

**UNIVERSITY FOR DEVELOPMENT STUDIES  
TAMALE, GHANA**

**ADMINISTRATIVE MANUAL**

## **FOREWORD**

No institution can perform excellently without an efficient and effective administration. It is widely recognized that for good administration and management to be in place, proper implementation and institutionalization of processes, procedures, systems, policies, and guidelines are crucial steps.

The University for Development Studies was established by PNDC Law 279 in 1992. Over the years, the evolving nature of the University has led to complexities of problems and challenges. These complexities, among others, necessitated a revision of the University Statutes which has been in operation since 1993. This made it imperative to also revise the Administrative Manual in line with the revised Statutes.

An Administrative Manual contains policies and procedures dealing mostly with the daily operations of an organization. An Administrative Manual is important because it provides an objective set of rules by which an organization is governed. It also helps establish the legitimacy of management action by ensuring that the application of management rules and decisions is done in an objective, fair and consistent manner.

This Administrative Manual serves as a guide to assist the University employees in their day-to-day performance of administrative and management functions. The manual shows reporting relationships, provides procedures for services and delineates responsibility.

This manual also serves as a consolidated reference document about the operations, functional activities and organizational environment of the University.

Realizing the importance of an Administrative Manual to the day-to-day operations of the University coupled with the need for consistency in rules and regulations because of the revision of the University's Statutes, an Administrative Manual Review Committee was therefore set up by Management to review the draft Administrative Manual. It is my conviction that the implementation of provisions in this Administrative Manual will help address the emerged and emerging challenges due to the growing and evolving nature of the University.

**Prof. Gabriel AyumTeye**

Vice Chancellor

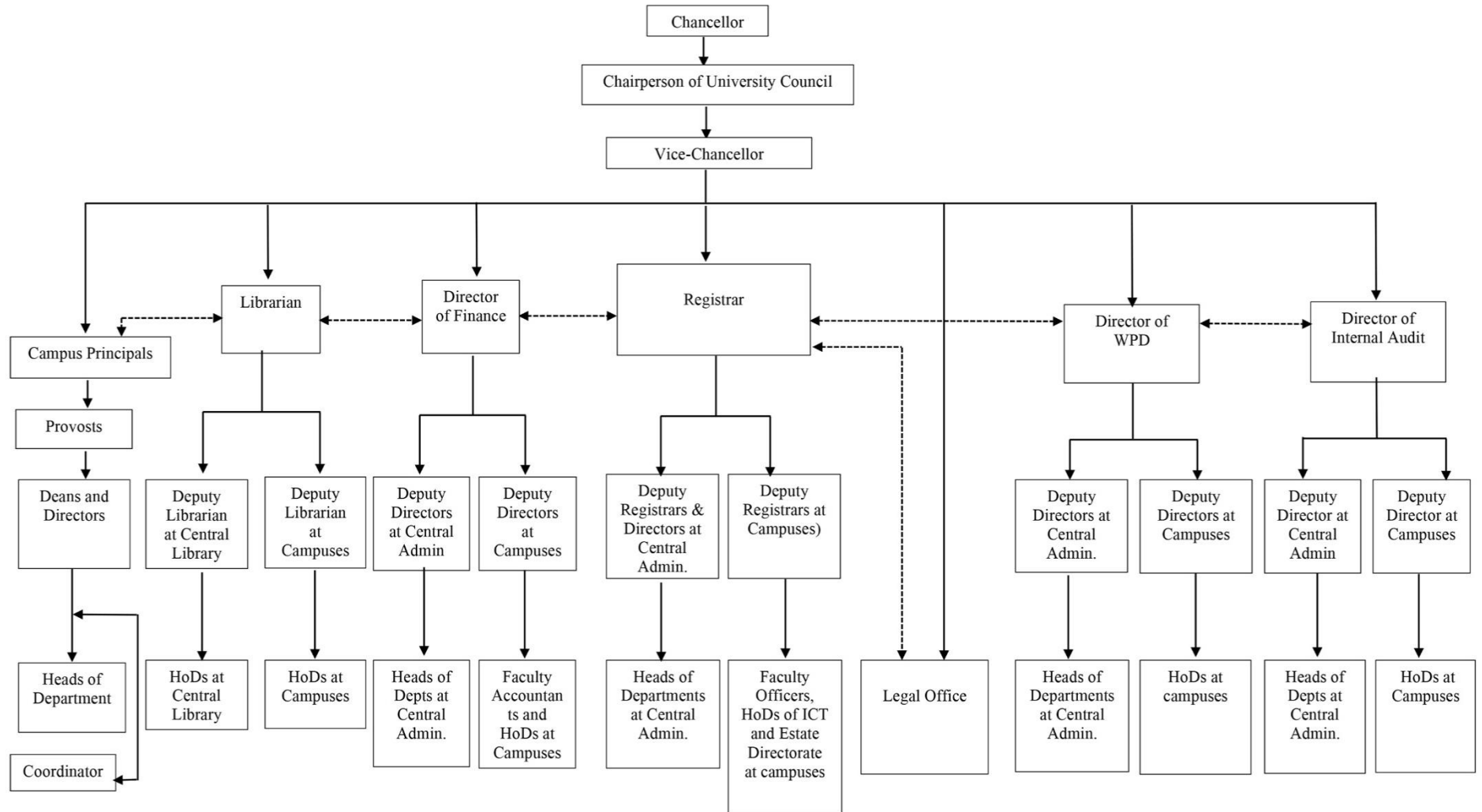
March, 2018

## ACRONYMS/ABBREVIATIONS

A&P	Appointments and Promotions Committee
CGPA	Cumulative Grade Point Average
GRASAG	Graduate Students' Association of Ghana
GUSSS	Ghana Universities Staff Superannuation Scheme
HoDs	Heads of Department
IDCE	Institute for Distance and Continuing Education
PNDC	Provisional National Defense Council
SRC	Students' Representative Council
TTFPP	Third Trimester Field Practical Programme
UDS	University for Development Studies
UDS International	University for Development Studies International Relations Advancement Office
VCG	Vice-Chancellors Ghana
WPD	Works and Physical Development



## ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY FOR DEVELOPMENT STUDIES



**Note 1:**   
 ←→ represents line of Authority   
 ←- - - - - represents line of Collaboration

**Note 2:** Campus Administrative Directors and Unit Heads shall be under the direction and supervision of the Campus Principal and shall also report to their substantive superiors at the Central Administration

## TABLE OF CONTENT

FOREWORD .....	i
ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY FOR DEVELOPMENT STUDIES .....	<b>Error! Bookmark not defined.</b>
TABLE OF CONTENT .....	4
1.0 INTRODUCTION .....	6
2.0 STRUCTURE OF THE UNIVERSITY .....	7
2.1 Levels of Authority .....	7
3.0 ADMINISTRATIVE STRUCTURE OF THE UNIVERSITY .....	7
3.1 Office of the Vice-Chancellor .....	8
3.1.1 Sub-offices of the Office of the Vice-Chancellor .....	8
3.2 Office of the Registrar .....	8
3.2.1 Sub-Offices of the Office of the Registrar .....	8
3.3 Office of the Director of Finance .....	9
3.3.1 Sub-Offices of the Office of the Director of Finance .....	9
3.4 Office of the Librarian.....	9
3.4.1 Sub-Offices of the office of the University Librarian.....	10
3.5 Office of the Director of Works and Physical Development (WPD).....	10
3.5.1 Sub-Offices of the Office of Directorate of Works and Physical Development.....	11
3.6 Office of the Director of Internal Audit .....	11
3.6.1 Sub-Offices of the Directorate of Internal Audit .....	11
3.7 Offices of Campus Principals.....	11
3.8 Principal Officers of/in the University.....	12
4.0 APPOINTMENTS .....	12
4.1 Appointments Requiring Search Parties .....	12
4.2 Appointments Requiring Advertisement.....	13
4.3 Appointments through Elections.....	13
4.4 Types of Appointments .....	13
4.5 Appointments by Vice-Chancellor.....	14
4.6 Tenured Positions.....	14
4.7 Salary Determination on First Appointment .....	15
5.0 VACANCIES AND RECRUITMENT.....	15

