UNIVERSITY OF GHANA

FINAL DRAFT

MANUAL ON HUMAN RESOURCES AND ADMINISTRATIVE POLICIES AND PROCEDURES

DECEMBER 2015

UNIVERSITY OF GHANA
HR AND ADMINISTRATIVE POLICIES AND PROCEDURES

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UNIVERSITY OF GHANA	
POLICY MANUAL TITLE	Human Resources and Administrative Policies and Procedures Manual (HR & Admin Policies & Procedures Manual)
APPROVING BODY	University Council
OVERSIGHT BODY	Business and Executive Committee (BEC)
APPROVAL DATE	
EFFECTIVE DATE	
SUPERSEDES	N/A
ACCOUNTABLE OFFICERS	VC/Registrar
IMPLEMENTING OFFICER	Director, Human Resource & Organisational Development (Director, HRODD)
CONTACT	Registrar/Director, HRODD

PURPOSE INTENT AND STATUS

1.1 Introduction

The purpose of this Manual on Human Resources and Administrative Policies and Procedures is to ensure efficiency and consistency in the operations and functioning of the colleges which have been constituted as part of the transition by the University of Ghana from the faculties, institutes and schools structure to the collegiate system; and the central administration which provides support and administrative services to the constituted colleges.

Human Resources/Administrative and other support services functions are being decentralised in line with the objective of the transition process. Currently, the colleges under reference are the Colleges of Health, Basic & Applied Sciences, Education and Humanities. The Manual is designed to achieve the following:

- Describe the internal organisation of the colleges relative to the Central Administration of the University;
- Define the Human Resources and Administrative Policies and Regulations to be adhered to by senior members and staff of the newly constituted colleges and any other college(s) that may be set up subsequently; and the procedures to be followed in performing assigned activities and tasks;
- Detail supervisory tasks to be undertaken within the University and define the responsibilities of senior members and staff at each stage of the operating process;
- Define the various outputs/reports to be produced and related responsibilities for each stage of the operating process.

1.2 Source Documents

This manual has been documented with reference to, and in alignment with the following documents:

- The University of Ghana Act, 2010 (ACT 806) and the Statutes derived therefrom which together are referred to as the "Basic Laws of the University of Ghana"
- The Amendments to the University of Ghana Statutes (Amended April 2014)
- Labour Act, 2003 (Act 651)
- The University of Ghana's HRODD Orientation Handbook
- University of Ghana Financial Regulations and Governance (August 2012)
- University of Ghana Strategic Plan (2014 – 2024)
- The Revised Unified Scheme of Service for Junior Staff of the Public Universities in Ghana
- The Revised Unified Scheme of Service for Senior Staff of the Public Universities in Ghana

- 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
- Procedures for Appointment and Promotion of Senior Members
- Business Processes Documents at Units of the HRODD
- Various Internal Write-ups, Documents and Memoranda

1.3 Application of the Contents of the Manual

The Human Resources and Administrative Policies and Procedures apply to the University of Ghana and all its departments, directorates and units. All employees of the University are required to comply with them.

1.4 Status of the Human Resources and Administrative Policies and Procedures

These policies are made by Council pursuant to its powers under Statute **53** of the Statutes of the University of Ghana and are designed to provide a framework and guidelines to ensure efficiency and consistency in the Human Resources and Administrative operations and functioning of the University as it works towards achievement of its strategic objectives, vision and mission.

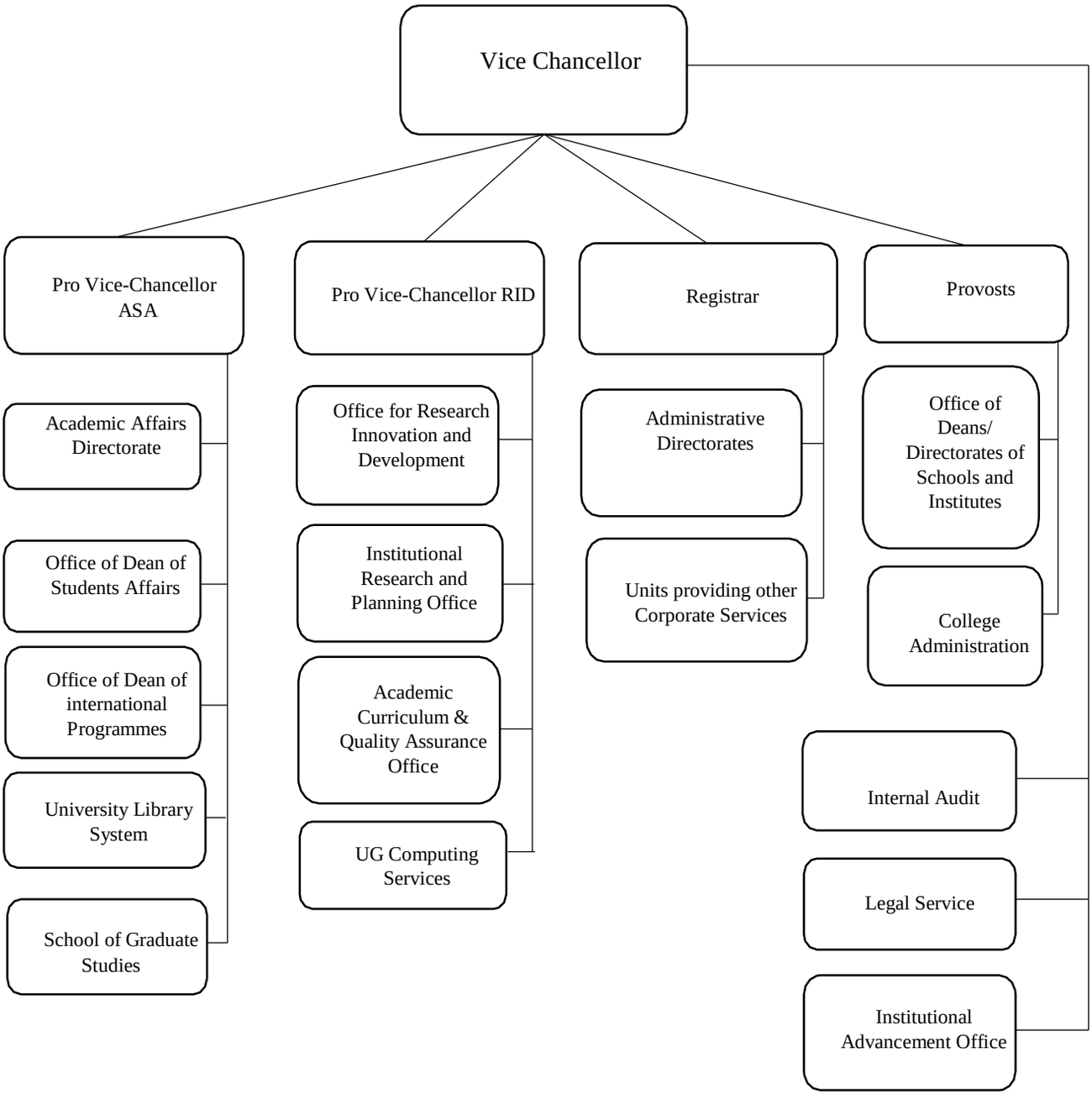
It shall be the responsibility of the University Registrar, in collaboration with the Director, HRODD, to ensure that all employees have access to these policies and procedures. All employees shall take responsibility for ensuring that they comply with the provisions in the Manual.

The Director, HRODD in consultation with the Registrar, shall advise on the need for a review of any of the policies when necessary. The Vice-Chancellor (VC) shall direct such reviews for consideration by the University's Business and Executive Committee (BEC) and approval by Council.

1.5 Approvals and Amendments

- The Council may approve the Human Resources and Administrative Policies and Procedures on the recommendation of the University's Business and Executive Committee BEC.
- The Director, HRODD shall initiate the review of the policies at least every four years.
- Notwithstanding the periodic review, requests for addendums, amendments and additions may be considered by the BEC on recommendation by the Director, HRODD in consultation with the Registrar.

1.6 Generic Organisational Structure of the University under the Collegiate System



2. GENERAL PROVISIONS

2.1 Scope of Application

The provisions of these policies and procedures shall apply to all employees (senior members and staff) of the University of Ghana comprising all Colleges and the Central Administration of the University.

2.2 Interpretation

Where there is any doubt about the interpretation of any of the policies and regulations, the Vice-Chancellor, having taken appropriate advice, will act as the final arbiter in deciding on the interpretation.

2.3 Delegation and Modalities for Delegation of Authority

Delegation is the act by which the authorising officer shall confer powers on a senior member or staff. Action required by the Vice-Chancellor, the Registrar, the Director, HRODD and/or Provosts/Deans/ Directors as part of these policies, may be delegated in writing to an appropriate nominee. All such delegation must be reported to and recorded by the Director, HRODD.

There shall be three types of delegation described below:

(i) **Statutory Delegation**

This is the action by which a statutorily appointed authorising officer delegates powers to another officer in that officer's functional area**.**

(ii) **Lateral Delegation**

This is the action by which a statutorily appointed officer delegates powers to another officer.

(ii) **Sub-delegation**

This is the action by which some of the functions of a statutorily appointed officer are delegated to a directorate, department or unit. A senior member or unit head may also delegate to other senior members down the line through this act of delegation.

2.4 Application of Delegation to the University of Ghana

(i) The Provost of each college shall perform his/her duties according to the provisions of the Basic Laws and Statutes of the University of Ghana. He/she may delegate some of his/her functions to a Deputy Provost (where applicable) or a Dean in the absence of a Deputy Provost.

(ii) Such delegation shall not be general; all duties of confidential nature or with a bearing on professional confidentiality/secrecy must be excluded. Delegation may also be limited to the area of expertise of the senior member/unit head being authorised to carry out specific duties.

(iii) Delegation and withdrawal of signatory or other authority must be in writing. It must clearly state the limitation cited above or any other limitations applicable. The Registrar or College Secretary and all the departments/units of the College must be notified of such authorisation and its withdrawal.

(iii) In the absence of a Deputy Provost, Dean or Director, the Provost of the College shall take all the necessary measures to ensure that duties relevant to a School/Institute/ Centre/Department/Unit are dealt with in a professional manner.

2.5 General Principles of Responsibility and Accountability

Authorisation and approval shall be sufficient where given by a duly appointed authorising officer or as delegated to another officer. This shall ensure that activities/transactions, especially those with financial implications are authorised and approved by designated senior members within the scope and limit of their authority. General principles of responsibilities include but are not limited to the following points:

- Segregation of duties and responsibilities as a tool of internal control for all transactions with financial implications shall be assigned in a way that allows the duties of one senior member or staff member to automatically provide a check on the work of another.
- Supervision of persons carrying out work is a necessity. This must involve checking work performed to ensure that senior members and staff discharge their duties as prescribed by the Statutes of the University. To this effect, duties discharged must be verified and endorsed or signed off by supervising officers.
- Documentation procedures shall provide for timely preparation, storage, safe keeping and preservation of documents necessary to furnish evidence of the validity and correctness of all transactions recorded.
- Accounting records and procedures shall be adequate to ensure sufficient and timely recording of transactions with financial implications.

2.6 Working Language

Documents emanating from the Colleges of the University of Ghana shall be written in the official language of Ghana, namely English. Official texts and website information shall also be written English.

2.7 Confidentiality

Senior members and staff of the Colleges and Central Administration of the University shall respect the professional secrecy of any confidential information, act and/or inquiry that they obtain knowledge of in the course of their involvement in work and the activities of the University. Such confidentiality shall continue even after they have left the employment of the University.

Information, fact and/or inquiry considered confidential shall include any sensitive information, fact, and/or other clearly marked "confidential" and any other information and fact which by its nature can be considered or classified as confidential.

Senior members and staff of the Colleges and Central Administration of the University must ensure that data/information is handled in a manner that reduces the risk of misuse, lack of authorised use or disclosure of confidential information.

2.8 Scope of Application

The provisions of these policies and procedures shall apply to all senior members and staff of the Colleges and Central Administration of the University of Ghana.

2.9 Definitions and Interpretations

The following expressions shall have the following meanings:

(i) **"Principal Officers"** of the University are the Chancellor, the Chairperson of the University Council and the Vice-Chancellor.

(ii) **"The Chancellor"** of the University is the Head of the University and takes precedence over the other officers of the University. The criteria and modalities for the nomination and election of the Chancellor shall be prescribed by the Statutes of the University.

(iii) **"The Chairperson of the University Council"** and other members of the Council shall be appointed by the President in line with Article 70 of the Constitution of the Republic of Ghana.

(iv) **"The Vice-Chancellor"** is a Principal Officer appointed by the University Council, who is answerable to the Council and is the academic and administrative head and chief disciplinary officer of the University.

(v) **"The Registrar**" is the Chief Operating Officer of the University and is in that capacity responsible for the day-to-day operations of the University under the Vice-Chancellor and in accordance with the policy directives of the University Council.

(vi) **"College"** means a collection of academically related faculties, schools, institutes and centres in related disciplines with a central administration and a governing body established by statute and operating under the University Council.

(vii) **"School"** means one or more related academic departments established by the Council.

(viii) **"Institute"** means an establishment with limited financial and operational autonomy as determined by the Academic Board which focuses primarily on multidisciplinary research and/or the provision of extension services.

(ix) **"Centre**" means an establishment which conducts specialised programmes normally oriented to providing services including teaching, research or advocacy.

(x) **"Establishment"** means a division, sub-division or constituent part or body of the University, such as the central administration, colleges, faculties, institutes, programmes, schools, departments, centres, Halls of Residence and other divisions, sub-divisions, constituent parts or bodies of the University.

(xi) **"Unit"** means a division, subdivision, a programme, a department, institute, school or centre.

