to **'Effort'**. However, **'Supervision of Post-graduate Work'** is not included in this transfer of excess points. Points transferred should retain their weight.

6. **Research**

    Research Effort

    A general account of research completed but not published and progress reports on ongoing research which must be confirmed by the Head of Department, 1 point. Editorship of Journals/books (chief/associate editor and chairmanship/secretary of editorial board) and coordination of academic Conferences/seminars should attract 1 point. Membership of editorial boards/teams and reviewer of journal/exhibition/performance arts support personnel should attract ½

    Guidance and Supervision of Post-Graduate Students

    This covers all post-graduate work supervised to successful completion for the award of a higher degree/post-graduate diploma. On co-supervision, 1 point should be given to the main supervisor, while the co-supervisor scores ½.

    Output

    Books and handbooks published by authors, but not refereed, research papers written up or delivered at Academic Conference(s)/Seminar(s) but not yet published, and technical reports. Copies must be submitted to the Faculty/Centre/Library/ Appointments Board for confirmation. Each paper should score 1 point each for the contributors. Deans must present Output to the Faculty Appointments and Promotions Committee.

    Publications

    Published books and articles and plays published in refereed journals or refereed proceedings. All publications should be submitted and read by the Department to assess the quality, originality and contribution to the discipline or its influence on society. *Taking into consideration GTEC's appointments and promotion requirements, published papers should be in recognised, credible, indexed, and certified refereed journals (local and external), refereed proceedings, books or any other relevant database that is accepted and reviewed from time to time. No more than two papers*

published in a volume of journals, refereed proceedings and books should be considered.

Publications should be scored thus:

Books	-	3 points
Chapter in books	-	1 point
Published Articles/Plays	-	1 point
Editorship of Academic books/Journals	-	½

Co-authorship by more than three people will attract half (½) of the value of the work, except for laboratory-based publications in the sciences where this rule might be relaxed. Reference should not be enough evidence for staff to score points; original or photocopy of the reprints or full text of the paper and acceptance letter must be presented to the Appointments Committee. The following scores are for poems and short stories.

Published Poem	-	½ point
Published Short Story	-	½ point

Publication of translated published academic work should score ½ point of the value of the original work. A publication in newspapers and magazines of all types should be ¼ point as community service.

Minimum Research and Publications Requirements:

The following are the minimum requirements for Research and Publications:

Publications

Lecturer	-	3 (1) Not more than half of the requirement should come from effort
Senior Lecturer	-	7 (6) points
Associate Professor	-	16 (10) points
Professor	-	24 (10) points

Under minimum research requirements, figures preceding those in brackets refer to the total points under research gathered from

effort, supervision, output and publications. Figures in brackets refer to points scored for actual publications.

7. **Administrative and Organisational Experience** (5 points)

The following responsibilities are to be scored as detailed below:

Pro Vice-Chancellor	-	2 points
Dean, Head of Department	-	1.5 points
Vice-Dean, Faculty level positions (examinations, DAPQA, DCOBI Officers etc), Chairman of Faculty Committee	-	point
Chairmanship/Secretaryship of University (Ad-Hoc) Committees)	-	1 point
Departmental level positions (Examinations Officer, Coordinators	-	¾ point
Membership of University, Faculty and Ad-Hoc Committees	-	½ point
Hall Master, Senior Hall Tutor, Hall Counsellor, Mentor	-	1 point
Hall Council membership	-	½ point
The organisation of Workshops, Seminars, Symposia etc	-	1 point
Field trip/vocation training/industrial attachment liaison officer	-	½ point
The team leader of a successful grant to the university	-	1 point
Member of University/Faculty/Department grant team	-	½ point
Coordinator of distance learning (sandwich, weekends etc programmes)	-	½ point

8. **Community Service** (3 points)

Chairmanship of statutory board/committee	-	1 point
Membership of statutory board/committee	-	½ point
Chairmanship of non-statutory board/committee	-	1 point
Membership of non – statutory board/committee	-	½ point
Patron of recognised association	-	1 point

| Resource person (governmental and non-governmental organizations) | - | 1 point |

9. Relationship with Colleagues (2 points)

Emphasis is on relationships with colleagues in the Department and not just with the Head of the Department. Maximum of 2 points.