5.1	Vacancies .....	15
5.2	Recruitment Process .....	16
5.3	Application Forms for Employment .....	16
6.0	PROMOTIONS.....	16
6.1	Promotion Procedure for Teaching and Research Staff .....	17
6.1.1	Effective Date of Promotion .....	18
6.1.2	Arrears in Promotion Salaries .....	18
6.1.3	Pass Marks .....	18
6.1.4	Objectivity in Internal Assessment .....	19
6.1.5	Re-assignment to assessors .....	19
6.1.6	Adequacy of Publications .....	19
6.2	Administrative/Professional Staff .....	19
6.2.1	Promotion Procedure .....	19
6.2.2	Effective Date of Promotion .....	20
6.2.3	Arrears in Promotion Salaries .....	20
6.2.4	Pass marks .....	20
6.2.5	Objectivity in Internal Assessment .....	21
6.2.6	Waiting Period .....	21
6.2.7	Eligibility for Promotion .....	21
6.3	Promotion of Senior and Junior Staff.....	21
6.3.1	Waiting Period .....	21
6.3.2	Eligibility for Promotion.....	22
6.3.3	Promotion Procedure .....	22
7.0	PROBATION.....	23
8.0	LEAVE .....	23
8.1	Annual Leave .....	24
8.2	Study Leave with Pay.....	24
8.3	Study Leave without Pay.....	25
8.4	Casual Leave .....	25
8.5	Examination Leave.....	26
8.6	Special Leave .....	26
8.7	Leave of Absence with pay .....	26
8.8	Leave of absence without pay .....	27
8.9	Sick leave .....	27

8.10	Maternity Leave.....	27
8.11	Vacation Leave.....	28
8.12	Sabbatical Leave.....	28
8.13	Part-Time Study Leave.....	29
9.0	DISCIPLINE.....	30
9.1	Misconduct.....	30
9.2	The Disciplinary Procedure for Senior Members .....	30
9.3	Disciplinary Procedure for Senior and Junior Staff .....	31
9.4	Penalties .....	32
9.4.1	Minor Penalties .....	32
9.4.2	Major Penalties .....	33
10.0	HANDING AND TAKING OVER FORMALITIES.....	34
11.0	CHANNELS OF COMMUNICATION .....	35
	APPENDICES .....	37

## **1.0 INTRODUCTION**

The University for Development Studies was established by PNDCL 279 in 1992. The first batch of students was admitted in 1993. Over the years, the problems and challenges of the



University have increased in depth and complexity. This development has warranted the preparation of an administrative manual to harmonize the routine activities of the growing number of stakeholders in the life of the University.

The manual is not intended to repeat all the rules and regulations that already exist in the University but to draw attention to the existence of such rules and their relevance in developing and sustaining a harmonious system that promotes efficiency in the University.

## **2.0 STRUCTURE OF THE UNIVERSITY**

In order to reflect the multi-campus nature of the University and to deliver on its mandate of providing functional and practically oriented higher education, the University for Development Studies has been structured into semi-autonomous Campuses. The structural development of the University is guided by the Law, the Statutes, national needs, local demands and the Strategic Plan of the University. There are four (4) existing campuses located in the Upper East Region, the Upper West Region and the Northern Region.

In addition to the central administrative structure comprising the offices of the Vice-Chancellor, Pro-Vice-Chancellor, Registrar and other Offices that form the central coordinating body, each of the Campuses operates a semi-autonomous administrative system. Campuses are headed by Principals, the Colleges headed by Provosts and the Faculties and Schools headed by Deans. Other offices such as the Registry, Directorate of Finance, Library, Directorate of Works and Physical Development, Directorate of Internal Audit have sub-offices in all Campuses.

### **2.1 Levels of Authority**

There are levels of authority to facilitate the effective working of the University. The levels in terms of their importance are:

- i. University Council;
- ii. Academic Board;
- iii. Campus Boards;
- iv. College Boards;
- v. School/Faculty/Directorates/Institutes Boards; and
- vi. Departmental Boards.

The functions of the Council and these Boards are spelt out under Statute 27 and Schedule B2 of the Statutes respectively. The membership of the Council and these Boards are also guided by the relevant Statutes.

## **3.0 ADMINISTRATIVE STRUCTURE OF THE UNIVERSITY**

The Central Administration of the University for Development Studies consists of all the professional and administrative support units which assist the Vice-Chancellor to manage the University. They currently include but are not limited to the following:

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

### **3.1 Office of the Vice-Chancellor**

The Vice-Chancellor is the Chief Academic and Administrative Head of the University. The Vice-Chancellor has extensive powers as spelt out in Statute 8 of the University's Statutes among others; the Vice-Chancellor is Chief Disciplinarian, Chief Authorizer, Chief Spokesperson and Chief Liaison Officer.

#### **3.1.1 Sub-offices of 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 (DAPQA);
- iii. Directorate of Community Relations and Outreach Programmes;
- iv. Institute for Distance and Continuing Education;
- v. Offices of Campus Principals;
- vi. Directorate of Internal Audit;
- vii. Directorate of UDS International Relations and Advancement (UDS International);
- viii. Office of the Dean of Students;
- ix. Institute for Interdisciplinary Research and Consultancy Services (IIRaCS).

### **3.2 Office of the Registrar**

The Registrar is the Chief Advisor to the Vice-Chancellor and Chief Operating Officer. He/she is the Secretary to the Governing Council, Standing-Committees of Council, and Standing-Committees of the Academic Board. The Registrar implements decisions taken at meetings, communicates decisions to all constituents and is the custodian of all records and the University Seal.

In addition to the duties prescribed in the Law, the Registrar with the assistance of Deputies serves as Secretary to all Standing, Statutory and Ad hoc Committees and Boards of the University and keeps their records and conducts all correspondence on their behalf. In practice, he/she delegates some functions to Deputy Registrars and other support staff.

#### **3.2.1 Sub-Offices of the Office of the Registrar**

The Office of the Registrar is divided into the following sub-offices:

- i. The Academic and Students' Affairs
- ii. The General Administration
- iii. The Human Resources
- iv. The Legal Services
- v. The Directorate of Estates
- vi. The Directorate of Information and Communication Technology
- vii. The Directorate of Procurement
- viii. The Directorate of Sports
- ix. The Directorate of University Health Services
- x. The University Relations

### **3.3 Office of the Director of Finance**

The Director of Finance is the Chief Manager of all funds of the University and Chief Financial Advisor to the Vice-Chancellor. The functions of the Director of Finance are in line with Statute 11 as follows:

- i. Supervises all financial and accounting transactions in the University;
- ii. Prepares University budgets;
- iii. Pays wages and salaries of staff;
- iv. Supervises University stores;
- v. Exercises oversight over accounting procedures and takes custody of all University funds;
- vi. Manages the GUSSS Fund of the University;
- vii. Ensures that proper records are kept of all university assets and stocks in a register.