(xii) **"University Council**" means the University Council established by Section 11 of the University of Ghana Act, 2010 (Act 806) as the governing body of the University.

(xiii) **"Department"** means any Department of the University, academic or non-academic, and includes Halls of Residence and other Units recognised as such by the University Council as forming constituent parts of the University.

(xiv) **"Head of Department/Unit"** means the Professor or any other person appointed in accordance with the Statutes of the University to direct or supervise the programme or work of a department. This includes the Master/Warden of a Hall of Residence and the Head of any other Organisation in the University.

(xv) **"Convocation"** is the body of persons as prescribed by the Statutes of the University.

(xvi) **"Tutor"** applies to indigenous speakers appointed to teaching positions in the Department of Modern Languages, the Language Centre and the Department of Linguistics who do not possess a researched degree but possess specialised expertise. The designation may also be applied to persons without researched degrees appointed temporarily to teaching positions.

(xvii) **"Clinical Tutor**" applies to persons without researched degrees but who possess specialised expertise such as Clinicians appointed temporarily to supervise clinical work.

(xviii) **"Research Associate"** applies to persons without higher degrees but with demonstrable competence to operate in their areas of research.

(xix) **"Administrative staff"** means qualified administrative officers responsible for the execution of the day-to-day administrative duties and operations of the University.

(xx) **"Dependent Child**" means a biological or legally adopted child of an employee. Adoption must conform to the laws of adoption in Ghana. If both spouses are employees of the University, they

must decide which of them shall claim any benefits due the child in order to avoid duplication of payment of benefits.

(xxi) **"Beneficiary"** means any person so designated by the employee in writing, and in accordance with the prescribed procedure for registration of beneficiaries. In the event of the death of an employee, all amounts accruing to him/her shall be paid to his/her beneficiary (ies).

(xxii) **"Institution"** means the University of Ghana**.**

(xxiii) **"The University Council"** is the highest decision making body of the University.

(xxiv) **"Temporary Staff"** are staff engaged/hired for specific short-term tasks. Members of the temporary staff grouping are paid on individual contract basis.

(xxv) **"Contract Staff"** are staff engaged to perform specific duties on an 'as needed basis'. Contract staff may be engaged /hired on contractual terms to perform specified duties to supplement expertise within the University.

2.10 Categories of Employees

There shall be two categories of employees within the University namely, **"Senior Members" and "Staff".**

- **"Senior Members" (SM)** of the University are academic (teaching/research), professional and administrative personnel who by appointment become members of convocation.
- **"Senior Staff" (SS)** are members of staff not below the rank of Administrative Assistant or equivalent.
- **"Junior Staff" (JS)** are members of staff below the rank of Administrative Assistant or equivalent.
- **"Employee"** refers to a senior member or staff of the University.

Senior members and staff categories are divided into the following salary bands and levels in line with the Single Spine Job Grading Structure for Ghana's Public Sector:

• Senior members	20 H – 25L	-	Executive Management/Heads of Units/Management.
• Senior staff	16 L - 20 L	-	(Supervisors)
• Junior staff	5 L - 15 L	-	Staff (Operatives)

3. STRUCTURE AND CONTENT OF THE MANUAL

3.1 Organisation of the Policies and Procedures

The manual sets out in some detail, policies, regulations and procedures to be followed by scheduled senior members and staff of the Colleges and Central Administration of the University of Ghana in executing their day to day Human Resources (HR), Administrative and related functions. Responsibilities, authorities and inter-relations are indicated where applicable.

It generally outlines specific policies/regulations, defines associated roles and responsibilities, and describes related processes/procedures.

The HR and Administrative policies/regulations and related procedures are divided into nine (9) parts, each with a code ending in **"00"** and which contains (or will in the future contain) a group of related policies and procedures. For example, all policies and procedures related to Recruitment, Promotion and Separation can be found in section **0100**.

Policies are sequenced by section and identified by four digit numeric codes. The first four digits ending in **"00"** identify the subject area, while the other four digits indicate the specific policies within the subject area, e.g. **Policy number "0100"** identifies the subject area: **Recruitment Promotion and Separation.** The next four digits **"0101"** denote the specific policy on **"General Regulations on Recruitment or Promotion & Appointment"**

Each policy is presented in a standardised format. The first section identifies the policy number and policy title. The next section indicates the subject area, responsible officer(s), the office or group having the authority to approve changes to the policy, issue date and revision date. This is followed by the actual policy information.

The responsible officer(s) have the responsibility of ensuring the development, promulgation, monitoring and revision of the applicable policy. When additional guidance or interpretation of a specific policy is required, that/those officer(s) should be consulted. The Registrar and/or Director, HRODD should be consulted when an issue arises which is not addressed by the HR & Administrative Policies and Procedures Manual.

The information in the Manual is presented in sections and sub-sections as outlined in the table below.

3.2 Detailed Policies & Procedures

Generally, the manual covers the underlisted subject areas.

0100 Recruitment**,** Promotion and Separation

0200 Performance Management

0300 Training and Development

0400 Salary and Benefits

0500 International Travel Policies and Guidelines

0600 Employee Related Rules and Regulations

0700 Basic Policies & Guidelines on Administration

0800 HR/Admin Records Management

0900 IT Security Policies & Regulations

3.2.1 RECRUITMENT, PROMOTION AND SEPARATION

POLICY NO.		DESCRIPTION	PAGE
0100		**Recruitment, Promotion and Separation**	
	0101	General Regulations on Recruitment or Promotion and Appointment	
	0102	Recruitment and Appointment to Senior Member Academic Grades	
	0103	Promotion and Appointment to Senior Member Academic Grades	
	0104	Recruitment and Appointment to Senior Member Administrative or Professional Positions	
	0105	Promotion and Appointment to Senior Member Administrative or Professional Positions	
	0106	Recruitment and Appointment of Senior and Junior Staff	
	0107	Promotion and Appointment of Senior and Junior Staff	
	0108	Appointment to Temporary, Casual and Fixed Term Employment Positions	
	0109	Orientation/Induction and Probation for New Appointees	
	0110	Various Types of Separation	

POLICY No. 0101	
General Regulations on Recruitment or Promotion and Appointment	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HR
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes. ("Basic Laws of the University of Ghana").
- Labour Act, 2003 (Act 651)
- Manual on Conditions of Service for Senior Members of the University of Ghana
- Unified Scheme of Service for Junior and Senior Staff of the Public Universities in Ghana
- Conditions of Service for Senior Staff of the Universities in Ghana (2003)
- Unified Conditions of Service for Unionised Staff of the Public Universities in Ghana (2008).

PURPOSE

The purpose of this policy is to outline the general policies and regulations which guide the recruitment and appointment of new appointees and the promotion and appointment of various categories of existing senior members and staff of the University of Ghana.

POLICY STATEMENT

1. The University aims to attract, recruit and retain high quality and competent human resources to enable it carry out its mandate and achieve its strategic objectives. It shall therefore institutionalise recruitment and promotions processes which ensure that the right calibre of employees with the right competencies are appointed to vacant positions at all levels of the institution at all times, and that they are appointed principally on the basis of merit.

2. The appointment of new recruits shall be based on the principles of fairness, transparency, equity and consistency. It shall be designed to stimulate competition and be rigorous enough to ensure the right candidate is selected for a job.

3. Promotions shall similarly be carried out in a fair, transparent, equitable and consistent manner such that existing employees are motivated to aspire to rise to higher levels within the institution. The promotions process shall be 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.

4. It shall also be ensured that employees selected through the promotions process are those committed to the vision, mission and core values of the University in order to be promoted to positions of higher responsibility and accountability.

5. Promotions shall furthermore 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; and the Unified Scheme of Service for senior and junior staff.

6. The University shall recognise two main categories of employees who may be recruited or promoted, namely senior members and staff. Recruitment or promotion of employees shall not only be based on merit, but in accordance with the principles of fairness and non-discrimination, the provisions of the University of Ghana Act, 2010 (Act 806) and the Statutes arising therefrom.

Eligibility for Appointment to Vacant Positions

7. The criteria and procedure for appointment of senior members and the procedure relating to such appointments are contained under the sections of this document on recruitment or promotion to senior member academic or administrative/professional positions. These sections have been referenced to the "Basic Laws of the University of Ghana".

8. In the case of junior and senior staff, to be eligible for appointment, a candidate must have the requisite qualifications, skills and experience contained in the Unified Scheme of Service for Junior and Senior Staff of the Public Universities in Ghana.

Types and Nature of Appointments

9. Except where otherwise specifically stated, all appointments by the University shall be full-time and additional remuneration for activities outside the scope of appointment may be accepted only with the permission of the Vice-Chancellor on behalf of the University Council.

10. Employees may be appointed/engaged on a temporary or casual basis to carry out specific tasks, assignments or projects. The duration of temporary assignments shall not exceed six months, but may be renewable on fixed term contract basis depending on the University's requirements and the incumbent's performance. The duration of casual appointments shall not exceed three months, but shall be renewable for a further three months based only on the University's requirements and performance.
11. In the case of staff employed for projects with specific timelines, the duration of their appointments should not exceed the life span of the projects they have been tasked with carrying out.

12. Part-time appointments may be made in situations where the University requires the services of academic employees including Adjunct Professors or Graduate Assistants and Human Resources/ Administration (HR/Admin) or Finance employees etc.

13. Fixed-term post-retirement appointments may be given to retirees of sound health, whose positions cannot be filled immediately after their retirement for one reason or another.

14. Temporary or casual employees may also be engaged to carry out specified assignments based on specific contracts. In such cases, the terms of the contract shall be embodied in their letters of appointment.

Advertising, Applying for and Filling Vacant Positions

15. In principle, all vacancies may be advertised both internally and/or externally. The foregoing notwithstanding, the University may for various reasons, provide only internal employees opportunities to take up vacant positions at higher levels of the University thereby motivating them to grow and develop with the institution.

16. In the interest of expediency, the Vice-Chancellor may make temporary acting appointments from an internal pool of applicants pending the completion of open advertisement arrangements.

17. The mode of advertisement of vacancies at senior member and senior/junior staff levels shall be by placement of advertisements on the University's website with the address: www.ug.edu.gh/employment-opportunities; on all notice boards in the University; at the Registrar's Secretariat and HRODD /College Secretary's Secretariats and other appropriate avenues.

18. A vacancy into which employees may be appointed may be said to exist as a result of the following:

    - An existing post holder leaving an established post;
    - The creation of a new post;
    - The need to add more staff to an existing post as part of an extension plan.

19. Existing vacancies at senior member level may be filled through any of the following processes:

    - Secondment from other universities under the scheme of employee exchange;
    - Requests for technical assistance;
    - A recommendation to the Vice-Chancellor by the Provost or Registrar in consultation with the head of directorate/department/unit as appropriate;
    - Application on an individual's own initiative;
    - A response to an advertised position

20. The College Appointments and Promotions Committee (CA&PC) and the University Appointments Board (UAB) are the only bodies mandated to take decisions on applications for appointments and promotions up to Senior Lecturer and more senior levels respectively.

21. No applications shall therefore be withheld from the Committee or Board referred to above.

Request for Personal Information from Applicants

22. As part of the application process, an applicant seeking employment with the University shall complete an application form and provide the required personal information as set out in the application form.

Sanctions for Providing False Information or Concealing Personal Information

23. Applicants shall take note that intentionally providing false information or concealing personal information when filling application forms above shall be considered a serious offence which shall attract sanctions including discontinuing the appointments process for candidates yet to take up their appointments, or terminating the employment of those already in employment.

Interviewing for Permanent Appointment

24. All permanent employee appointments shall be made through a well-planned and structured assessment process conducted by competent assessors and properly constituted interview panels. Appointments shall furthermore be determined by the appropriate Appointments Committee/Board depending on the level of seniority of the role and whether it is based at the Central Administration or a College.

25. The process and outcome of the interview, shall be well documented and appropriately filed in the employees' personal files for reference purposes should the need arise.

Medical Examination

26. Prior to being appointed to any position in the University, a candidate shall be medically examined and passed as fit as evidenced by a medical certificate issued by a medical officer of the University or a registered medical practitioner. Such medical examination shall be conducted at the expense of the University. The medical results, which should be treated as confidential, must be addressed to the signatory of the letter.

Making Appointments

27. The Registrar and Secretary to Council shall on behalf of the University Council, issue offer letters to successful candidates formally appointed to the positions listed below after a formal assessment process including an interview. The appointments shall be by authority of the University Council, based on the recommendation of the University Appointments Board (UAB). They are:

    - Professorial positions
    - Deputy Registrar/Senior Deputy Registrar and analogous grades
    - Senior level administrative positions

28. For academic appointments at Associate Professor level or equivalent and above, the Registrar shall on behalf of Council, issue offer letters of appointment to candidates selected through a formal interview process. The appointments shall be by authority of the University Council, based on the recommendation of the University Appointments Board (UAB).

29. The College Secretary shall on behalf of the University Council, issue offer letters of appointment to candidates selected through a formal interview process for appointments up to senior lecturer level or equivalent. The appointments shall be by authority of the College Appointments and Promotions Committee chaired by the College Provost.

30. Formal appointment letters shall be issued by the Registrar (or by the Director, HRODD on behalf of the Registrar) to successful candidates duly assessed for senior and junior staff positions. The appointments shall be by authority of the Vice-Chancellor based on the recommendation of the relevant committee as the case may require.

31. The Vice-Chancellor is authorised to make secondary appointments including those for heads of department/units, examination officers, chief invigilators etc., which positions are not appointive.

32. Offer letters shall clearly state the job title, duties/tasks, reporting lines, start date, probation period, terms and conditions of the appointment, salary scale/job grade and point of entry on the scale.