10. Over-all Minimum Scores

Overall minimum scores for appointment and promotion in respect of positions from Lecturer to Professor are:

Lecturer	-	35%
Senior Lecturer	-	50%
Associate Professor	-	65%
Professor	-	75%

The minimum scores for Qualification and Publications/Research must be met in addition to the required overall minimum.

Table 1: Scoring and Relative Weight of Assessment of Academic Senior Members

S/ NO.	POSITIONS/ACTIVITIES	WEIGHTING POINTS (TARGET SCORE)
	Qualification (maximum score of 20 points)	
	BA, BSc (if applicable) (	First class 5, second upper 4, second lower 3
	Post-Bachelor Diploma, BL, 1-year M.A.	2 (additional)
	MA, MSc, MPhil, MBCHB, DVM	10 .0
	Post Master's Diploma	2 (additional)
	Master's after MBCHB/DVM	5 (additional)
	PhD, DSc, DPhil, EdD, MD (Medical), Recognised Professional Fellowships	20

S/ NO.	POSITIONS/ACTIVITIES	WEIGHTING POINTS (TARGET SCORE)
	Teaching/Supervision/Professional Practice (maximum score of 30)	
	Teaching Load (maximum of 10 points)	
	Not less than two (2) credits of taught course for a class of not more than 100 students	2 (for each course taught)
	Not less than two (2) credits of taught course for a class of more than 100 students	4 (for each course taught)
	Less than two (2) credits taught course	1 (for each course taught)
	Research supervision	3(for each thesis/project supervised) 2 (for co-supervisor)
	Quality of Teaching (maximum of 10 points)	10.0
	(To be guided by external examiners' reports, DAPQA reports, and students' assessments)	
	Length of Teaching (maximum of 10 points)	
	Not less than 3 years of teaching	10.0
	Two (2) years of teaching	7.0
	One (1) year of teaching	3.5
	Research Efforts (maximum of 5 points)	
	Research completed but not published (full write-up and progress report should be submitted)	1 (for each)

S/NO.	POSITIONS/ACTIVITIES	WEIGHTING POINTS (TARGET SCORE)
	Editorship of Journals/Books (chief/associate editor and chairmanship/secretary of editorial board) and coordination of academic Conferences/seminars	¾
	Membership of editorial boards/teams and reviewer of journal/exhibition/performance arts support personnel	½
	Research Output (maximum of 10 points)	
	Books, book chapters, articles and handbooks (published but not in peer-reviewed refereed journals/publishers),	1 (for each)
	Research papers written up or delivered at Academic Conference(s)/seminar(s) but not yet published, and technical reports	1 (for each)
	Publications (maximum 20 points	
	Books	3
	Book chapter	1
	Articles/plays (with not more than 3 authors)	1
	Articles/plays (with more than 3 authors)	½
	Editorship of Academic Books/Journals	½
	Published Poems/short stories	½
	Translation of published academic work	½
	Publications in magazines and newspapers	¼
	Administrative and Organisational Experience (maximum of 5 points)	

S/ NO.	POSITIONS/ACTIVITIES	WEIGHTING POINTS (TARGET SCORE)
	Pro Vice-Chancellor	2
	Dean, Head of Department	1.5
	Vice-Dean, Faculty level positions (Examinations, DAPQA, DCOBI Officers etc), Chairman of Faculty Committee	1
	Chairmanship, Secretaryship of University Committees	1
	Departmental-level positions (Examinations Officer, Coordinators	¾
	Membership of University, Faculty and Ad-Hoc Committees	½
	Hall Master, Senior Hall Tutor, Hall Counsellor, Mentor	1
	Hall Council Membership	½
	The organisation of Workshops, Seminars, Symposia etc	1
	Field trip/vocation training/industrial attachment liaison officer	½
	The team leader of a successful grant to the University	1
	Member of University/faculty/department grant team	½
	Coordinator of distance learning (sandwich, weekends etc programmes)	½
	Community Service (Maximum of 3 points)	
	Chairmanship of statutory board/ committee	1
	Membership of statutory board/committee	½

S/NO.	POSITIONS/ACTIVITIES	WEIGHTING POINTS (TARGET SCORE)
	Chairmanship of non-statutory boards/committees	1
	Membership of non-statutory boards/committees	½
	Patron of a recognised association	1
	Resource person (governmental and non-governmental organizations)	1

APPENDIX B

GUIDELINES FOR ANNUAL ASSESSMENT AND PROMOTION OF SENIOR ADMINISTRATIVE/PROFESSIONAL MEMBERS

The assessment of Senior Non-Academic (Non-Teaching) Members is based on qualification, working experience, quality and promotion of work.