#### **3.3.1 Sub-Offices of the Office of the Director of Finance**

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

- i. Account Receivable
- ii. Business Development Office
- iii. Budgeting and Management Accounts
- iv. Campus Finance Offices
- v. Financial Reporting and Final Accounts
- vi. Payroll
- vii. Treasury

### **3.4 Office of the Librarian**

The University Library is central to the mission and vision of the University. Its main responsibility is to develop and provide access to relevant and a well-balanced information collection in all formats for use by students, faculty and the public, and to maximize the use of information for development and life-long learning.

The University Library is headed by the University Librarian whose functions include:

- i. General management of all libraries within the University in accordance with rules and regulations approved by the Academic Board;
- ii. Provision of adequate reading and learning materials to support the teaching, research, and extension functions of the University;
- iii. Ensuring that the required administrative and professional staff are employed, re-assigned or transferred or relocated in the Library to support his/her work in collaboration with the Registrar;
- iv. Formulating policies for the maximum development and utilization of all the libraries in the University in conjunction with the Library Board, and subject to the approval of the Academic Board,
- v. Exercising professional and administrative supervision over the staff under him or her to ensure the efficient and effective functioning of the libraries in the University.
- vi. Performing any other functions as may be assigned to him or her by the Vice-Chancellor

#### **3.4.1 Sub-Offices of the office of the University Librarian**

The University librarian's office is made up of the following sections:

##### **3.4.1.1 Collection Development:**

- i. Acquisitions
- ii. Reader Services
- iii. Serials

##### **3.4.1.2 Information Services**

- i. Electronic Resources
- ii. Institutional Repository
- iii. Technical services

##### **3.4.1.3 Campus Libraries**

#### **3.5 Office of the Director of Works and Physical Development (WPD)**

The Director of Works and Physical Development provides Technical Services for Physical Planning and Development of the University. In addition, the director of WPD does the following:

- i. Development and maintenance of the infrastructural and physical works of the University;
- ii. Responsible for works and major maintenance;

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

### **3.5.1 Sub-Offices of the Office of Directorate of Works and Physical Development**

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

- i. Architecture and Physical Planning and Development;
- ii. Consultancy Services;
- iii. Consultancy Services;
- iv. Fire Service;
- v. Grounds/Gardens;
- vi. Land Allocation;
- vii. Works and Maintenance Unit (Building and Civil Works and Maintenance, Electrical Works and Maintenance, Carpentry Works and Maintenance).

### **3.6 Office of the Director of Internal Audit**

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

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

#### **3.6.1 Sub-Offices of the Directorate of Internal Audit**

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

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

### **3.7 Offices of Campus Principals**

The University is a Multi-Campus University with four Campuses across three Regions. Each campus is headed by a Principal. The Principal of a Campus is responsible for providing leadership, and maintaining and promoting the 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 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.

### **3.8 Principal Officers of/in the University**

#### **3.8.1 Principal Officers of the University**

The Principal Officers of the University are:

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

#### **3.8.2 Principal Officers in the University**

The Principal Officers in the University are:

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

## **4.0 APPOINTMENTS**

- a. All appointments in the University, except that of the Vice-Chancellor, Pro-Vice-Chancellor, the Registrar and Dean of School of Medicine and Health Sciences (SMHS), shall be dealt with by the Appointments and Promotions Board and the Appointments and Promotions Committees of the University.
- b. The Registrar shall verify all certificates submitted for appointment. The requirements for appointments to senior member positions are captured under Schedule F of the University Statutes (2017).
- c. No person shall hold him/herself out as working for the University unless the person has an appointment letter stating clearly the position to which he/she has been appointed and the terms of the appointment. Every person appointed shall be appointed to a department or unit which shall have primary responsibility to determine the output and progress of the person on the chosen job.

### **4.1 Appointments Requiring Search Parties**

- a. Appointment to the following positions shall be through Search Parties only:
  - i. The Chancellor
  - ii. The Vice-Chancellor;
  - iii. The Registrar; and
  - iv. The Dean of SMHS

- b. Recommendations of suitable candidates are made to Council which shall consider the recommendations and appoint to fill the vacant positions or otherwise.
- c. No person shall be appointed to any of these substantive positions who has not first been recommended by a Search Party.
- d. For the avoidance of doubt, all other University staff shall be appointed through the Appointments and Promotions Board acting on behalf of the Academic Board and Council. All appointments to professorial status shall be approved by Council in accordance with the University Statutes.
- e. All appointments of members of Convocation shall be guided by the guidelines for appointment of Senior Members contained in Schedule 'F' of the Statutes.

#### **4.2 Appointments Requiring Advertisement**

In the appointment of the Librarian, Principals, Provosts, Directors, internal and/or external advertisements shall be made as appropriate. Procedures for such appointments are outlined in Schedules G and H of the Statutes.

#### **4.3 Appointments through Elections**

The following positions shall be filled by elections among members of Convocation:

- i. The Pro-Vice-Chancellor;
- ii. The Deans of Faculties/Schools;
- iii. The Vice-Deans of Faculties/Schools (including the SMHS).

Only teaching staff of members of convocation shall be eligible to elect Deans and Vice Deans of Schools and Faculties.

#### **4.4 Types of Appointments**

Every staff of the University shall belong to one of the following categories of staff:

- i. Full-time;
- ii. Part-time;

- iii. Temporary (not interviewed);
- iv. Permanent (interviewed, found suitable and engaged);
- v. Visiting;
- vi. Sabbatical;
- vii. Secondment;
- viii. Vacation; and
- ix. Post-retirement contract.

Persons on Sabbatical and part-time appointment will draw their book and research allowances from their mother organizations. No person shall hold two full-time jobs concurrently and draw personal emoluments for both unless one is vacation employment.

#### **4.5 Appointments by Vice-Chancellor**

The Vice-Chancellor shall appoint persons to the following category of positions:

- i. Directors of Academic Units;
- ii. Dean of Students and Vice Deans of Students;
- iii. Heads of Department, Heads of Institutes/Centres, Senior Tutors, Heads of Halls of Residence in consultation with Deans/Directors, Provosts and Principals as the case may be

#### **4.6 Tenured Positions**

- a. Positions of Professors, Associate Professors and Senior Lecturers and their equivalents in the non-teaching and research staff categories in the University shall be tenured. Persons in these positions shall encumber their positions until the compulsory retirement age of sixty (60) years and retire on their appointments or until their appointments are severed because of misconduct.
- b. Professorial equivalents in the non-teaching staff category such as the Registrar, Director of Finance, Director of Internal Audit, Director of Works and Physical Development and the University Librarian shall be tenured. They shall encumber their positions until the retirement age of sixty (60) years and retire on their appointments or until their appointments are severed because of misconduct.
- c. The appointment of all other Senior Members below the rank of Senior Lecturer and their equivalents shall be by contracts.
- d. For the avoidance of doubt, all Senior Members outside the category listed under 4.6 (a and b) shall be appointed or re-appointed in spells of six (6) years contract.
- e. After the first six (6) years, a Senior Member below the Senior Lecturer rank and its equivalents may be re-appointed for another six (6) years if the appraisal process reveals systematic progress in becoming promotable to the next grade.