33. Where there are additional benefits due an appointee by virtue of a specific office/position to which he/she has been appointed (such as Head of Department, Dean, Provost or other senior level administrative role), those benefits, together with the period over which they are payable shall be clearly and unambiguously stated in the appointment letter.

34. For appointments being made up to senior lecturer level or equivalent, the College Secretary shall direct the activation of a ‘service record’ on the University’s ITS database. A personal file shall also be opened for the new employee. For appointments being made above senior lecturer level or equivalent, the Registrar shall direct the activation of the service record and opening of the personal file.

35. Copies of the new appointee's completed application form, appointment letter, birth certificate or affidavit of date of birth, particulars of next-of-kin and documentation on the outcome of the interview process shall also be placed on the personal file.

36. The appointment of a senior member shall normally take effect from the 1st August or 1st February.

37. The new appointee will enter his/her name in the register of new appointment kept in the Registrar's **or** College Secretary's office as the case may require.

38. All holders of senior level administrative positions including Vice-Chancellor, Pro Vice-Chancellor College Provost, Registrar, Director and Dean shall hold office for the periods defined by the Basic Laws of the University.

Probation Period and Confirmation of Appointment

39. A senior member who is appointed without any previous university or other relevant experience shall be required to serve two years probationary period.

40. A senior member who is appointed with at least two years' university or other relevant experience shall be required to serve one year probationary period.

41. Confirmation of a senior member's appointment shall be subject to a documented evaluation of their performance over the probationary period, and written confirmation from their head of directorate/department/unit that their work and conduct has been satisfactory.

42. Junior and senior staff appointed to established positions shall normally be on probation for one year after which they will be eligible for confirmation into their roles. Confirmation of their appointments shall be subject to a documented evaluation of their performance over the probationary period and written confirmation from their head of directorate/department/unit that their work and conduct has been satisfactory.

43. On the recommendation of the relevant head, the Director, HRODD in consultation with the Registrar may write to extend the probationary period of the employee by not more than three months if considered necessary. Under such circumstances, no increment shall be awarded after the first year of service. For the avoidance of doubt such recommendation by a head of unit must be countersigned by a relevant authority.

44. For college-based positions, the College Secretary in consultation with the Dean of School or Director of the Institute/Centre and College Provost may write to extend the probationary period of the employee by not more than three months. This may be done on recommendation of the new employee's head of department and if considered necessary. Under such circumstances, no increment shall be awarded after the first year of service.

45. An employee's probationary period may be reduced by the Vice-Chancellor **or** College Provost for a period of not more than three months on the advice of the Registrar and recommendation of the Head of

Directorate/Unit **or** on the advice of the Dean on recommendation of the Head of Department/Unit respectively.

46. The University may for good reason, terminate the appointment of an employee on probation. Where such termination is not as a result of misconduct, senior members/ senior staff shall be given three calendar months' notice or three months' pay in lieu of notice. Junior staff shall be given one calendar month's notice or one month's pay in lieu of notice. In addition, employees will be granted their earned leave and paid transport allowance to their home town.

Eligibility for Promotion into Vacant Positions`

47. Existing employees may be appointed into a vacant position based on the policies and procedures on promotions documented in this manual.

Promotion to Senior Member Administrative/Professional Roles

48. In the specific case of senior members in the administrative/professional grades, promotion to the grade of Senior Assistant Registrar or equivalent grade shall normally not be made within the initial contract period of six years, but for exceptional cases where based on stellar performance, persons recommended by Management may be considered for promotion before the expiration of the initial contract period of six years.

Promotion to Senior and Junior Staff Roles

49. In the case of senior and junior staff specifically, permanent senior and junior staff members shall be eligible for promotion after the minimum number of years of satisfactory service/ performance prescribed for the particular grade in the Schemes of Service.

50. An applicant's attention shall be called to any adverse performance records which make him/her ineligible for promotion.

51. There shall be two categories of promotion for senior and junior staff in the University as described below:

    - General promotions based on the establishment number for the department or institution concerned.
    - Pool promotion of staff who become eligible for promotion but for whom there is no establishment number.

52. Staff who remain at the maximum level of a salary scale for two years shall become eligible for consideration for promotion by the pool system provided their work and conduct have been satisfactory and that they meet all the criteria stipulated in the Unified Scheme of Service for the next grade.

53. Staff who do not pass a test/an assessment required for appointment in a role at a higher grade shall not qualify for appointment to that role.

54. Notwithstanding the above, having passed the test /assessment required for placement in a role at a higher grade shall not necessarily entitle staff to promotion. Such members of staff shall however be granted up to two incremental credits/points in addition to the normal increment, provided they have not reached the maximum point of the salary scale.

55. Temporary staff shall not be considered for promotion.

Timing of Submission of Applications for Promotion and Effective Date of Promotion

56. Applications for promotion supported by materials for assessment shall not be processed unless they are received at least six months prior to retirement of the applicant.

57. In the case of an application for promotion, where the Dean considers that the application is complete, the effective date shall be the date on which the papers and any other documents are submitted for assessment are received by the Head of Department. Any additional material submitted subsequently for assessment shall affect the dating of the application.

POLICY No. 0102	
Recruitment and Appointment to Senior Member Academic Grades	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- Manual on Conditions of Service for Senior Members of the University of Ghana
- Appointment & Promotions Procedures for Senior Members
- Statute on the Procedure for Appointment and Promotion of Senior Members
- Procedures & Requirements for Recruitment & Placement of Senior Members (Academic)

PURPOSE

This policy outlines the processes and procedures to be followed for the recruitment and appointment of new senior members (academic) of the University of Ghana.

POLICY STATEMENT

1. The recruitment and appointment of new senior members (academic) shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment, Promotion and Appointment.
2. Processes and procedures for the recruitment and appointment of specified categories of new senior members (academic) shall be carried out as outlined under the respective headings below.

Recruitment to Senior Member Academic Grades (Teaching and Research)

3. Individuals on their own initiative or at the invitation of the College Provosts/Deans of Schools/Directors of Institutes/Heads of Centres/Departments and Units may apply for a position/rank for which they are qualified at any time.

4. Recruitment to the position of Lecturer or Research Fellow shall normally be for six years, with the first two years normally regarded as a period of probation. The appointment shall be reviewed before the end of the sixth year and may be renewed as determined by Council.

5. The recruitment to the position of Lecturer or Research Fellow shall be subject to satisfactory performance in an interview conducted by the College Appointments and Promotions Committee.

Recruitment and Appointment of New Senior Members (Academic) to Senior Lecturer Level or Equivalent

Determination of Establishment Numbers and Approval of the Recruitment Process

6. A baseline year shall be agreed during which all departments/units within each college shall determine existing vacancies based on establishment numbers signed off by the Vice- Chancellor in consultation with the Registrar and College Provosts.

7. Establishment numbers shall be reviewed every other year following the baseline year based on annual staff plans prepared by schools/departments and units within the colleges during the last quarter of the academic year.

Preparation of Staff Plans for the Review of Establishment Numbers for Senior Member Academic Grades

8. The following shall be considered by each school/department/unit when preparing staff plans.

    - Whether a college plans to add on another school/institute or centre;
    - Whether a school intends to set up a new department/unit;
    - Whether a school plans to expand an existing department/unit;
    - Whether there is enough evidence to confirm that a department/unit is understaffed;
    - Whether a department or unit plans to introduce new programmes and so requires additional staff;
    - Pending retirements for the period under consideration;
    - Natural attrition rates/trends due to resignation, vacation of posts etc.
    - Plans for restructuring, transfers or re-assignments;
    - National Accreditation Board (NAB)/National Council for Tertiary Education (NCTE) norms.

Approval of the Recruitment Process for New Academic Senior Members Up to Senior Lecturer Level or Equivalent

9. The recruitment process shall commence after it has been confirmed that a vacancy exists in a school/department/unit based on establishment numbers and a job profile for the position.

10. On commencement of the process, the head of department/unit desiring to fill the vacancy shall complete a "Recruitment Approval Form" designed to provide the following information:

    - brief justification stating the benefits to be derived from making the appointment relative to the costs thereof.
    - An organisational chart indicating where the role to be filled is positioned.
    - A role profile outlining the duties, tasks, qualifications and person specifications for the role.

11. The completed Recruitment Approval Forms shall be submitted to the Dean of the School or Director of the Institute seeking to make the appointment for endorsement, after which the College Provost shall approve recruitment up to senior lecturer level or its equivalent.

12. Appropriately completed and signed Recruitment Approval Forms shall be forwarded by the School Administrator to the College Secretary who shall give directives for the vacant positions to be advertised by the Public Affairs Directorate.

Advertisement and Submission of Application Forms for Senior Member Academic Grades Up to Senior Lecturer Level or Equivalent

13. Advertisements announcing the vacancy and requesting applications to fill it shall be placed on media platforms by the Public Affairs Directorate. Such platforms shall include the "Employment Opportunities" section of the University's website at www.ug.edu.gh/employment-opportunities,

14. The advertisement shall clearly state the duties to be performed in the various roles, the job title, job grade, qualifications and competencies required for good performance in each role.

15. For the avoidance of doubt, the advertisement shall communicate the following information about the position clearly and concisely:

    - Information on the location (i.e. directorate/department or unit).
    - The job title for the vacancy and number of positions open for that role.
    - A brief background on the role and how it fits into the wider organisational structure of the University.
    - The job grade.
    - The position the prospective role holder reports to.
    - A brief description of duties and responsibilities for the role.

- Qualifications and experience required for creditable performance in the role.
- Closing date for submission of applications.

16. Information shall also be provided on the mode of selection (if available at the time of placing the advert) and the closing date for receipt of applications.

17. Application forms may be downloaded from the University's website and shall also be available at the College Secretary's Secretariat, Registrar's Secretariat and Director, HROD's Directorate.

18. Applicants interested in any position which becomes vacant shall complete application forms indicating the position sought and the discipline concerned.
19. Completed application forms with a covering letter shall be addressed to the College Provost and subsequently forwarded to the Dean or Director of the relevant School, Institute or Centre.

20. After the closing date for receipt of applications, HR/Admin employees at the College Provost's Secretariat shall record all the applications received within a period of 3-5 days for submission to the Dean of the appointing school within 7 days after the closing date.

Receipt and Compilation of Applications for Recruitment to Senior Member Academic Grades

21. After applications have been received at the Dean's office, the School Administrator shall check the completeness of the submissions and prepare a "summary profile sheet" containing the name, qualification, work experience and other information considered useful for assessing applicants' eligibility to take up the vacant position.

22. Applicants for positions up to senior lecturer level or equivalent shall be considered and listed on the "summary profile sheet" based on the minimum criteria contained in *Schedule F; Sections 6-10 of the Basic Laws of the University of Ghana* and the person specifications contained in the job profile used to advertise the position.

23. Reasons for ineligibility shall be documented on a separate sheet and attached to the summary profile sheet.

24. To ensure uniformity in assessing the applicants for listing, a consistent means for rating all applications on a score sheet based on the required qualifications and person specifications shall be developed by the HR Officer under the direction of the College Secretary. The score sheet shall be approved by the Dean in consultation with the Head of Department and senior members of faculty at Professorial or Associate Professor level.

25. The compilation process shall commence not more than 3 days after the applications have been received at the Dean's secretariat and shall be concluded within 7 days after it has commenced.

26. The summary profile sheet shall be forwarded together with all supporting documents (complete dossier) to the Head of the Department to which the applicant is seeking to be appointed. The documents shall be

submitted with an appropriate covering letter. The application dossier shall include the underlisted documents for the applicant:

- The summary profile sheet
- Completed UAB Form 1A
- Curriculum Vitae
- Academic certificates and transcripts
- Dean/Director's cover letter

Departmental/Unit Level Assessment of Applicants for Positions Up to Senior Lecturer Level or Equivalent

27. On receiving the documents, an interactive assessment of the applicant shall be conducted by the Head of Department together with senior faculty members (i.e. Associate Professors and Professors including the Dean and three of his/her nominees). They shall assess the applicants to confirm whether they meet the minimum qualification and person specifications for the vacant position.

Evaluation of Applicants' Ability to Teach Through Demonstration Teaching or Seminars

28. Applicants who wish to take up academic positions for which teaching is the primary responsibility shall be required to present a "demonstration" seminar to a group of students with the senior faculty members who participated the interactive session in attendance as part of a practical role play exercise to demonstrate their ability to teach.

29. During the demonstration exercise, applicants shall be evaluated and rated based on the factors listed below:

- Command of the subject being presented
- Subject matter content
- Organisation and clarity of presentation
- Ability to excite intellectual curiosity
- Clarity of speaking
- Contact with audience
- Competence in answering questions
- General comportment

30. Following the interactive session and demonstration teaching, the Head of Department shall draft a report with his/her recommendations, copies of which shall be passed round to the other senior faculty members for their comments prior to finalisation. The final report together with a report on the demonstration teaching shall be forwarded to the relevant School for further processing.

School Level Assessment of Applicants for Positions Up to Senior Lecturer Level or Equivalent

Request for Referees Reports

31. Following positive reports and recommendations by the Head of Department and senior faculty members, the School Administrator shall request for references from at least three of the referees provided by the applicant. A minimum of two positive references will qualify the application for further processing.

Evaluation of Applicants' Contribution to Research and Scholarly Work

32. Following a successful interactive session and assessment of the applicant's teaching demonstration, the Dean shall in consultation with the Head of Department, nominate at least three external assessors to undertake an assessment of the contribution to research and scholarly work made by applicants' to positions at senior lecturer grades and above only. Such assessment shall however not apply to applicants to lecturer grade and below. The foregoing is in line with the provisions of Schedule F; Section **20**; Subsections **(4), (6) and (7)** of the Basic Laws of the University of Ghana.