Scores are to be given under the following headings:

a.	Qualification	-	20%
b.	Short Courses	-	4%
c.	Working Experience	-	10%
d.	Quality of Work	-	46%
e.	Promotion of work	-	16%
f.	Other Public Activities	-	4%
	Total	**-**	**100%**

a. Qualification

Qualification is formal education in an approved institution, the duration of which is not less than one academic year and at the end of which an approved and recognised certificate is obtained. It is assigned a maximum of 20 points which can be scored:

B.A./BSc (if applicable)	-	6 (1st class – 6, 2^1 – 5, 2^2 – 5)
Post Bachelor Diploma, BL, 1 year M.A.	-	2 (additional)
MA, MSc, MPhil, MBCHB, DVM/ Professional	-	12
Post Master's Diploma	-	3 (additional)
Master after MBCHB/DVM	-	5 (additional)
PhD, DSc, DPhil, EdD, MD (Medical) Recognised Professional Fellowships	-	20

b. Short Courses

Relevant courses that are less than one academic year and which are designed to provide specialist training are scored:

1 point	-	For a course of more than 6 weeks
½ point	-	For a course of not less than 1 week and not more than 6 weeks

c. Working Experience

One point is given for each complete year of relevant service as a Senior Member in a University or other institutions of higher learning. Maximum – 10 points.

d. Quality of Work

The assessment of the quality of work will be done under the headings shown below. Each heading is scored out of 4 points except quality of servicing committees which is scored out of 6 points.

i. **Foresight** - Highest score – Anticipates problems or situations
- Lowest score – Gives little or no consideration to future needs.

ii. **Judgment** - Highest score – His/Her decisions or proposals are consistently sound.
- Lowest score – Poor perception of relevant merits or feasibility in most situations.

iii. **Human Relations** - Highest score – Sensitive to other peoples' feeling; tactful and understanding of personal problems, earns respect.
- Lowest score – Ignores or belittles other peoples' feelings; intolerant; does not earn respect.

iv. **Acceptance of Responsibility** -   Highest score – Seeks and accepts responsibility at all times.
- Lowest score – Avoids responsibility, will pass it on when possible.

v. **Reliability Under Pressure** - Highest score – Performs competently under pressure.
- Lowest score – Easily thrown off balance; not reliable even under normal circumstances.

vi. **Management of Staff** – Highest score – Organises and inspires staff to give off their best.

- Lowest score – Inefficient in the use of staff; engenders low morale.

vii. **Output** - Highest score – Gets work/assignment completed accurately, on schedule and in line with established procedures and policy.

– Lowest score – Does not get work/assignment completed accurately, takes too long to complete assignments and not abreast of established procedures and policy.

viii. **Punctuality** - Highest score – Regularly punctual at work.

- Lowest score – Little regard for punctuality.

ix. Knowledge of administrative procedures, current administrative trends including relevant Government administrative policies and guidelines.

x. Ability to work on one's own.

xi. Quality of servicing committees (preparation of agenda for meetings, writing of minutes and reports accurately and promptly, taking follow – up actions effectively).

e. Promotion of Work

Written reports, memoranda, papers, publications on administrative/professional matters. Each item should be scored 1 point. However, like the scoring for publications under the teaching staff, where more than 3 co-authors are involved, each should score (½) of the value. The maximum score under this item is 16 points.

f. Other Activities

Scores will be given for services rendered on special committees, the appointment of which would normally be based on personal merit. Half a point will be given for service on each of such committee appointed by the Government, National Universities, Commission, or the University.