- f. After twelve (12) years of service, if a Senior Member's appraisal does not reveal sufficient effort at being promoted along the approved guidelines for promotions, the Vice-Chancellor may cause to be issued a warning letter to the concerned member.
- g. The warning letter to a Senior Member should clearly state the deficiencies of the non-performing member and what is expected of him/her as gathered from the reports.
- h. If such a Senior Member, after the warning letter has not accumulated sufficient publications/materials to be promoted, his/her appointment shall not be renewed.
- i. The Vice-Chancellor may exercise the option to waive this clause of termination if he/she believes that the Senior Member has made progress and could benefit from another year of extension.

#### **4.7 Salary Determination on First Appointment**

- a. Salaries and emoluments of Staff shall generally be governed by the Single Spine Pay Structure. Unless explicitly stated, new entrants among Senior Members, Senior Staff and Junior Staff shall be placed on the 1<sup>st</sup> notch of the approved salary scale for their grades. Every year of post qualification experience on the job shall attract one (1) notch on the scale.
- b. The Appointments and Promotions Board reserves the right to fix salaries of candidates to reflect their depth of knowledge and experience and to indicate this as personal to candidates.

### **5.0 VACANCIES AND RECRUITMENT**

The University shall endeavour to keep and update its staffing complement for all established staff categories yearly (preferably before the beginning of the Academic year). These approved complements (upper ceilings) shall not be exceeded without proper justification at manpower hearings.

#### **5.1 Vacancies**

Vacancies in approved establishments in staff may arise from the following occurrences:

- i. Vacation of posts;
- ii. Resignations;
- iii. Terminations;
- iv. Dismissals;
- v. Promotions/Upgrades (movements upward);
- vi. Creation of posts;
- vii. Retirements;
- viii. Deaths;
- ix. Transfers/Postings;
- x. Demotion

## **5.2 Recruitment Process**

- a. All vacancies shall be reported to the Registrar. The Registrar shall report the vacancies to the Vice-Chancellor and the Appointments and Promotions Board.
- b. The Board shall recommend the manner in which the vacancies are filled. The Board may recommend one or a combination of the following to fill vacancies:
  - i. Internal advertisement of vacancies;
  - ii. External advertisement of vacancies;
  - iii. Head hunting;
  - iv. Secondment/Sabbatical; and
  - v. Unsolicited Applications.
- c. In all cases, applicants who meet all the minimum requirements for advertised positions must be acknowledged by the Registrar or his authorized representative.

## **5.3 Application Forms for Employment**

Applications for employment in the University should be made in the prescribed form. The prescribed forms are designed to capture very salient features about prospective staff. Different forms exist for different categories of staff. Unsolicited applications for jobs, may, when there is time, be acknowledged. The University shall be an equal opportunity employer by the following:

- a. One may seek a job in the University upon completing any of these prescribed forms:
  - i. Form 1A (for Senior Members – Academic);
  - ii. Form 1B (for Senior Members - Administrative); and
  - iii. Form 1C (for Senior and Junior Staff).

The above forms can be obtained from the Registrar's office.

- b. On the advice of the Vice-Chancellor, one may be appointed upon presentation of Curriculum Vitae, academic/professional certificates, academic transcripts and favourable referee's reports.

## **6.0 PROMOTIONS**

Promotion of all categories of staff is one method of motivating and retaining staff. The University has approved guidelines for promoting teaching and research staff as well as administrative/professional staff. These guidelines are periodically modified by records of precedence taken by the Appointments and Promotions Board. In some cases of promotion, applicants may be assessed in one or more of the following: written, oral or practical assessment.

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

- d. The Registrar shall verify all new certificates submitted for promotion. The requirements for promotion to senior member positions are captured under Schedule F of the University Statutes (2017).

#### **6.1 Promotion Procedure for Teaching and Research Staff**

- 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 three weeks after the receipt of the completed application;
- 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 Appointments and Promotions Committee together with the corrected and approved minutes of the Departmental Board that considered the applications;
- vi. The Dean Shall convene the Faculty A&P within one month of receipt of Application
- vii. The Faculty Appointments and Promotions Committee shall refer all matters brought to it to the Faculty Board. The Faculty Board shall consider the minutes and recommendations of the Faculty Appointments Committee and also make recommendations to the Central Appointments and Promotions Board or the College Board as the case may be. The Faculty Board shall give reasons for upholding or rejecting a Departmental or Faculty Committee position on any particular applicant;
- viii. Where the Faculty Appointments and Promotions 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 by the Dean/Provost and send the documents for external assessment within one month after receipt of the recommendation;
- ix. It shall be the duty of the Vice-Chancellor or anybody authorized by him/her to select the three external assessors to consider applications for promotion to Senior Lecturer grade or higher;
- x. Before sending the documents, the Registrar, shall first seek the willingness of the selected assessors to consider the 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;
- xi. Assessors shall be expected to submit their assessment report within three months but not exceeding six months. Where after three months, no assessment report is received, the Registrar shall write a reminder to the assessors one week after the three-month period. 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 month;
- xii. All three or any two positive recommendations shall then be considered alongside the results of the internal assessments;
  - xiii. 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 (e.g grants/scholarships,partnership, equipment, etc);
    - f. Extension work or service to the University and Nation; and
    - g. Providing mentoring.
  - xiv. 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 publisher and systematized teaching materials;
  - xv. The applications should also be supported by Curricula Vitae to enable the applicants' contribution to community service or extension be determined.

#### **6.1.1 Effective Date of Promotion**

The effective date of promotion shall be the date the Faculty 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.

#### **6.1.2 Arrears in Promotion Salaries**

All promotees whose effective dates are backdated will normally be entitled to arrears in salaries. Where the University will not be able to pay arrears, it should state notional as well as the substantive effective dates to put the matter to rest in the promotion letter.

#### **6.1.3 Pass Marks**

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

i.	Lecturer	-	35%
ii.	Senior Lecturer	-	50%
iii.	Associate Professor	-	65%
iv.	Professor	-	75%

#### **6.1.4 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.

#### **6.1.5 Re-assignment to assessors**

If after six months, one or no assessor has sent back an assessment report, the applicant shall be informed of the outcome and the Registry 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 assessments were received by the Registrar's office.

#### **6.1.6 Adequacy of Publications**

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

i.	Lecturer	-	1 refereed paper
ii.	Senior Lecturer	-	6 refereed papers
iii.	Associate Professor	-	12 refereed papers
iv.	Professor	-	21 refereed papers

#### **6.2 Administrative/Professional Staff**

The requirement for promotion from the position of Assistant Registrar and analogous categories in the administrative/professional grades are similar to those for teaching/research staff.

##### **6.2.1 Promotion Procedure**

- a. Persons seeking promotion in the administrative/ professional grades shall collect forms from the Office of the Registrar to complete;
- b. The completed forms together with Curriculum Vitae, Certificates and materials for assessment will be submitted to the Administration Appointments and Promotions Committee;
- c. The Administration Appointments and Promotions Committee shall consider the applications within one month like the Departmental and Faculty Boards do for teaching staff;
- d. 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 the consideration of the Central Appointments and Promotions Committee.
- e. The Central Appointments and Promotions Committee shall consider the recommendations of the Administration Appointments Committee and decide whether to send them to external assessors.
- f. When a decision is taken to send any application for external assessment, the relevant Divisional or Sectional Head at the Central Administration will provide

the names of six (6) possible assessors for the Vice-Chancellor to select three from among them. The Vice-Chancellor is not bound to select all the three from the list provided.