33. The applicant's contribution to research and scholarly work referred to above, as evidenced by publications, shall be submitted by the Head of Department through the Dean to the School Management Committee (SMC) for a preliminary review prior to submission for external assessment.

34. Guidelines for the assessors to carry out their duties shall include- the quality of journals in which the publications appear, the use other researchers have made of them, or the opinion of distinguished scholars and authors in the applicants field of research. (Reference: Schedule F; Section **20**; Subsections **(5) – (9)** of the Basic Laws of the University of Ghana).

35. Assessors shall be required to present a report on each publication submitted for assessment, stating its contribution to the applicant's field of research. At least one assessor's report is required for candidates seeking appointment to the grade of senior lecturer or higher. (Reference: Schedule F; Section **18**; Subsection **(1**) f of the Basic Laws of the University of Ghana).

36. The underlisted documents and information shall be provided to facilitate the work of assessors:

    - A copy of the application including the curriculum vitae;
    - Copies of publications and any other exhibits of the applicant's work;
    - The criteria for appointment.

37. All correspondence between the Dean or Director and the assessor must be copied to the College Secretary.

Committee Level Assessment of Applicants for Positions Up to Senior Lecturer Level or Equivalent

38. After the independent assessors have submitted their reports to the Dean or Director, he/she shall convene an SMC meeting to deliberate on the assessors' reports and all other documents in the dossier to further assess applicants' suitability for the role.

39. All the reports and documentation listed below shall be submitted by the School Administrator to the SMC to facilitate its work.

    - The approved establishment number
    - An appropriately signed off recruitment approval form
    - A job profile (job description and person specification)
    - Completed application forms
    - Curriculum Vitae
    - Copies of certificates and academic transcripts
    - The approved criteria for recruitment
    - Summary profile sheet and shortlisting report
    - Two reports: one on applicant's "demonstration" teaching (if applicable) and one from the Head of Department
    - Reports from the applicants' referees
    - At least one independent assessor's report
    - The salary scale and recommended entry point for the role

40. For first time recruitment and appointment up to senior lecturer grade, the SMC in conformity with Section 11(11) of the Amended Statues for Colleges, shall review the applications in line with provisions of Schedule F, Section **20**; Subsections (1) - (9) of the Basic Laws of the University of Ghana.

41. In evaluating applicants' contributions, the SMC shall evaluate and rate them taking information contained in the reports and documents listed in Section **39** above in addition to the following:

    - Summary of annual performance reports dating back to applicants' last appointment or promotion.
    - Summary of students' assessments of the applicant in the last five years if in a teaching environment.

42. Applicants' contribution to research and scholarly works, departmental, public services and professional activities shall be evaluated in line with the provisions in Schedule **F**; Section **20**; Subsections **(5) – (13)** of the Basic Laws of the University of Ghana.

43. Following the review of the documents/information listed in Sections **36** and **39** above, the School Administrator shall prepare a report on behalf of the SMC, containing information on the evaluation and rating of each applicant under the following sub-headings:

    - Teaching capabilities;
    - Contribution of research to knowledge and scholarly work;
    - Contribution to university/other institution, departmental and public service work;
    - Contribution to the development of his/her profession through professional activities.

Appointing Authorities and Procedure for Authorising Appointment to Senior Member Academic Grades Up to Senior Lecturer Level or Equivalent

44. For positions up to senior lecturer level, the appointing authority shall be the CA&PC. The report by the SMC shall therefore be submitted to the CA&PC which shall interview the applicants and make a final decision on the applications.

45. For appointments up to senior lecturer level, the School Administrator shall write a covering letter forwarding the documentation and information listed above to the CA&PC, copied to the College Secretary and the applicant.

The Interview Process for Senior Member Academic Grades Up to Senior Lecturer Level or Equivalent

46. On receiving the documents from the SMC, the CA&PC will invite the applicants for a competency-based interview.

47. Applicants shall be notified that they have been shortlisted to attend an interview at least two clear weeks before the interview takes place.

Composition of the Competency-Based Interview Panels for Selecting Candidates up to Senior Lecturer Level or Equivalent

48. For appointments up to senior lecturer level, panel interview members shall be drawn from the A&PC and shall include the following:

    - College Provost (Chairperson)
    - Dean or Director of the School/Institute or Centre to which the candidate is seeking a position
    - Head of the Department or Unit to which the candidate is seeking a position.
    - Two members of the College Academic Board (CAB), one a Professor
    - Two assessors from the University Appointments Board (UAB)
    - Cognate Dean and Cognate Head of Department

49. No business shall be conducted in the absence of at least one assessor from the UAB, the Dean and the Head of the appointing Department.

50. A College Secretary, School Administrator or HR Officer of an institute or centre shall be nominated to sit in attendance to provide HR/Administrative support to the sub-committee.

Planning for and Executing the Competency-Based Interview for Senior Member Academic Grades Up to Senior Lecturer Level or Equivalent

51. The members of the CA&PC listed above, shall be tasked with selecting the right candidate to fill each vacancy. A competency-based panel interview process shall be adopted for this purpose in the short to medium term.

52. To facilitate the adoption of the competency-based interview model, the University shall in the short to medium term, determine the competencies required for successful performance in specified roles. These competencies shall include those stated in corresponding job profiles, which were used to advertise the respective positions.
53. In the short to medium term also, the University shall develop a competency question bank from which potential interview questions which seek evidence of the presence or absence of competencies required to perform creditably in specific positions shall be drawn.

54. For the purpose of consistency in assessing and scoring candidates, a structured interview score sheet on which weighted scores may be assigned to specific criteria/competencies on the basis of importance and criticality, and a summary interview score sheet for collating interview scores for all candidates, shall be developed for use during the competency-based panel interviews.

55. Members of the interview panel shall be provided with the documents listed in Sections **36** and **3**9 above, at least seven days prior to conducting the formal panel interview. They shall meet at least two days before the interview to review the documents and agree the following:

    - The format for the interview, specifically, which practical tests or assessments will be used to assess the candidates.

    - Maximum scores to be allocated to each section of the interview process in order to attach appropriate levels of importance to each section, through a weighting system.

56. On the interview date, panel members shall meet before the interview to decide which competency-based questions should be selected from the competency bank of potential questions, and which member of the panel should ask which question.

57. As part of the final stage of the selection process, the CA&PC shall make its final pronouncement on the overall assessment based on its review of the documents provided it and the outcome of the competency-based interview it conducted.

Providing Feedback to Applicants and Record Keeping Following the Assessment and Selection Process

58. For positions up to senior lecturer level or equivalent, the College Secretary under the direction of the College Provost, shall communicate the decision of the CA&PC to the Dean /Head of Department within a week of the decision being taken.

59. For positions above senior lecturer level or equivalent, the Registrar/Director, HRODD under the direction of the Vice-Chancellor shall communicate decision of the UAB to the Dean /Head of Department within a week of the decision being taken.

60. The Dean/Director/Head of Department as the case may require, shall provide the applicant with feedback on the outcome of their application within two weeks of UAB or CA&PC decision.

61. For candidates who are successful, the Registrar/Director, HRODD/College Secretary, depending on the position and level of seniority to which it is to be made, shall issue or direct a letter to be issued, appointing them to a specified department and stating the discipline and the broad subject area of specialisation. The appointment letter shall be written in line with the relevant sections on "Making Appointments" under **Policy No. 0101** of his manual.

62. Other information which will be stated in the appointment letter include the following:

    - Job title
    - Job grade
    - Reporting line(s)
    - Brief description of duties and tasks
    - Salary scale/point of entry
    - Allowances
    - Other terms and conditions of service
    - Date for commencement of the appointment
    - Probationary period and any terms thereof

63. In the case of appointments requiring prior approval by the University Council, such as appointments of Vice-Chancellors, Pro Vice-Chancellors, Registrars, College Provosts, Deans, Directors etc., candidates shall be informed within two weeks of Council's decision.

64. The College Secretary or School Administrator as the case may require, shall maintain a register of all applications received indicating the dates of receipt. He/she shall bring the register to the attention of the CA&PC **or** UAB at least once a semester indicating the state of processing of each application.

Terms of Appointment for Senior Members (Academic) to Grades Up to Senior Lecturer Level or Equivalent

65. A Senior Lecturer/Senior Research Fellow's contract of appointment shall be full-time for six years in the first instance, the first two years of which shall be regarded as a period of probation.

66. Lecturer/Research Fellow's contract of appointment shall be full-time for six years in the first instance, the first two years of which shall be regarded as a period of probation.

67. An Assistant Lecturer/Assistant Research Fellow's contract of appointment shall be full-time for three years non-renewable.

68. A Tutor's contract of appointment shall be full-time for three years, renewable for three years at a time.

69. A Teaching Assistant's contract of appointment shall be full-time for one year, renewable for another year only.

70. A Graduate Assistant's contract of employment shall be part-time for up to one academic year at a time. The part-time work shall be for a maximum of eight hours a week at rates of pay to be determined by the University from time to time.

Recruitment and Appointment of New Senior Members (Academic) to Professorial Grades

71. The processes and procedures related to the activities for recruitment and appointment of new senior members (academic) to professional grades, shall be the same as previously described for positions up to senior lecturer level. (Reference **Policy No 0102**; Sections 3 **- 34**). They are:

    - Determination of establishment numbers and approval of the recruitment process.
      *(For positions above Senior Lecturer and equivalent, the Vice-Chancellor, not the College Provost shall approve the recruitment process).
    - Preparation of staff plans for review of establishment numbers
    - Approval of the recruitment process
    - Advertisement and submission of application forms
    - Receipt and compilation of applications
    - Department/unit level assessment of applicants
    - Evaluation of applicants' ability to teach
    - Request for referees' reports
    - At least two reports on applicant's contribution to research and scholarly works

Evaluation of Applicants' Contribution to Research and Scholarly Work

72. Following a successful interactive session and assessment of the applicant's teaching demonstration, the Dean shall in consultation with the Head of Department, nominate at least three external assessors to undertake an assessment of the contribution to research and scholarly work made by applicants' to professorial grades. This is in line with the provisions of: Schedule F; Section **20**; Subsections **(4), (6) and (7)** of the Basic Laws of the University of Ghana.

73. The applicant's contribution to research and scholarly work referred to above, as evidenced by publications, shall be submitted by the Head of Department through the Dean to the College

Appointments and Promotions Committee (CA&PC) for a preliminary review prior to submission for external assessment.

74. Guidelines for the assessors to carry out their duties shall include - the quality of journals in which the publications appear, the use other researchers have made of them, or the opinion of distinguished scholars and authors in the applicants field of research. (Reference: Schedule F; Section **20**; Sub-sections **(5) – (9)** Basic Laws of the University of Ghana).

75. Assessors shall be required to present a report on each publication submitted for assessment, stating its contribution to the applicant's field of research. At least two assessors' reports are required for candidates seeking appointment to the professoriate grade. *(*Reference: Schedule F; Section **18**; Subsection **(1) f** of the Basic Laws of the University of Ghana).

76. The underlisted documents and information shall be provided to facilitate the work of assessors:

- A copy of the application including the curriculum vitae
- Copies of publications and any other exhibits of the applicant's work
- The criteria for appointment

77. All correspondence between the Dean or Director and the assessor must be copied to the College Secretary.

Committee Level Assessment of Applicants to Professorial Level Grades

78. When all the processes up to Section **75** above have been carried out and the independent assessors have submitted their reports to the Dean/Director, he/she shall convene an SMC meeting to review the application.

79. All the reports and documentation listed below shall be submitted to the SMC by the School Administrator to facilitate its work. They are:

- The approved establishment number
- An appropriately signed off recruitment approval form
- A job profile (job description and person specification)
- Completed application forms
- Curriculum Vitae
- Copies of certificates and academic transcripts
- The approved criteria for recruitment
- Summary profile sheet and shortlisting report
- Two reports: one on applicant's "demonstration" teaching (if applicable) and one from the Head of Department
- Reports from the applicants' referees
- The salary scale and recommended entry point for the position

80. Applicants shall be considered and listed on the "summary profile sheet" based on the minimum criteria contained in Schedule **F**; Sections **(6) - (10)** of the Basic Laws of the University of Ghana and the person specifications contained in the job profile used to advertise the position.

81. Reasons for ineligibility shall be documented on a separate sheet and attached to the summary profile sheet.

82. For recruitment and appointment to professorial grades, (i.e. Associate Professor or Professor and equivalent grades), the documents listed below shall be forwarded by the SMC to the CA&PC, which shall review and send them for external assessment before submission to the UAB together with its recommendations contained in a written report.

83. The documents to the UAB will be sent with a covering letter written by the College Secretary, copied to the College Provost and the applicant.

84. The UAB shall review all the reports and documents in the applicants' dossiers and shall interview them before making its recommendations in a written report to Council which shall be the final appointing authority at this level.

    Documents to be submitted to the UAB shall include:

    - The approved establishment number
    - An appropriately signed off recruitment approval form
    - A job profile for the vacant position
    - Completed application forms
    - Applicant's Curriculum Vitae
    - The SMC report
    - The CA&PC report
    - Summary of annual performance reports on candidate dating back to the last appointment or promotion
    - Summary of students' assessment of candidate dating back five (5) years if available
    - T wo external assessors' reports

The Interview Process for Senior Member (Academic) Positions to Professorial Grades

85. On receiving the documents from the CA&PC, the UAB shall invite the applicants for a competency-based interview.

86. Applicants shall be notified that they have been shortlisted to attend an interview at least two clear weeks before the interview takes place.