- g. The Registrar shall then contact the three selected assessors to ascertain their willingness and availability to assess the applicants being considered for promotion.
- h. When a favourable response is received, the applicant's, Curriculum Vitae, Certificates and other materials for assessment shall then be sent to the selected assessors.
- i. Assessors shall be expected to submit their assessment report within three months but not exceeding six months. Where an assessor is able to submit his/her assessment report before three months, the assessor may be paid an additional allowance of 20% of the normal rate payable.
- j. Where after three months no assessment report is received, the Registrar shall write a reminder to the assessors one week after the three-month period. However, if all three assessors are unresponsive after six months, the Registrar shall endeavour to resend the documents to a new set of assessors within one month.
- k. When the assessors report favourably, the Appointments and Promotions Board would recommend the promotion of the applicant. Where one assessment is positive and one 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 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.

### **6.2.2 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.

### **6.2.3 Arrears in Promotion Salaries**

All promotees whose effective dates are backdated will normally be entitled to arrears in salaries. Where the University will not be able to pay arrears, it should state notional as well as the substantive effective dates to put the matter to rest in the promotion letter.

### **6.2.4 Pass marks**

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

- i. Senior Assistant Registrar and equivalent - 50%
- ii. Deputy Registrar and equivalent - 65%

### **6.2.5 Objectivity in Internal Assessment**

It shall be the duty of applicants for promotion to satisfy themselves that marks awarded during the internal assessment have been awarded according to the agreed guidelines for promotions.

### **6.2.6 Waiting Period**

There is a minimum waiting period of six (6) years for applicants seeking promotion from Assistant Registrar to Senior Assistant Registrar and equivalent grades.

### **6.2.7 Eligibility for Promotion**

Publication of research material shall be encouraged but shall not be a necessary condition for promotion. Experience in handling administrative/professional issues shall be the main 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 shall count;
- v. The ability to write and deliver good speeches, memoranda, reports, minutes, position papers etc.;
- vi. Ability to organise events in the University shall also count;
- vii. Extension, especially within the University shall be noted and appropriately rewarded.

## **6.3 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 such other trades. The presentation of trade/proficiency test results from an accredited examining body shall be a proof of a 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.

### **6.3.1 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.

### **6.3.2 Eligibility for Promotion**

Senior and Junior Staff qualify to apply for promotion upon;

- i. Serving the waiting period
- ii. Satisfactory performance
- iii. Acquiring the needed qualification

Qualified Senior and Junior Staff may be promoted upon passing a promotion interview and/or written or practical tests.

### **6.3.3 Promotion Procedure**

- a. The Human Resource Section of the Registrar's Office shall issue 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 6.3.2;
- c. All persons who satisfy the minimum requirements shall be given the prescribed forms to be completed and returned 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 HoD/Dean shall not be processed for interview.
- f. Candidates for promotion shall be written to and their HoDs or representatives of HoDs shall be invited to the candidate's interview.
- g. During the interview, candidates can be confronted with queries from their personal files and tasks and explanations sought to clear any doubts about their performance.
- 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.



1. In all cases of promotion, the supervising officers of promotees shall give greater responsibility and challenges to the promotee commensurate with the higher grade where practicable.

## **7.0 PROBATION**

- a. Probationary period shall form the earliest part of the waiting period for employees into the University upon appointment. The probationary period for employees are:
  - i. Senior members - 2 years
  - ii. Senior staff - 1 year
  - iii. Junior staff - 1 year
- b. A person whose conduct and performance are satisfactory during the probationary period shall be confirmed with effect from the date he/she assumed duty.
- c. The University may terminate the appointment of a member of staff whose probation is unsatisfactory and there is no possibility of the member of staff improving upon extension.

## **8.0 LEAVE**

From time to time, the University grants leave of various types to Senior Members who have become eligible for such leave. Leave is generally governed by conditions and schemes of service and unionized conditions of service. The University shall administer the following types 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.

## 8.1 Annual Leave

Annual Leave is earned. New employees qualify for leave after working for a minimum of six (6) months on a continuous basis. Earned leave is calculated for new members of staff on a pro-rata basis. Staff on permanent employment earns annual leave based on their rank/category. Annual leave shall be approved to take effect over a specified 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 annually to eight weeks' leave (vacation leave) to be taken during vacations. No such leave can be earned in a year in which a senior member takes a sabbatical/study leave/leave of absence. Leave may not be deferred to accumulate.

Non-teaching Senior Members are entitled annually to eight weeks' annual leave to be taken any time of the year, subject to the exigencies of a Department. No such leave can be earned in a year in which a senior member takes any form of leave of absence. Annual leave may not be deferred to accumulate.

## 8.2 Study Leave with Pay

- a. A staff holding permanent appointment in the University may apply for study leave with pay. Such a staff should meet the following conditions for eligibility:
  - 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;
  - iv. The institution must be offering certificates recognized by the nation's accrediting agencies.
- b. Employees granted paid study leave cannot apply for paid maternity leave.
- c. Employees who proceed on study leave have to return to the service of the University for at least the number of approved years of studies plus one (1) year.
- d. Study leave awardees who fail to return to post after the study leave shall be sanctioned for the investment in them and the accompanying loss of teaching, research or administrative time from the staff.
- e. The losses occasioned by a staff member's failure to return from study leave shall be deducted outright from any benefits accruing to those who resign or vacate posts after study leave. Legal means may be resorted to, to recover any funds from study leave defaulters.

- f. Where study leave beneficiaries vacate their posts after the leave, Management shall recommend to the GUSSS Board the level of benefits/sanctions to be applied (see GUSSS regulations).
- g. A staff granted study leave with pay must complete a bond form

### **8.3 Study Leave without Pay**

A staff in permanent employment may apply to be considered for study leave without pay based any or a combination of the following conditions:

- i. When the application for leave with pay is unsuccessful;
- ii. When the applicant has not served the minimum three (3) years waiting period but feels that the admission cannot be deferred or missed;
- iii. When the applicant feels that the benefits from early graduation far outweighs the benefits from an approved study leave with pay option;
- iv. When the HOD's assessment shows that the applicant's absence would not adversely affect the functions of the Department;
- v. When the applicant seeks to pursue a programme that is not approved by the University or does not relate to the duties of the applicant as a staff.

In making an application for extension of study leave (with/without pay), the employee concerned should observe the following:

- a. Serve at least three months' notice; and
- b. State, with confirmation from the supervisor, the work that has been carried out so far, as well as what remains to be completed and the time within which the remainder of the work is expected to be finished.

### **8.4 Casual Leave**

- a. Casual leave is permission granted to a member of staff to solve an urgent personal problem outside the programmed leave roster.
- b. Casual leave may be granted to a member of staff on as many occasions as the member of staff makes a good case for them.
- c. Management may doubt the seriousness of a staff making a request for casual leave but may approve it to be deducted from earned or future earned leaves.

- d. Heads of Department who approve casual leaves shall keep the Registrar informed about the approval so given following the laid down channels of communication outlined in Section 12 of this manual.
- e. In all cases, applicants shall apply stating the urgent problem and the time, and number of days needed to solve the problem.
- f. Where practicable, a written approval shall be obtained by the applicant before embarking on the casual leave.
- g. Casual leave shall be deducted from Annual Leave

### **8.5 Examination Leave**

- a. Staff may also take Examination Leave to write approved examinations as part of professional development only when they have exhausted their annual leave. The applicant may submit the following particulars:
  - i. The index number for the examination;
  - ii. The timetable of the examination;
  - iii. The centre for the examination;
  - iv. Institution responsible for the examination;
  - v. Programme of study.
- b. The candidate may be given a maximum of four (4) working days in addition to the number of days required for the actual examination as provided in the examination timetable and this shall not be deducted from the annual leave

### **8.6 Special Leave**

Special leave may be given to staff in cases of:

- a. Personal grief – death of close relatives or associates;
- b. Motor accident involving staff or relative;
- c. Fire or sickness involving close relatives; and
- d. Natural disaster such as flooding or bush fires or earthquake.