Composition of the Competency-Based Interview Panels for Selection of Candidates to Professorial Grades

87. For professorial level appointments, panel interview members shall be drawn from the UAB and shall include the following:

    - The Vice-Chancellor (Chairperson)
    - The Pro Vice-Chancellor, Academic & Student Affairs
    - The Pro Vice-Chancellor, Research Innovation & Development
    - Four Assessors elected by the Academic Board to represent the Sciences and the Humanities
    - Two Alternate Assessors
    - Deans of cognate Faculties
    - College Provosts
    - The Head of Department or Unit to which the candidate has applied for a position
    - The Dean or Director of the School/Institute/Centre to which the candidate has applied for a position
    - Head of cognate subject

88. However, no business shall be conducted in the absence of the Vice-Chancellor, one Pro- Vice-Chancellor, the assessor from the applicant's academic field, the Dean and the head of the appointing department.

Planning for and Executing a Competency-Based Interview for Selection of Senior Members (Academic) to Professorial Grades

89. The members of the UAB listed in Section **87** above, shall be tasked with selecting the right candidate to fill each vacancy. A competency-based panel interview process will be adopted for this purpose.

90. The competency-based interview process will be the same as described for positions up to senior lecturer level or equivalent as outlined above in Sections **51** to **57** of this policy. The key difference in this case will be that for professorial grades, it will be the UAB rather than the CA&PC which will conduct the interview.

91. As part of the final stage of the selection process, the UAB shall make its final pronouncement on the overall assessment based on its review of the documents listed in Section **84** above and the outcome of the competency-based interview it conducted.

Criteria for Appointment to Senior Member Academic Grades

Terms of Contract for Appointment for Senior Members (Academic) to Professorial Grades

92. A Professor or Associate Professor's contract of appointment shall be tenured and full time.

93. A Visiting Scholar's contract of appointment shall be full-time, for one year, and renewable for one year only. The salary level for this position shall be based on the applicant's current job position, the date of his/her highest qualification and experience.

94. An Adjunct Professor's contract of employment shall be part-time (i.e. for specific periods during an academic year). The salary level for this position shall be based on the applicant's current job position, the date of his/her highest qualification and experience.

POLICY No. 0103	
Promotion and Appointment to Senior Member Academic Grades	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana").
- Conditions of Service for Senior Members of the University of Ghana
- Appointment & Promotions Procedures for Senior Members
- Statute for the Appointment and Promotion of Senior Members
- Procedures & Requirements for Recruitment & Placement of Senior Members (Academic)

PURPOSE

This policy outlines the processes and procedures to be followed for the promotion and appointment of existing senior members (academic) of the University of Ghana.

POLICY STATEMENT

1. The promotion of existing senior members (academic) shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.
2. The regulations, processes and procedures for promotion of existing senior members (academic), shall be as outlined under the respective headings below.

Promotion and Appointment to Senior Member Academic Grades

General Policies and Regulations for Promotion of Senior Members (Academic)

3. Promotion shall normally proceed from one rank to the immediate next rank i.e. from Lecturer to Senior Lecturer or Associate Professor to Professor.

4. Notwithstanding the normal progression stated above, any senior member of the University may apply to be promoted to any rank for which he/she considers him/herself qualified at any time.

5. A senior member academic shall normally be considered for promotion only after a minimum of two years' satisfactory service on a particular grade.

6. An applicant for promotion should have completed the first two years of service (probation) before becoming eligible to apply.

7. An applicant's attention shall be drawn to any adverse performance records which make him/her ineligible for promotion.

8. A senior member academic who is due to retire in six months shall be ineligible for promotion.

9. A senior member who is aggrieved by a decision relating to his/her promotion/appointment may petition the UAB or Council as the case may be. The appeal lies from the UAB or the University Council to the University of Ghana Appeals Board.

10. In all cases of promotion, the effective date of promotion shall be the 1st day of February if an application was submitted before the end of the first semester (31st December), or the 1st day of September if an application was submitted before the end of the second semester (31st July), provided that the material required for assessment is also received by that date. Any additional material subsequently submitted for assessment in support of the application will affect the dating of the application.

Criteria for Considering Senior Members (Academic) for Promotion

11. Promotion to the grade of Senior Lecturer/Senior Research Fellow shall be considered on the basis of significant performance in the following:

    - Teaching
    - Research and Scholarly Works
    - University, Departmental and Public Service
    - Professional Activities

12. The Head of Department/ Dean or Director shall assess and report on applicants' teaching capabilities taking student assessment and external assessors' comments into account.

13. Applications for promotion based solely on teaching and extension work/service, or other contributions that do not normally result in publications shall not be considered.

14. Promotion to the grade of Associate Professor shall be on the basis of outstanding scholarship in the candidate's field of teaching and research, contribution to the intellectual life of the University or country and good performance assessment reports.

15. Promotion to the grade of Professor shall be on the basis of internationally acknowledged scholarship in the candidate's field of teaching and research, contribution to the intellectual life of the University or country and good performance assessment reports.

Procedure for Promotion of Senior Members to More Senior Academic Grades

16. A senior member (academic) may apply to be promoted to any grade for which he/she considers him/herself qualified at any time provided that he/she has served satisfactorily on his/her existing grade for a minimum of two years. If seeking a promotion from Lecturer to Senior Lecturer, the applicant should have completed the first two years of service (i.e. probation)

17. Applicants shall be considered qualified based on the provisions of Schedule **F**; Section **20**; **(1)** – Subsections **(13)** of the Basic Laws of the University of Ghana.

18. Applicants shall complete copies of application form (UAB Form 2) indicating the more senior grade sought and the area of discipline concerned.

19. The completed application forms shall be submitted together with the underlisted documents:

    - Applicant's curriculum vitae
    - List of publications submitted for assessment
    - Confidential assessment report by Head of Department/Unit
    - Summary of annual performance assessment reports dating back to last appointment or promotion
    - Students' evaluation reports dating back five (5) years if available
    - One external assessor's report for positions up to senior lecturer level or equivalent
    - Two external assessors' reports for professorial appointments
    - A copy of the SMC report (required for the CA&PC meeting)
    - A copy of the CA&PC report (required for the (UAB meeting)

20. The application form and other documents shall then be addressed to the Dean of the School or Director of the Institute or Centre which the applicant is interested in working in through its Head of Department.

21. The Head of Department shall complete the confidential section of the UAB Form 2 prior to submitting the application to the Dean of the School/Director of Institute or Centre together with the documents listed above and a covering letter copied to the College Provost.

22. All applications for promotion shall be received by the School Administrator who shall list the applications and other documents, noting the dates received before submitting them to the Dean within seven (7) days of receipt.

Processing Applications for Promotion to Senior Member Academic Grades Up to Senior Lecturer Level

23. The Dean/Director shall convene a School Management Committee (SMC) meeting at which each application and supporting documents shall be referred to members for deliberation, evaluation and submission of the Committee's recommendations in a written report.

24. The SMC's report and other documents listed in Section **19** above shall be submitted through the College Provost to the CA&PC which as the appointing authority for academic grades up to senior lecturer level. The CA&PC shall interview the applicants and make a final decision on the applications.

25. The report and documentation to the CA&PC will be forwarded with a covering letter from the School Administrator copied to the College Secretary and applicant.

26. The CA&PC shall carry out its mandate in line with the provisions of **Policy No. 0102**; Sections **38 – 43** on "Committee Level Assessment of Applicants for Positions Up to Senior Lecturer Level or Equivalent". A promotion interview shall also be carried out as detailed under **Policy No. 0102**; Sections **51** to **57** which covers the following areas:

    - Appointing authorities and procedure for authorising appointment to senior member academic positions.
    - The interview process for senior member academic- teaching and research positions.
    - Composition of the competency-based interview panels
    - Planning and executing the competency-based interview for senior member academic positions.

27. The final decision on applications for promotion to Senior Lecturer/Senior Research Fellow shall be communicated to applicants by the College Secretary.

Processing Applications for Promotion to Professorial Grades (Associate Professor and Professor)

28. The procedures for processing applications for promotion to professorial grades (Associate Professor and Professor) shall be similar to that for Senior Lecturers/Senior Research Fellows except for the following:

    - Applications for professorial level appointments shall be processed through the CA&PC chaired by the College Provost after an initial review by the SMC.
    - The CA&PC shall review and evaluate the documents listed in section 19 above including two positive external assessors' reports. The complete dossier together with recommendations by

the CA&PC contained in a written report shall be forwarded to the Registrar for submission to the University Appointments Board (UAB) for consideration.

- The UAB shall review the documents, interview the applicants in line with the provisions of **Policy No.0102**; Sections **89** to **91** and forward its report with its recommendations to the University Council for the final decision to be made.

29. The final decision on applications for promotion to Associate Professor/Professor shall be communicated to applicants by the Registrar on behalf of Council.

POLICY No. 0104	
Recruitment and Appointment to Senior Member Administrative or Professional	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana").
- Conditions of Service for Senior Members of the University of Ghana
- Appointment & Promotions Procedures for Senior Members*
- Statute on the Procedure for Appointment and Promotion of Senior Members*

PURPOSE

This policy outlines the rules/regulations and processes/procedures to be followed for the recruitment and appointment of new senior members (administrative or professional) of the University of Ghana.

POLICY STATEMENT

1. The recruitment and appointment of new senior members (administrative or professional), shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.

2. Rules/regulations and processes/procedures for the recruitment and appointment of specified categories of new senior members (administrative or professional), shall be carried out as outlined under the respective headings below:

Recruitment and Appointment Up to Senior Assistant Registrar Level or Equivalent

Determination of Vacancies for Senior Member Administrative or Professional Positions

3. A baseline year shall be agreed during which all directorates/departments/units within the Central Administration and Colleges shall determine existing vacancies based on establishment numbers which shall be signed off by the Vice-Chancellor in consultation with the Registrar and Director, HRODD.

4. Establishment numbers shall be reviewed every year following the baseline year. Such reviews shall be based on an annual staff plan which shall be prepared by all directorates /departments /units within the Central Administration and Colleges during the last quarter of each academic year.

Preparation of Annual Staff Plans for Confirmation of Establishment Numbers for Senior Member Administrative or Professional Positions

5. In preparing annual staff plans, the following shall be considered by each of the directorates/ departments/units within the central administration and colleges:

    - Whether a directorate/department/unit plans to add on another unit;
    - Whether a directorate/department/unit plans to expand an existing unit;
    - Whether there is enough evidence to confirm that a directorate/department/unit is understaffed;
    - Whether a directorate/department/unit plans to expand its scope of activities and so requires additional staff;
    - Pending retirements for the period under consideration;
    - Natural attrition rates/trends due to resignation, vacation of posts etc.
    - Plans for restructuring, transfers or re-assignments;
    - National Accreditation Board (NAB) /National Council for Tertiary Education (NCTE) norms.

Approval for Recruitment and Appointment of Senior Member Administrative or Professional Positions

6. The recruitment process shall commence after confirmation that a vacancy exists in a directorate/department/unit based on approved establishment numbers and a job profile for the position.

7. Upon commencement, the head of the directorate/department/unit where the vacancy exists, (i.e. the hiring manager) or his/her representative shall complete a “Recruitment Approval Form”

8. The form shall be designed to include sections where the hiring manager shall be required to provide the following information:

- A brief justification stating the benefits to be derived from making the appointment relative to the costs thereof.
- An organisational chart indicating where the role to be filled is positioned.
- A job profile outlining the duties, tasks and person specifications for the role.

9. The completed forms shall be endorsed by the head of the directorate/department/unit seeking to make the appointment in cases where it has been completed by his/her representative. It shall subsequently be approved by the Registrar for recruitment and appointment up to Senior Assistant Registrar level or its equivalent.

10. Appropriately completed and signed "Recruitment Approval Forms" shall be forwarded by the Director, HRODD to the Registrar who shall direct the Public Affairs Directorate to advertise the vacant positions.

Advertisement and Submission of Application Forms for Vacancies for Senior Member Administrative or Professional Positions Up to Senior Assistant Registrar Level or Equivalent

11. The process for advertisement and submission of application forms for Senior Member Administrative or Professional Positions up to Senior Assistant Registrar level or equivalent shall be the same as for Academic Senior Members detailed in **Policy No. 0102**; Sections **9** to **20** of this manual.

12. In this case however, completed application forms with a covering letter shall be addressed to the Registrar. After the closing date for receipt of applications, all applications received at the Registrar's Secretariat shall be recorded within 3 - 5 days and forwarded to the Director, HRODD.

Receipt and Compilation of Applications for Senior Member Administrative or Professional Positions

13. After applications have been received at the Director, HRODD's secretariat, he/she in consultation with the Registrar, shall nominate two Assistant Registrars including one from the directorate/unit seeking to fill the vacancy, to work with the Assistant Registrar, RPS at the HRODD as coordinators for the assessment and selection process.

14. The process coordinators shall check the completeness of the submissions and prepare a "summary profile sheet" with information on applicants' qualification, work experience and other information on applicants' eligibility for the position.

15. To ensure consistency in assessing applicants for shortlisting, a consistent means for rating them based on the required job and person specifications (job profile) shall be employed.

16. A score sheet developed by the Director, HRODD and approved by the Registrar shall be used to ensure the consistency required.

17. The criteria for shortlisting applicants for all senior member administrative or professional positions shall be drawn from the minimum criteria contained in the advertisement and job profile used to advertise the position.

18. Reasons for ineligibility shall be documented on a separate sheet and attached to the summary profile sheet.

19. The compilation process shall commence not more than three (3) days after the applications have been received at the Registrar's secretariat and shall be concluded within seven (7) days after it has commenced.

20. A brief report on the shortlisting process shall be prepared by the coordinators of the process who shall subsequently plan for the shortlisted applicants to be taken through the **first stage** of a four-part selection process.

General Criteria for Recruitment and Appointment to Senior Member Administrative or Professional Positions

21. Depending on the positions to be filled at any point in time, they may be grouped into categories such as Assistant Registrars, Librarians/Archivists, Accountants/Finance Officers, Architects/ Estate Managers, Medical Officers etc.