### **8.7 Leave of Absence with pay**

Subject to the exigencies of a Department leave of absence may be granted, on application, for an approved purpose.

- i. Leave granted shall be for up to two years in the first instance and may, in exceptional cases, be renewed for up to a further period of two years, so that the total period of leave shall in no case exceed a continuous period of four years.
- ii. If, in the judgment of the Vice-Chancellor, on the advice of a Dean or the Registrar, the granting of leave of absence and/or its extension is not in the best interest of the University, it shall be denied.

- iii. While a Senior Member is on leave of absence, the general University regulations on housing and other perquisites shall apply to him/her.
- iv. A Senior Member who is granted leave of absence may, subject to the terms of the grant, resign/retire by giving at least six months' notice. The resignation/retirement shall take effect from the date the leave was granted.
- v. A Senior Member on leave of absence shall undertake to return to the service of the University for at least a period equivalent to the duration of the leave.
- vi. A Senior Member who does not return directly to the service of the University after the leave shall be deemed to have vacated post, unless he/she had resigned/retired in accordance with these regulations and the letter of grant.
- vii. A person on leave of absence with pay shall receive the basic salary from the University and may receive allowances from the receiving institution.

### **8.8 Leave of absence without pay**

In addition to provisions of 8.7, a person on leave of absence without pay shall not receive the salary from the University.

### **8.9 Sick leave**

This is leave granted to a person for the purposes of seeking medical attention from an approved medical facility

### **8.10 Maternity Leave**

- a. Maternity leave is leave approved for pregnant female employees to nurture their pregnancy and the new-born child for a period as prescribed by the labour Law
- b. An applicant for maternity leave would normally be expected to submit a letter from a medical officer advising when to start the maternity leave.
- c. The approving officer shall as much as possible be guided by the expert advice of the medical officer.
- d. The applicant may, however, apply to take six (6) weeks of her maternity leave before confinement if she is of the opinion that her health and that of the unborn baby may be affected by continued exertion at the work place.
- e. A woman on maternity leave may be granted maternity leave extension when she presents a medical certificate that she is not fit enough to resume duty upon examination.
- f. When a woman obtains advice from a medical officer on when to start her confinement and deliberately conceals it and produces it after delivery, the effective date shall be calculated from the date on the medical certificate.
- g. The period of approved maternity leave shall count as continuous service to beneficiaries.
- h. Women returning from approved maternity leave are entitled to a half-day facility to end on the first anniversary of the birth of the child. Potential beneficiaries shall apply and obtain approval to that effect.
- i. Employees on maternity leave do not qualify for study leave with pay.

### **8.11 Vacation Leave**

For the avoidance of doubt, Senior Members (teaching) shall enjoy their annual leave whenever University students are on holidays. Non-teaching members are also deemed to be on leave:

- i. During the Christmas Break
- ii. During Easter Break
- iii. During any observed forced Break for all University Staff.

### **8.12 Sabbatical Leave**

- a. Senior Members may be granted sabbatical leave upon application to the Scholarships Committee.
- b. An employee desiring to proceed on sabbatical leave must apply through the HoD and Dean to the Registrar for transmission to the Scholarships Committee.
- c. The HoD and Dean/Director of the applicant must also indicate in writing the soundness of the request and an assurance that the University will not suffer in the absence of the applicant.
- d. Senior Members (teaching) qualify for sabbatical leave after teaching or researching continuously for six (6) years. Senior members (non-teaching) may qualify for sabbatical leave too after accumulating their annual leave continuously for six (6) years.
- e. A paid study leave grant shall be treated as an interruption or break in service for sabbatical leave entitlement.
- f. Senior Members who serve six (6) years continuously shall be entitled to one (1) year sabbatical leave and ten (10) years uninterrupted service shall qualify senior members for two (2) years sabbatical leave.
- g. Senior Members who proceed on one (1) year sabbatical leave have to return to the service of the University at least for two (2) years and those on two (2) year's sabbatical leave have to return to serve the University for at least three (3) years.
- h. Senior Members shall return to the service of the University after the sabbatical leave. The obligatory service after sabbatical leave is determined as the number of years of the leave period enjoyed plus one year. Staff on sabbatical leave may apply for one year leave of absence without pay to complete teaching, research or administrative programmes before returning to their employment. Members on one (1) year leave without pay after enjoying sabbatical leave must return to post after the one-year extension has lapsed.
- i. Sabbatical leave awardees who fail to return to post after the sabbatical leave shall be sanctioned for the investment in them and the accompanying loss of teaching, research or administrative time from the staff.
- j. The losses occasioned by a Senior Member's failure to return from sabbatical leave shall be deducted outright from any benefits accruing to them. Legal means may be resorted to, to recover any liability from sabbatical leave defaulters.
- k. Where sabbatical leave beneficiaries vacate their posts after the leave, Management shall recommend to the GUSSS Board the level of benefits/sanctions to be applied (see GUSSS regulations).

1. The period of absence under sabbatical leave shall be taken into account in calculating benefits under the superannuation scheme.

Additional general principles governing study/sabbatical leave include:

- a. The granting of study/sabbatical leave of any kind will be subject to the staffing position and the programme of work of a department. Study/sabbatical leave will not be granted merely because it has been earned under conditions of service. The University will, however, ensure that as much as possible, study/sabbatical leave is not withheld for unduly long periods.
- b. A Senior Member who intends to take study/sabbatical leave should consult his/her Head of Department in the early stages of his plans (at least six months' notice should normally be given to the Head of Department) and thereafter submit an application to the Vice-Chancellor using the approved 'Channels of Communication'.
- c. Such an application should include a statement of what the applicant expects to do, how long he/she estimates that the proposed programme of work will take him, the time he/she wants to take the study/sabbatical leave and any other necessary information.
- d. The Head of Department will forward the application through the Dean of the faculty with his detailed comments to the Vice-Chancellor.
- e. No study/sabbatical leave or leave of absence will normally be granted within two academic years of recruitment or of return from study/sabbatical leave.
- f. In the case of Senior and Junior Staff, no study leaves or leave of absence will normally be granted within four academic years of recruitment or of return from study/sabbatical leave.
- g. Where study leave of more than one year has been granted, the employee concerned should send annual progress reports on his work to the Vice-Chancellor through his Head of Department.

### **8.13 Part-Time Study Leave**

- a. A Master's degree holder appointed Assistant Lecturer, who wishes to pursue a part-time programme leading to a doctoral degree within his discipline, maybe granted study leave with pay, provided the applicant has the support of the Dean of his/her Faculty and the Head of his/her Department. Since the programme would be on part-time basis, the applicant and his Head of Department would be required to ensure that his schedule of work is not interfered with.
- b. Leave granted under the terms of part-time study programmes shall not affect the eligibility of Senior Members for Sabbatical Leave.

- c. An applicant wishing to pursue a programme of study not directly related to his discipline may be considered for leave under the terms governing leave of absence without pay.

## **9.0 DISCIPLINE**

### **9.1 Misconduct**

Misconduct is any act or omission likely to render an employee liable to disciplinary action. The contravention or failure to observe staff regulations without reasonable cause shall be regarded as misconduct. Misconduct is clearly spelt out under schedule 'E' of the Statutes.

For the avoidance of doubt, misconduct in the University shall include:

- i. Being absent from duty without leave or reasonable excuse;
- ii. Refusing to carry out lawful instructions without reason;
- iii. Using, without the consent of the appropriate authority, any property or facilities provided by the University for some purpose not connected with the work of the University and/or not within the scope of responsibilities;
- iv. Engaging in any activity which is likely to bring the name of the University into disrepute;
- v. Engaging in any gainful occupation outside the University without the consent of the Vice-Chancellor;
- vi. Being frequently drunk while at post/work;
- vii. Failure to discharge assigned duties properly without any reasonable cause;
- viii. Failure to meet deadlines without reasonable cause.

### **9.2 The Disciplinary Procedure for Senior Members**

- a. Disciplinary proceedings involving Senior Members shall be referred to the Disciplinary Board of the University, membership of which is in Schedule E of the Statutes. The Disciplinary Board shall conduct an enquiry into the charge or charges made against a Senior Member and make recommendations to the Vice-Chancellor as the Chief Disciplinary Officer of the University.
- b. In all cases of alleged misconduct for Senior Members, the Disciplinary Board shall formally charge the Senior Member concerned of misconduct and request the member to respond to the charge or charges by a certain date.
- c. The alleged offender is entitled to:
  - i. Be represented by Counsel
  - ii. Invite witnesses
  - iii. Cross examine witnesses against him
  - iv. The right to appeal to Council within 7 days of notification.



- d. If the person being investigated fails or refuses to comment on the charge(s) preferred against him/her, the Board shall go ahead to invite witnesses, subsequently form an opinion and make recommendations to the Vice-Chancellor.
- e. The Vice-Chancellor may, in his judgment or on the recommendations of the Board, cause a person charged with an offence likely to result in the imposition of a major penalty to be interdicted for the period that the matter is being investigated.
- f. During the period a Senior Member is on interdiction, the Vice-Chancellor may, on advice or in his or her own discretion, prescribe the salary of the affected Senior Member, but shall not be less than two-thirds of his/her gross salary. When the person wins the case, the deduction during the interdiction shall be refunded to him/her.
- g. Any Senior Member who is absent from duty without leave or reasonable cause shall not be entitled to his/her salary for the period that he/she stays away from duty. The non-payment of salary shall be without prejudice to any disciplinary action which may be taken against him/her.
- h. Without prejudice to instituting disciplinary proceedings in respect of any absence from duty without leave or reasonable cause for more than ten (10) consecutive working days, a Senior Member may be regarded as having resigned from his/her employment without notice. If his/her whereabouts is known, he/she must be informed in writing that his absence has been so regarded.

### **9.3 Disciplinary Procedure for Senior and Junior Staff**

- a. In the case of Senior/Junior Staff, the Vice-Chancellor shall appoint an ad hoc committee which shall report to the Vice-Chancellor.
- b. When a Unionised Staff is charged with an offence likely to result in the imposition of a major penalty, the person shall be served the charge(s) to respond to by a certain date.
- c. The person charged with the offence(s) is entitled to:
  - i. Invite witnesses to plead his/her cause;
  - ii. Cross examine witnesses against him/her;
  - iii. Enjoy the services of Counsel;
  - iv. Have representation on the Committee of Enquiry investigating the case;
  - v. The right of appeal to the Vice-Chancellor
- d. 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/her union representative to be part of the Committee examining the alleged offence(s).

## **9.4 Penalties**

The Vice-Chancellor is the chief disciplinarian of the University. He/she is expected to approve all sanctions before they are effected. However, in the case of minor offences, penalties may be imposed by any person to whom the Vice-Chancellor has delegated authority.

### **9.4.1 Minor Penalties**

Minor penalties or sanctions in the University according to Statute 71.3 are:

- i. Reprimand;
- ii. Withholding/stoppage of annual salary increment;
- iii. Postponement of promotion;
- iv. Withholding of salary;
- v. Warning.

#### **9.4.1.1 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, the resulting explanation shall be filed away when satisfactory. If the explanation is not satisfactory, the staff shall be reprimanded verbally and/or in writing.
- iii. All written queries should be copied to the Registrar.

#### **9.4.1.2 Withholding/Stoppage of Annual Salary Increment**

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

- i. 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.
- ii. The recommending officer shall inform the affected employee about his/her decision.
- iii. The affected officer may challenge the assessment of the supervisor or HoD as per the prescribed form.
- iv. If it is established that the officer does not deserve the increment, the Registrar shall advise the Director of Finance to withhold the increment in January when increment is awarded to deserving employees.
- v. When an employee's increment is stopped, the employee does not suffer corresponding losses in increment for the ensuing years. The loss of increment is related to only the specific period of poor performance.
- vi. When an increment is withheld, another form recommending restoration shall be completed when the employee's performance meets standards.

#### **9.4.1.3 Postponement of Promotion**

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

#### **9.4.1.4 Withholding of salary**

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

#### **9.4.2 Major Penalties**

For the avoidance of doubt, these shall be considered as major penalties:

- i. Dismissal
- ii. Termination of appointment
- iii. Suspension
- iv. Forfeiture of pay for stated period
- v. Reduction in rank or grade
- vi. Interdiction
- vii. Deferment of increment

##### **9.4.2.1 Dismissal**

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

##### **9.4.2.2 Termination of Appointment**

An employee's appointment may be terminated for inefficiency or unsatisfactory performance, or misconduct but not bothering on criminality.

##### **9.4.2.3 Suspension**

An employee can be suspended from work as a sanction. The employee stays away from work and is also not paid for the days he/she stays away from work. This shall not normally exceed 2 weeks.

##### **9.4.2.4 Forfeiture of Pay for Stated Period**

An employee can be sanctioned to lose part of his 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 (2) days, he works during the days he was late but is penalized by the loss of two (2) days' pay.

##### **9.4.2.5 Reduction in Rank**

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

#### **9.4.2.6 Interdiction**

- a. An employee charged with a criminal offence, whether within or outside the University shall be interdicted by the Vice-Chancellor.
- b. 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 person to continue to hold office.
- c. The person to be interdicted shall be served a formal notice indicating the date and reasons for the interdiction.
- d. An employee under interdiction shall be required to hand over books and property of the University to a person designated in the letter of interdiction.
- e. An employee on interdiction shall be forbidden to perform any official duties and can visit his place of work only with the expressed permission of the Vice-Chancellor.
- f. An employee on interdiction shall receive not less than two-thirds (2/3) of gross salary for the duration of the interdiction.
- g. When disciplinary proceedings or any court of competent jurisdiction exonerates an alleged offender on interdiction, the deducted salary and any allowances withheld shall be restored to the employee.
- h. An employee convicted on criminal charges or dismissed shall forfeit the deductions and allowances but shall not be required to refund the proportion of salary already enjoyed.

#### **9.4.2.7 Deferment of Increment**

An employee can be sanctioned by deferment of increment. When an employee's increment is treated as deferred, the employee suffers corresponding postponement of the incremental date until it is finally treated as stopped. For instance, if an employee's increment is deferred from January to April, it means that the following year, when increments are being awarded, the employee will lose again increment from January to April. The lost increment from January to April each year shall continue until the deferment is stopped.

### **10.0 HANDING AND TAKING OVER FORMALITIES**

- a. Proper handing and taking over notes must be prepared in all cases of internal reshuffling, postings, resignations and retirements.
- b. The handing over notes must cover all inventories, for example, paper files, books, stores, staff lists and capital items such as computers, cabinets, photocopiers, clocks, vehicles, equipment and other movable items.