22. Subject to the provisions on the minimum qualifications and criteria for recruitment or promotion to the various administrative and professional grades stated in **Schedule F;** Sections **24 – 28** of the Basic Laws of the University of Ghana, senior members applying for appointment to those grades shall be assessed on the basis of the following criteria which have particular reference to:

    - Grasp of administrative or professional procedures and regulations
    - Organisational ability
    - Leadership skills
    - Initiative and reliability
    - Sense of responsibility

23. For the purpose of assessing applicants with regard to the criteria listed above, they shall provide documentary evidence of related work experience. Such evidence shall be in the form of memoranda, letters, project or other reports which are not confidential.

24. Non-confidential memoranda, financial and other professional reports /proposals or other evidence of contribution to institutional work, shall be attached to the documents referred to in Section 24 above, for review based on the procedure for processing applications.

25. All criteria shall be directly related to the job and shall be weighted to indicate the level of importance attached to each one. Due account shall be taken of the weighting when evaluating applicants for the positions applied for.

Planning and Executing the Selection Process for Applicants for Administrative or Professional Positions

26. The designated process coordinators shall plan for and coordinate the execution of the four-stage selection process described below.

27. At the **first stage**, the applicants will be screened on the basis of the criteria set out in the advertisement**.** Relevant assessment instruments would then **be** designed by the University or qualified subject matter experts for applicants seeking administrative positions, **or** by relevant professional bodies or institutions for applicants seeking to be appointed to specified professional positions.

28. The **assessment instruments** for **administrative positions** shall be designed to assess candidates' comprehension of English, writing and organisational skills, degree of attention to detail in carrying out tasks and accuracy of task execution.

29. The **assessments** will be conducted in various formats such as answering questions on a passage, drafting memoranda to resolve a stated problem or correcting a paragraph full of errors.

30. Tests for **professional positions** shall be designed to assess candidates' knowledge and application of specialised technical and or practical skills required to carry out duties/tasks in their professional fields; e.g., the use of accounting or other software by accountants in a case study.

31. At the **second stage** of the process, candidates who applied for administrative positions and who passed the psychometric tests, shall be tested for **computer literacy** based on general questions related to university work, service in the public sector etc. Candidates will be expected to answer the questions on computers, using the Microsoft Office suite of applications.

32. Candidates who apply for professional positions, and who pass the assessment instruments test, shall be tested for proficiency in the use of computer software/applications by being tasked with using software or other computer applications to carry out specified assignments or exercises in their field of work.

33. At the **third stage** of the selection process, candidates who demonstrate an acceptable level of computer literacy shall be shortlisted and required to interact with a panel of observers/assessors set up by the Registrar.

34. The observers/assessors will consist of:

- The Registrar
- The Head of the Directorate/Unit seeking to fill the vacant position
- The Director, HRODD

35. A simple score sheet designed to assess candidates on the basis of previously agreed criteria will be used during the interactions referred to above. The criteria shall be agreed between the Head of the appointing directorate/unit and the Director, HRODD.

36. The score sheet shall be developed by the process coordinators and approved by the Director, HRODD in consultation with the Registrar

37. The score sheets shall include a section for each observer/assessor to make his/her recommendation as to whether or not the candidate is suitable for the **fourth and final stage** of the selection process.

38. The process coordinators will write a report on the first to third stages of the selection process for review and endorsement by the Director, HRODD.

Planning for and Conducting a Competency-Based Interview for Candidates f o r Administrative or Professional Positions

Interviewing Candidates for Administrative or Professional Positions

39. The applications together with supporting documents shall be submitted to the Registrary Appointments Review Committee (RARC) for commencement of the **fourth stage** of the selection process.

40. The RARC shall review the documents submitted to it and shall conduct a competency-based interview to select candidates based on competencies in their job profiles (identified as critical for effective/efficient performance in their roles) and used in advertising the positions.

41. Applicants shall be notified that they have been shortlisted to attend an interview at least two clear weeks before the interview takes place.

42. For the avoidance of doubt, the Secretary to the RARC shall provide members of the RARC with the underlisted documents to review at least seven days prior to conducting a formal panel interview to assess the applicants. The documents, which shall be forwarded together with a covering letter to the RARC are:

    - Applications and supporting documents (i.e. CVs, write-ups, certificates)
    - Summary profile sheets
    - Assessment instrument **or** professional test results
    - Score sheet for the interaction with observers/assessors
    - Coordinators' report on the first three stages of the selection process

43. Members of the RARC shall be responsible for conducting the interview for senior member administrative/professional positions.

44. As in the case of senior members (academic), panelists shall be required to rate candidates on standard score sheets based on responses to the competency-based interview questions.

45. The Secretary to RARC who will be in attendance during the interviews shall be responsible for collating the results for all the candidates assessed onto a summary score sheet,

Interviewing Candidates for Administrative/Professional Positions Up to Senior Assistant Registrar or Equivalent

46. Interview panel members shall meet at least an hour and a half before the interview to review the documents and agree the following:

    - Which competency-based questions will be asked during the interview and by which member of the panel;
    - Maximum scores to be allocated to each section of the interview in order to attach appropriate levels of importance to each section of the interview process through a weighting system.

47. Panelists will be required to rate candidates on standard score sheets based on responses to the interview questions. Scores for all candidates assessed will be collated onto a summary score sheet by the Secretary to the RARC.

48. The underlisted documents will be submitted with a covering letter to the UAB for review and final determination of the success or otherwise of candidates after the panel interviews. The documents are:

    - The assessment results for the first to third stages of the process as contained in the coordinators' report.
    - The competency-based interview results.
    - An overall "summary assessment report" written on behalf of the interview panel by the Secretary to the RARC.

49. The overall "summary assessment report" shall provide details of the selection process and its outcome, including recommendations made by the interview panel and effective date for the appointment of successful candidates.

Approval to Appoint Successful Candidates to Administrative or Professional Positions

50. The UAB shall review the documents submitted to it, determine whether or not the candidate is suitable for appointment to the vacant position and give its approval for successful candidates to be appointed to specified positions.

51. Should an applicant be successful for appointment based on approval by the UAB, the effective date of appointment will normally be 1st August. However, depending on the exigencies of the unit, it could be any month of the calendar year.

52. The Registrar shall in collaboration with the Dean/Director/Head of the appointing School/ Department/Directorate/Unit, agree which candidate(s) should be placed at specific duty posts.

53. Appointment letters shall be issued to successful candidates by the Director, HRODD on behalf of the Registrar (Secretary to Council).

Terms of Appointment of Senior Members to Administrative or Professional Positions Up to Senior Assistant Registrar or Equivalent (i.e. equivalent of Junior Assistant Registrar/Assistant Registrar/Senior Assistant Registrar)

54. A Junior Assistant Registrar's contract of appointment shall be full-time for two years in the first instance, and exceptionally for a third year. The appointment shall normally be reviewed before the end of the second year and shall be terminated at the end of three years unless the employee can be promoted to a higher grade.

55. An Assistant Registrar's contract of appointment shall be full-time, and shall normally be for six years, the first two years of which shall be regarded as probation period. It shall be reviewed before the end of the sixth year and may normally be renewed for no longer than three more years.

56. At the end of the ninth year, the appointment shall terminate unless the senior member can be promoted to the next grade. In exceptional circumstances, the UAB may, on the recommendation of the RARC, extend the appointment for a further period of not more than two years, at the end of which the appointment shall terminate unless the appointee can be promoted to the next grade.

57. A Senior Assistant Registrar's contract of appointment shall be for an initial six (6) years and is full-time. The appointment may be reviewed before the end of the sixth year and may normally be renewed for a period of up to six (6) years at a time.

Recruitment and Appointment of New Senior Members to Positions Above Senior Assistant Registrar Level or Equivalent (i.e., equivalent of Deputy Registrar/Senior Deputy Registrar)

58. All stages of the selection process for administrative or professional positions above Senior Assistant Registrar grade or equivalent shall be similar to those for administrative or professional positions up to Senior Assistant Registrar or equivalent. This is as listed below and described in Sections **3 – 20 of** this policy. They cover:

    - Determination of establishment numbers and sanctioning of the recruitment process
      * (For positions above Senior Assistant Registrar or equivalent, the Vice-Chancellor, not the College Provost, shall approve the recruitment process)
    - Preparation of staff plans for review of establishment numbers

- Approval of the recruitment process
  * (The Vice-Chancellor, not the Registrar shall approve recruitment and appointment to grades above Senior Assistant Registrar level or equivalent.)
- Advertisement and submission of application forms
- Receipt and compilation of applications

General Criteria for Recruitment and Appointment to Senior Member Administrative and Professional Positions Above Senior Assistant Registrar or Equivalent

59. The general criteria for recruitment and appointment to senior member administrative or professional positions above Senior Assistant Registrar or equivalent shall be the same as detailed for positions up to Senior Assistant Registrar or equivalent. (Reference **Policy No. 0104**; Sections **22** to **26**.)

Planning and Executing the Selection Process for Applicants for Administrative or Professional Positions Above Senior Assistant Registrar or Equivalent

60. Designated process coordinators shall plan for and coordinate the execution of a three rather than four-stage selection process described in Sections **31** to **39** of this policy for positions up to Senior Assistant Registrar or equivalent. The **first stage** is what will be omitted for this category.

61. The key difference at this level is that the UAB rather than the RARC will interview the candidates and consider the recommendations made by the RARC in determining the outcome of the assessment**.**

62. At the **third stage** of the selection process for this category therefore, candidates seeking appointment to administrative or professional positions above Senior Assistant Registrar or equivalent, shall be invited to a competency-based panel interview conducted by the UAB.

Planning for and Conducting a Competency-Based Interview for Candidates for Administrative or Professional Positions Above Senior Assistant Registrar or Equivalent

63. The UAB shall review applications and related documents and interview qualified candidates using the guidelines provided under Sections **39** to **49** of this policy.

64. No business shall be done by the UAB in the absence of the Vice-Chancellor, one Pro Vice- Chancellor, the assessor from the applicants' professional field and the Director or Head of the appointing directorate/department/unit.

65. At the final stage of the selection process, the UAB shall make its recommendation to Council for approval based on a review of the documents submitted to it by the RARC and the scores for the competency-based interview it conducted.

66. Documents which shall be submitted with a covering letter to Council for review and final determination of the success or otherwise of the applicant shall include:

- The assessment results for the first and second stages of the process as contained in the coordinator's report.
- The results for the competency-based interview conducted by the UAB select committee.
- An overall "summary assessment report" written on behalf of the UAB interview panel.

67. The overall "summary assessment report" shall provide details of the selection process and its outcome, including recommendations made by the interview panel and effective date for the appointment of successful candidates.

Approval to Appoint Successful Candidates to Administrative or Professional Positions Above Senior Assistant Registrar

68. Should an applicant be successful for appointment, the effective date for his/her appointment shall be as recommended by the UAB if approved by Council.

69. The Registrar shall in collaboration with the Dean/Director/Head of the appointing School/ Department/Directorate/Unit, agree which candidate(s) should be placed at specific duty posts.

70. Appointment letters shall be issued to successful candidates by the Registrar, who is Secretary to Council.

Terms of Appointment for Senior Members to Administrative or Professional Positions Above Senior Assistant Registrar (i.e., Deputy Registrar/Senior Deputy Registrar or Equivalent Grades)

71. The contract of Deputy Registrars and equivalent grades shall be tenured and full-time.

72. The contract of Senior Deputy Registrars and equivalent grades shall be tenured and full-time.

Recruitment to Senior Level Administrative or Professional Positions: Constitution of a Search and Selection Committee

73. A five-member Search and Selection Committee together with a secretary shall be constituted by the Vice-Chancellor for recruitment to senior level administrative or professional positions.

74. Such senior level administrative or professional positions shall include the following:

- Pro Vice-Chancellor
- Registrar
- Provost
- Librarian
- Deans/Directors of Schools, Institutes, Centres
- Other Deans
- Administrative Directors/Deputy Director

- College Secretaries
- College Finance Officers
- Other Appointive positions

75. In constituting the search and selection committee, the Vice-Chancellor shall nominate a chairperson to whom a formal letter shall be addressed stating the purpose for his/her appointment and listing the other members of the Committee and the Secretary.

Provision of Terms of Reference for the Search and Selection Panel

76. The search and selection committee shall be provided with the terms of reference detailed below to guide them in executing the task assigned them. In summary, they shall be required to do the following:

    - Review applications received in line with the contents of the advertisement for the position.
    - Interact with qualified candidates and any other persons as necessary.
    - Interact with constituent units of the school, directorate, institute or centre which is seeking to make the appointment.
    - Identify other qualified candidates who could be considered for the position if necessary.
    - Submit a report to the Vice-Chancellor by a set date.

Advertising Vacancies for Senior Level Administrative or Professional Positions

77. After a senior level administrative or professional position above senior assistant registrar grade or equivalent has been confirmed vacant and authorisation to fill it has been given through the appointments approval process for such positions (Reference: **Policy No. 0104** of this manual), the following steps shall be taken to fill the vacancy.

78. Advertisements announcing the vacancy and requesting applications to fill it shall be placed in the Employment Opportunities" section of the University's website, in two leading newspapers and on notice boards throughout the University.

79. The advertisement shall communicate the following information about the position clearly and concisely:

    - Information on the location (i.e., directorate/department/unit) for the position.
    - The job title for the vacancy and number of positions open for that role.
    - The job grade.
    - A brief background on the role and how it fits into the wider organisational structure of the University.
    - The position the prospective role holder reports to.

- The positions which report into the role.
- A brief description of duties and responsibilities for the role.
- Qualifications and experience required for creditable performance in the role.
- Closing date for submission of applications.