- c. 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.
- d. 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.
- e. 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 doorstep of the person who handed over.
- f. The Officer handing over shall be held liable for deficiencies or shortage between stocks and physical items at the time of the handing/taking over.
- g. Copies of handing/taking over notes must at all times 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, Director of Estates and other relevant officers.
- h. There shall be a file on handing/taking over which captures the history of incumbency of positions in the University.
- i. The handing over notes must be signed by both the person handing over and the person taking over and dated.

## **11.0 CHANNELS OF COMMUNICATION**

- a. All members of staff are free to consult the Vice-Chancellor, the Registrar, and Directors (hereinafter referred to as Central Administration) on any matters affecting their Departments, Faculties/Schools, Colleges and Campuses.
- b. All official letters from individuals to the Central Administration should be routed through the Head of Department.
- c. All official letters from Heads of Department to the Central Administration should be routed through the Dean of the Faculty/School and copied to the Provost.
- d. All official letters from Deans to the Central Administration should be routed through the Provost of the College and copied to the Principal.
- e. All official letters from Provosts to the Central Administration should be copied to the Principal.

- f. Notwithstanding the normal channels of communication stated in this section, in exceptional circumstances, staff may write directly to appropriate offices.
- g. Letters from members of staffs of Administrative/Professional Departments to the Vice-Chancellor, the Registrar or Directors should be routed normally through the Head.
- h. Heads of Department should comment fully on letters sent through them by the Departmental staff to the Administration. This is necessary to facilitate decision-making.
- i. Correspondence with the Registrar and Directors should be copied to the Vice-Chancellor.
- j. Letters from the Central Administration to Heads of Departments, Deans/Directors, Provosts or Principals should be acted upon expeditiously.

## APPENDICES

### APPENDIX I

#### ANNUAL ASSESSMENT AND PROMOTION GUIDELINES FOR ACADEMIC STAFF OF THE UNIVERSITY

---

1. ***Rating of Staff***

All members of the Academic Staff, except Provosts of Colleges, shall be evaluated, initially, by their Heads of Academic Departments. Heads of Academic Departments shall be evaluated by the Deans of Faculties/Schools. The Deans of Faculties/Schools shall be evaluated by the Provost and the Provost/Principal shall be evaluated by the Vice-Chancellor.

2. ***Waiting Period***

The waiting periods should be:

Lecturer	-	Senior Lecturer	=	5 Years
Senior Lecturer	-	Associate Professor	=	3 Years
Associate Professor	-	Professor	=	3 Years (2 Years in exceptional circumstances)

However, for promotion from Senior Lecturer to Professor, a staff may be considered after 6 years on Senior Lecturer position, provided he meets the requirements for overall score as well as research and publications. This applies to both internal staff and external candidates. A staff who files his/her papers for promotion to Professor after 6 years on Senior Lecturer position, and fails in his/her bid may opt for consideration for Associate Professor position in the next promotion exercise. If promoted to Associate Professor, he/she has to 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. Appointment 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 as follows:

BSc	-5 (1 <sup>st</sup> Class -5, 2 <sup>1</sup> -4, 2 <sup>2</sup> , -3)
Post Bachelor Diploma, BL, 1-year M. A.	-2 (additional)
M A, MSc, M Phil, 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. ***Technical/Supervision/Professional Practice Load (20)***

For Teaching/Supervision Load, a Staff is at liberty to indicate courses taught and projects supervised in any of the sessions since his promotion. To ensure equity in assessment, a credit of taught course should be scored ½ point while project supervision attracts 1 point.

Also, teaching of Diploma and other courses should be accepted as part of teaching load but any contribution of less than ½ of a credit should not be considered.

For staff teaching and examining very large classes (greater than 100 students), two extra points under 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:

<b><u>Teaching</u></b>		<b><u>Research</u></b>	
Length	10 points	Effort	3 points
Load	10 points	Post-Graduate Supervision Research	5 points
Quality	10 points	Output	10 points
<b>Total</b>	<b>30 points</b>	Publications	22 points
<b><u>Total</u></b>	<b><u>40 points</u></b>		

Scores for teaching experience will be calculated as follows:

¼ points for Secondary School

½ points for Tertiary Institutions other than Universities;

1 point for 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 Organizational Experience (5 points). Community Service (3 points) and Relationship with Colleagues (2 points). In order to redress the problems 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 weights.

6. **Research**

Research Effort

A general account of research completed but not published and progress reports on on-going research which must be confirmed by the Head of Department scores a ¼ point. Editorship of Journals and Conference Proceedings should attract ½ point.

***Guidance and Supervision of Post-Graduate Students:***

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

**Output:**

Books and handbooks published by authors, but not refereed; research papers written up or delivered at Academic Conferences/workshops/seminars but not yet published and technical reports. Copies must be submitted to the Faculty/School/Directorate/Centre/Library/Appointments and Promotions Committees for confirmation. Each paper should score ½ point each for the contributors. Deans must present Output to the Faculty Appointments Committee.

**Publications:**

These are published books and articles and plays published in refereed journals or referenced proceedings. All publications should actually be submitted and read by the Departmental Appointments and Promotions Committee in order to assess the quality, originality and contribution to the discipline or its influence on society. Publications should be scored as follows:

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 (1/2) of the value of the work. Reference to the work 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  $\frac{1}{2}$  point of the value of the original work. A publication in newspapers and magazines of all types should be  $\frac{1}{4}$  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	-	6 (5) points
Associate Professor	-	16 (10) points
Professor	-	24 (15) points

Under minimum research requirements, figures preceding those in brackets refer to total points under research gathered from effort, supervision, output, and publications. Figures in brackets refer to points scored for actual publications.

7. ***Administrative and Organizational Experience***

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 Examinations Officer, Chairman of Faculty Committee	-	$\frac{3}{4}$ point
Chairmanship, Secretaryship of University Committees	-	$\frac{3}{4}$ point
Chairmanship, Secretaryship of University Ad-Hoc Committee	-	$\frac{1}{2}$ point
Departmental Examinations Officer	-	$\frac{3}{4}$ point
Membership of University, Faculty/School and Ad-Hoc Committees	-	$\frac{1}{4}$ point
Hall Master, Senior Tutor	-	$\frac{1}{2}$ point
Organization of Workshops, Seminars, Symposia etc.	-	$\frac{1}{2}$ point

8. ***Community Service***

$\frac{1}{4}$  point per accepted entry. Community Service should be in respect of communities in Ghana.

9. ***Relationship with Colleagues***

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

10. ***Over-all Minimum Scores***

Over-all minimum scores for appointment and promotion in respect of positions from Lecturer to Professor are as follows:

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

The minimum scores for Qualification and Publications/Research must be met in addition to required over-all minimum

## GUIDELINES FOR ASSESSMENT OF SENIOR ADMINISTRATIVE/PROFESSIONAL STAFF

The assessment of Senior Non-Academic Staff 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%

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 recognized certificate is obtained. It is assigned a maximum of 20 points which can be scored as follows:

BA, BSc	-	6 (1 <sup>st</sup> class – 6, 2 <sup>1</sup> -5, 2 <sup>2</sup> -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)		
Recognized 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 as follows:

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 heading shown below. Each heading is scored out of 4 points except promotion of work's which is scored out of 15 points.

- i. **Foresight** - Highest score – Anticipates problems or situations
- Low 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' feelings 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 – Organizes 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.

- 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.
- 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 such committee appointed by the Government, National Universities, Commission or the University etc.