Information shall also be provided on the mode of selection (if such information is available at the time of placing the advertisement), and the closing date for receipt of applications.

Submission of Application Forms for Senior Level Administrative or Professional Positions

80. Application forms shall be made available on line at www.ug.edu.gh/employment- opportunities and at the Registrar's Secretariat, HRODD Secretariat or College Secretary's Secretariat.

81. Applicants interested in any position shall complete application forms indicating the position sought and the area of discipline concerned.

82. Completed applications shall be addressed and submitted to the Registrar with a covering letter and the underlisted documents:

    - Curriculum Vitae (CVs)
    - Copies of certificates

A maximum five-page vision statement for the entity they are seeking to be appointed to.

83. Applications inadvertently addressed to any other senior member shall be forwarded to the Registrar within five working days of receipt.

84. Applications received before the closing date shall be compiled and delivered to the search and selection committee set up by the Vice-Chancellor.

85. While the process of receipt of applications is still in progress, the committee shall actively solicit for and add any other applications from potential candidates deemed promising. This process shall be carried out alongside the formal advertisement route.

Search and Selection Process for Senior Level Administrative or Professional Positions

86. As part of the search and selection process, members of the search and selection committee shall constitute a panel which shall review and take into account the underlisted documents in assessing applicants' suitability for the vacant position(s). The said documents which shall be provided by applicants are:

    - Completed application forms

- Applicants' updated CVs
- Applicants' vision statement (maximum five pages)
- References from three referees

Assessing and Rating Applicants to Senior Level Administrative or Professional Positions Based on their Profile, Vision and Understanding of the Role

The Search and Selection Panel members shall carry out the following activities:

87. Review and rate the applications received against the qualifications, experience and other criteria outlined in the job profile and advertisement for the positions as follows:

    - Qualifications (5) marks
    - Work Experience (20) marks
    - Other criteria stated in advertisement (20) marks

88. Make arrangements for candidates to present their vision statements to the panel in a 15-minute power-point format, which shall be followed by a 15-minute question and answer session. Panel members shall review and rate each presentation based on the underlisted criteria which shall carry a total of (15) marks weighted by taking into account their level of importance as follows:

    - Quality and presentation of slides (3) marks
    - Presentation skills (4) marks
    - Quality and relevance of content (8) marks

89. Follow the presentation session up with a 15-minute interactive session during which candidates will be required to answer specific questions related to the positions they are aspiring to take up. The interactive session shall carry (15) marks.

Reviewing and Rating Applicants Based on Input from their Stakeholders

90. In the case of internal candidates, the Secretary to the panel shall make arrangements for panel members to have a 15-minute interaction with (10) stakeholders selected from the college or directorate in which the candidate aspires to take up a vacant position.

91. Such stakeholders should have worked with the candidate for at least six months and should have some knowledge and experience of their leadership style and work ethics. They shall be selected randomly from the underlisted categories within the college or directorate where the vacancy exists. Stakeholder input shall carry a total of (10) marks.

92. Applicants to senior level administrative positions in academia (e.g., Provosts, Academic Deans, Directors of Institutes and Centres etc.) shall be assessed and rated on the basis of input from the underlisted stakeholders:

    - Three Deans and one Director in academia randomly selected from units within the college.
    - Two Senior members in academia randomly selected from units within the college.
    - One Senior member in a senior administrative position
    - One Senior member preferably from the Accounts Unit of the College Secretariat
    - One Senior staff representative
    - One Junior staff representative

93. Applicants to senior level administrative positions in non-academic units (e.g., College Secretary, Senior Finance/Procurement, Audit and ICT Officers etc.) shall be assessed and rated on the basis of input from the underlisted stakeholders.

    - Two Directors from the Central Administration and two Directors from academia
    - Two Senior members in HR, Finance, Audit or ICT roles
    - One Senior member in a senior administrative position
    - One Senior member preferably from the Finance Directorate or Accounts Unit of the College Secretariat
    - One Senior staff representative
    - One Junior staff representative

94. Not less than 45 minutes shall be allotted to the session in which each candidate makes a presentation, answers questions related to the presentation and interacts with the members of the search and selection panel against the background of the positions they are aspiring to take up.

95. The time allotted to the session in which stakeholder input is sought from the ten randomly selected stakeholders shall not exceed 15 minutes per candidate.

96. In view of the challenges envisaged in seeking stakeholder input from previous institutions of work, the Secretary to the panel shall request for references from three referees named by the applicant in his/her application. Two out of three positive references from applicants' previous institution of work shall suffice for further processing of their applications.

97. The Secretary to the search and selection panel shall on behalf of the panel, write a report based on the results from the two sessions (presentation/interaction and stakeholder input) to the Vice-Chancellor by the date proposed in the terms of reference. The report shall include their recommendations on the candidates found suitable for the vacant positions.

98. The presentation to the search and selection panel and interaction with stakeholders shall be followed by a competency-based interview which shall be conducted by the University Appointments Board (UAB) in line with the procedure outlined in Sections **46** to **49** of this policy.

99. The UAB shall therefore be responsible for the final selection of the candidates qualified to fill the vacancies for senior level administrative roles based on the final report submitted to it by the search and selection committee and the outcome of the competency-based panel interview it conducted.

100. The full report by the Search and Selection Committee and all documents related to the application shall be submitted to Council for final approval to appoint successful candidates.

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POLICY No. 0105	
Promotion and Appointment to Senior Member Administrative or Professional	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana").
- Manual on Conditions of Service for Senior Members of the University of Ghana
- Appointment & Promotions Procedures for Senior Members
- Statute for the Appointment and Promotion of Senior Members
- Senior Member Administrative and Professional Grades: Guidelines on Assessment for Promotion. (Minutes of Council meeting of 7th June, 2012 and confirmed on 11th October, 2012)

PURPOSE

This policy outlines the processes and procedures to be followed for the promotion of existing senior members (administrative or professional) of the University of Ghana.

POLICY STATEMENT

1. The promotion of existing senior members (administrative or professional) shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.
2. The regulations, processes and procedures for promoting existing senior members (administrative or professional), shall be as outlined under the respective headings below.

Promotion and Appointment to Senior Member Administrative or Professional Positions (i.e. Assistant Registrar/Senior Assistant Research/Deputy Registrar/ Senior Deputy Registrar or Equivalent Positions)

General Policies and Regulations for Promotion of Senior Members Administrative or Professional

3. A senior member who wishes to be promoted to a higher administrative or professional position may on his/her own initiative or at the invitation of the Registrar/Heads of Department/Directorate apply for promotion at any time.

4. Administrative/Professional senior members may normally apply for promotion after a minimum of six (6) years' satisfactory service on the last grade.

5. Promotion to the position of Senior Assistant Registrar or equivalent position shall normally not be made within the initial contract period of six years except in cases where senior members are recommended by Management for promotion before the expiration of the six-year contractual period based on outstanding performance.

6. Applications for promotion supported by materials for assessment shall not be processed unless they are received at least six months to retirement.

7. In all cases of promotion, the effective date of promotion shall be 1st September for applications submitted by 31st July and 1st February for those submitted by 31st December of the same year, provided that the material required for assessment is also received by the 31st July or 31st December as the case may be. Any additional material submitted subsequently for assessment shall affect the date of receipt of the application.

8. A senior member who is aggrieved by a decision relating to his/her promotion/appointment may petition the UAB or Council in writing as the case may require. Appeal lies from the UAB or the University Council to the University of Ghana Appeals Board.

Eligibility of Senior Members Administrative or Professional for Consideration for Promotion

9. An applicant for promotion to a senior member administrative/professional grade shall be eligible for consideration only if the applicant has:

    - obtained an average of sixty (60) marks or more in the Annual Performance Appraisal Reports over the last four (4) years;
    - had no disciplinary sanction taken against him/her by the appropriate committee over the last four (4) years.

Criteria for Considering Senior Members Administrative or Professional for Promotion

10. Having confirmed eligibility, the assessment of the application for promotion to administrative/ professional grades shall be based on the following criteria:

    - Professional competence and work output
    - Leadership abilities and sense of responsibility
    - General contribution to the work of the University
    - Evidence of community service

    For the purpose of assessing applicants with regard to the criteria listed above, they shall provide documentary evidence of their contribution to the University's work. Such evidence shall be in the form of memoranda, letters, project or other reports which are not confidential.

11. As part of the assessment process, an applicant shall be required to submit a report or make a presentation on his/her contribution to the work of the University or other Institution with specific reference to criteria listed above.

12. Non-confidential memoranda, financial and other professional reports/proposals or other evidence of contribution to the University or other Institution's work, shall be attached to the documents referred to the Section 24above, for review based on the procedure for processing applications.

Procedure for Promoting Senior Members to Higher Administrative or Professional Positions

(Source: Minutes of Council Meeting of 7th June, 2012 and confirmed on 11th October, 2012).

Completion and Submission of Application Forms

13. A completed application form for promotion accompanied by curriculum vitae, indicating the position sought and discipline concerned shall be submitted to the applicant's Head of Department/Directorate/Unit with a covering letter copied to the Registrar notifying him/her of the application.

14. The following documents shall be submitted along with the application:

    - A report on the applicant's contribution to the work of the University or other Institution.
    - Non-confidential papers, memoranda, financial and other professional reports /proposals or other evidence of contribution to institution in previous roles.

Assessment of Applicant by Head of Department/Directorate/Unit

15. The applicant's current head of department/directorate/unit shall assess him/her with a focus on the following areas:

    - Professional competence and work output
    - Leadership abilities and sense of responsibility
    - Relationship with members of the University community and the public
    - General contribution to the work of the University

16. Following his/her assessment, the head of the applicant's department/directorate/unit shall complete the confidential assessment section of the application form with information on his/her overall assessment and recommendation on whether or not the applicant is ready for promotion. He/she shall then forward entire application dossier to the Office of the Registrar.

Assessment of Applications by the Registrary Appointments and Review Committee (RARC)

17. The Registrar shall refer each application to the Registrary Appointments and Review Committee RARC) for review, comments and recommendations.

18. The RARC shall be constituted in line with the provisions of Schedule **F**; Section **23** of the University of Ghana Statutes. It shall reflect representation from the different professions and grades not below Assistant Registrar, and shall meet at least twice a semester.

19. The Committee shall be made up of seven (7) members with the power to co-opt. Three (3) members namely, the Registrar (Chair of the Committee), Director of Human Resource and Organisational Development and the Director of Finance shall be permanent. A quorum of five (5) will be required for business to be carried out.

20. The RARC shall consider applications for recruitment or promotion and shall forward the list of the applicants reviewed with its comments and recommendations to the University Appointments Board (UAB). The Head of unit of the applicant seeking promotion shall be present during the review of applications.

21. The RARC shall be responsible for interviews of applicants applying for promotion.

22. A review panel constituted from the RARC including an external assessor (who should be an expert in the applicant's field of work) and the applicant's Head of unit shall be responsible for determining the merit of the application based on the criteria detailed in Section **10** above.

23. Premium shall be given to professional competence/work output and leadership abilities/sense of responsibility when applying for promotion from Senior Assistant Registrar (SM3/ 22H) to Deputy Registrar (SM2/24L) and from Deputy Registrar (SM2/24L) to Senior Deputy Registrar(SM l/25L).

24. Based on the criteria itemised in Section**10** above, the review panel shall evaluate the following:

    - Annual performance appraisal reports for the past four years (to be produced from applicant's file)
    - Quality of application (Curriculum Vitae and supporting documents)
    - Assessment by head of department/directorate/unit
    - Performance during an interview

25. To enable an assessment of an applicant's contribution to his/her field of work, he/she is expected to submit documentation on his/her administrative/professional achievements through written reports, papers and memoranda on administrative/professional matters.

Review of Applications by the Registrary Appointments and Review Committee (RARC)

Using the criteria itemised in Section **10** above, the review panel shall evaluate the application in relation to the items detailed below:

Annual Performance Appraisal Reports

26. The review panel will be required to review the applicant's performance and the quality of his/her work based on the underlisted elements of the Annual Performance Appraisal Reports for the last four (4) years prior to the application:

    - Level of achievement of key performance objectives against targets set at the beginning of the appraisal period in relation to institutional goals.
    - Assessment of the quality of candidate's work based on the following personal attributes and managerial skills:
        - Professional competence
        - Grasp of administrative/technical procedures and regulations
        - Strategic leadership
        - Initiative, resourcefulness and reliability
        - Accountability
        - Interpersonal relations
        - Management of staff
        - Integrity
        - Confidentiality

- Account shall be taken of the applicant's contribution to the development and advancement of his/her work or profession.

Quality of Completed Application Forms, Curriculum Vitae and Supporting Documents

27. The completed application forms, CV and supporting documents including written reports, papers and memoranda on administrative/professional matters, shall be assessed for applicant's contribution to field of work. Review panel members shall look out for leadership skills, initiative and communication skills in assessing the full application dossier.

Assessment by Head of Department/Directorate/Unit

28. The panel shall consider and review the assessment by the head of the applicant's department/ directorate/unit detailed in Section **15** above as part of the process.

29. A competency-based interview shall be conducted for all applicants in line with the provisions for interviewing senior members for recruitment and appointment to administrative or professional positions detailed in **Policy No. 0104**; Sections **60** to **67** respectively.

Qualification and Criteria for Promotion/Appointment to Senior Member Administrative or Professional Positions and Corresponding Terms of Contract

30. The qualification and criteria for promotion and appointment to senior member administrative and professional positions shall be in line with the relevant provisions contained in the Council meeting minutes of 7th June, 2012 and confirmed on 11th October, 2012 which supersede the provisions stated in Schedule F; Sections **24 – 28**of the Basic Laws of the University of Ghana**.**

31. The University shall take steps to amend the relevant provisions in its Statutes to reflect any element of the Sections below (extracted from the Council meeting minutes of 7th June, 2012 and confirmed on 11th October, 2012), which deviate from the provisions referred to in Schedule F above.

Promotion/Appointment to Junior Assistant Registrar (Level SM5/20L)

32. The requirement for promotion/appointment to Junior Assistant Registrar grade shall be a good first degree plus an advanced degree or an equivalent professional qualification with not less than two years' relevant experience.

33. For professional groups where membership of a professional body is required for appointment, the applicant should have a good first degree, a second degree in a relevant field and should be at the last level of the professional examinations.

34. The appointment is for two years in the first instance, and exceptionally for a third year. It shall normally be reviewed before the end of the second year and shall be terminated at the end of three years unless the employee can be promoted to a higher grade.

Promotion/Appointment to Assistant Registrar (Level SM4/21L)

35. The requirements for promotion/appointment to Assistant Registrar are normally a first degree and either a Master's Degree or an equivalent professional qualification with a minimum of two years relevant experience.

36. The appointment shall normally be for six years, the first two years of which shall be regarded as probation period. It shall be reviewed before the end of the sixth year and may normally be renewed for no longer than three more years.

37. At the end of the ninth year the appointment shall terminate unless the senior member can be promoted to the next grade. In exceptional circumstances, the UAB may on the recommendation of the RARC, extend the appointment for a further period of not more than two years, at the end of which the appointment shall terminate unless the appointee can be promoted to the next grade.

Promotion/Appointment to Senior Assistant Registrar (Level SM3/22H)

38. For promotion/appointment to Senior Assistant Registrar, the assessment shall be based on the procedure/ criteria stated under Sections **26** to **29** of this policy as detailed above.

39. Normally, administrative/professional senior members may apply for promotion after a minimum service of six (6) years including probation period except in cases of outstanding performance. The appointment shall be reviewed before the end of the sixth year and may normally be renewed for a period of up to six (6) years at a time.

Promotion/Appointment to Deputy Registrar (Level SM2/24L)

40. For promotion/appointment to Deputy Registrar grade, the assessment shall be based on the procedure/ criteria stated under Sections **26** to **29** of this policy as detailed above.

41. For appointment to this grade, the applicants should have the following competencies:

    - Proven leadership and administrative abilities demonstrated by substantial and relevant working experience;
    - Evidence of ability to coordinate work of units, sections or teams;
    - Ability to initiate policies;
    - Ability to mentor. (This may be supported by written work.)

42. Applicants shall be interviewed by the RARC and reports from two external assessors are required.

43. The appointment is tenured.

Promotion/Appointment to Senior Deputy Registrar (Level SM1/25L)

44. For promotion/appointment to Senior Deputy Registrar, the assessment shall be based on the procedure/ criteria stated under Sections **26** to **29** of this policy as detailed above.

45. For appointment to this grade, the applicant should have the following competencies:

    - A record of outstanding leadership and administrative abilities demonstrated by substantial and relevant working experience;
    - Evidence of ability to coordinate work of units, sections or teams;
    - Ability to initiate policies;
    - Ability to mentor. (This may be supported by written work.)

46. Applicants shall be interviewed by the RARC and reports from two external assessors are required.

47. The appointment is tenured.

48. The UAB shall approve the promotion or otherwise and instruct the Director, HRODD to inform the applicant.

POLICY No. 0106	
Recruitment and Appointment of Senior and Junior Staff	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana").
- Unified Conditions of Service for Unionised Staff of the Public Universities in Ghana (2008)
- Conditions of Service for Senior Staff of the Universities in Ghana (2003)
- Unified Scheme of Service for Junior and Senior Staff of the Public Universities in Ghana

PURPOSE

This policy outlines the regulations, processes and procedures to be followed for the recruitment and appointment of new senior and junior staff in the University of Ghana.

POLICY STATEMENT

1. The recruitment and appointment of existing senior and junior staff shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.

2. The regulations, processes and procedures for recruitment and appointment of new senior and junior staff shall be as outlined under the respective headings below.

Criteria for Recruitment and Appointment to Senior and Junior Staff Positions

3. Candidates who wish to apply for recruitment to various senior and junior staff positions must possess the qualifications, competencies and experience for the role they aspire to hold as contained in the Unified Scheme of Service for Senior and Junior Staff of the Public Universities in Ghana.

4. However, all senior staff should as a minimum, hold a first degree or a Higher National Diploma or equivalent qualifications.

Determination of Vacancies for Senior and Junior Staff Positions

5. As in the case of senior members, vacancies for junior and senior staff shall be determined on the basis of establishment numbers using the principles outlined in **Policy No. 0102**, Sections **6** to **8** of this Manual.

Confirmation of Vacancies and Approval for Commencement of the Recruitment and Appointment Process for Senior and Junior Staff

6. For senior and junior staff vacancies which exist at central administration, the head of the directorate/unit seeking to make the appointment shall in consultation with the Director, HRODD, make a request to the Registrar for appointment of staff to fill the existing vacancy.

7. In cases where senior and junior staff vacancies exist in a college, the head of the department seeking to make the appointment, in consultation with the Dean of the School or Director of the Institute, shall make a request to the College Provost for appointment of staff to fill the existing vacancy.

8. The existence of such vacancies must be confirmed and appropriately signed off through a confirmation of vacancies and recruitment approval process similar to that described for senior members in **Policy No. 0104**; Sections **3** to **10** of this manual.

9. In approving the commencement of the recruitment process for senior and junior staff, recruitment approval forms shall be endorsed by the Director, HRODD and approved by the Registrar for central administration positions. The Dean shall endorse the recruitment approval forms for approval by the College Provost for college based positions.

10. Following the recruitment approval process, existing vacancies shall be collated and compositely advertised. The advertisements shall be subject to approval by the Director, HRODD under the direction of the Registrar for central administration based positions, **or** by the College Secretary under the direction of the College Provost for college based positions.

11. For the purposes of advertisement, assessment and selection, senior staff positions to be advertised may be categorised broadly under the following job groupings:

    - Administrative Assistants
    - Accounting Staff
    - Audit Staff
    - ICT Staff etc.

12. For the same purpose, junior staff roles to be advertised may include positions for the following:

    - Accounts Clerks

- Junior ICT Staff
- Junior Library Assistants
- Bookshop Assistants
- Security Staff etc.

13. The advertisement shall clearly state the job title, job grade, the duties to be performed in the various roles and qualifications and competencies required for good performance in each role.

14. Information shall also be provided on the mode of selection if available at the time of placing the advertisement and the closing date for receipt of applications.

15. Administrative staff at the HRODD Directorate **or** College Secretariat as required shall collate all the applications within five (5) days after the closing date for receipt of applications, for submission to the Assistant Registrar - Recruitment, Promotion & Separation (RPS) **or** the School Administrator/HR Officer as the case may require.

16. For central administration based positions, two members of the Registrary Staff Appointments Committee (RESAC) shall be nominated by the Director, HRODD to work with the Assistant Registrar, RPS at the HRODD, to carry out a shortlisting exercise based on the qualifications, competencies and experience which match those stated for the advertised roles.

17. For vacant positions at college level, two members of the College Staff Appointments Committee (COSAC) shall be nominated by the Dean to work with the School Administrator to carry out the same exercise within five (5) days of closure of receipt of applications.

18. A report on the shortlisting exercise shall be prepared by the Secretary to the RESAC **or** the COSAC, as the case may require, for submission to the Director, HRODD **or** College Secretary who shall review and sign it off.

19. The Director, HRODD **or** College Secretary in collaboration with the Chairperson of the RESAC **or** COSAC, shall subsequently agree and fix a date for interviewing eligible applicants as the case may require.

Membership of the Interview Panel for Recruitment to Senior and Junior Staff Positions

20. For central administration based positions, the interview panel shall be composed of selected members of the RESAC including:

- A Chairperson (normally from the Psychology Department) **or** Director, HR as Chair
- The Director, HRODD
- The Head of Directorate/Unit seeking to hire the employee **or** his/her representative
- Assistant Registrar- (RPS) - HRODD

- One Senior staff representative
- One Junior staff representative

21. For college based positions, the interview panel shall be composed of selected members of the COSAC including:
    - A Chairperson (nominated by the College Provost)
    - The Director, HRODD or his/her representative
    - The College Secretary
    - The Head of Department/Unit seeking to hire the employee **or** his/her representative
    - The School Administrator/HR Officer
    - One Senior staff representative
    - One Junior staff representative

The Assessment Process for Recruitment and Appointment of Senior and Junior Staff

22. Depending on where the vacancy is to be filled, the Assistant Registrar, RPS on the interview panel at central administration **or** the School Administrator/HR Officer at the college, shall be nominated to record the proceedings for the interview.

23. All shortlisted candidates shall be invited to take part in skills-based assessments which shall be conducted for the various groupings of staff mentioned in the advertisement.

24. The skills-based assessments shall be carried out for stated categories of staff in order to further shortlist eligible applicants. Such assessments shall be as described below for the categories of staff specified:

25. Practical tests and exercises for **Administrative Assistants** will be prepared by the Director, HRODD in collaboration with qualified assessors at the Language Centre or other unit of the University which has the competence and capacity to carry out the required assessments.
    - Areas of competence to be assessed for this category of staff shall include: Oral and written English; English comprehension; memo and report writing; speed and accuracy of application of typing skills and intermediate level computer literacy in Microsoft Office suite applications.

26. Practical tests and exercises for **Accounting Staff** shall be prepared by the Director, Finance in collaboration with the Director, HRODD and any other professional assessors as may be required.
    - Areas of competence to be assessed for this category of staff shall include: Application of core finance and accounting skills; demonstration of budgeting and budgetary control and cost management skills and intermediate to advanced application of Microsoft Excel.

27. Test and exercises for **Audit Staff** shall be prepared by the Director of Audit in collaboration with the Director, HRODD and any other professional assessors as may be required.

    - Areas of competence to be assessed for this category of staff shall include: Application of professional auditing skills; demonstration of audit report writing skills; exhibition of team building and collaboration skills; detail orientation and demonstration of analytical and administrative skills.

28. Practical tests and exercises for **ICT Staff** shall be prepared by the Chief Information Technology Officer in collaboration with the Director, HRODD and any other professional assessors who may be required.

    - Areas of competence to be assessed for this category of staff shall include: Demonstration of intermediate to advanced level IT skills; knowledge and application of IT customer service management skills; application of time management and administrative skills and exhibition of analytical skills.

29. Practical tests and exercises for **Security Staff** shall be prepared by the head of the security unit in collaboration with the Director, HRODD and any other professional assessor (s) who may be required.

    - Areas of competence to be assessed for this category of staff and shall include: Oral and written English; English comprehension and incident report writing.

30. For other groups or categories of staff not specifically mentioned above, the head of the appointing directorate, department or unit shall collaborate with the Director, HRODD and any other professional assessors as required, to determine the format of the interview and which tests or exercises (if any) shall be conducted as part of the assessment process.

31. Practical test and exercise score sheets shall be designed by the parties collaborating to carry out the assessments **or** their representatives, for completion by panel members for each applicant.

32. Where applicable, process coordinators shall coordinate the administration of practical tests, exercises etc. in line with the provisions in Sections **23** to **30** of this policy.

33. The test and exercise score sheets together with a "summary profile sheet" containing information on candidates' profile with regard to age, educational background, qualification and relevant experience, shall be provided to members of the RESAC **or** COSAC who shall conduct a panel interview to select suitable candidates to fill vacant roles.

34. Shortly before the interview, members of the RESAC **or** COSAC shall meet to discuss and decide how many marks should be allotted to each section of the interview, which questions should be asked and the pass mark for each role. Pass marks shall be agreed by the committees with pass marks for more senior roles being higher than for those at more junior levels.

35. Panel members shall score each candidate based on the marks allocated to each section of the interview. Total marks shall be collated and averaged for all candidates who shall subsequently be ranked according to the highest and lowest total average scores.

36. The selection of candidates to fill positions shall be based on the number of vacant positions and their ranking in terms of total average scores.

37. Following the selection of candidates, committee members shall hold discussions on which departments to place selected candidates in and what their entry-point salaries should be.

38. Entry-point salary levels shall be recommended based on the guidelines provided in the section of this manual on "Various Types of Salary and Salary Administration" (**Policy No. 0402**; Section **4** to **6**).

39. The Assistant Registrar, RPS **or** College Secretary as the case may require, shall maintain a register of all applications received indicating the dates of receipt and positions applied for. The register shall be brought to the attention of the UAB and CA&PC respectively, at least once a semester indicating the stage of processing of each application.

Informing Candidates of the Decision of the Appointing Authority Concerning their Application

40. Whether an applicant fails or passes an assessment, the Registrar/Dean/Director or Head of Department as the case may be, shall provide the applicant with feedback on the outcome of their application within two (2) weeks of completion of the assessment process.

41. Suitably worded letters shall be sent to unsuccessful candidates thanking them for their application and availing themselves for the assessment but regretting the University's inability to offer them the position.

42. Offer letters for successful candidates shall state the following:

    - Title or position to be held and the job category/grade
    - Type of appointment (permanent/temporary/casual/fixed term contract)
    - Entry point salary
    - Employment conditions attached to the offer
    - Probationary period
    - Appointment start date

43. The appointment letter shall state that the appointment is subject to a satisfactory medical examination carried out by a doctor approved by the University and must be responded to by a given date.

44. No candidate shall be considered to have been properly appointed to work in the University unless a letter of appointment has been issued to him/her by the appointing authority or their representatives as the case may be, and the applicant has in turn written to accept the offer within the specified period.

45. Following the interviews and appointments, a list of successful appointees shall be forwarded by the Director, HRODD **or** College Secretary to the Assistant Registrar, RPS **or** College HR Officer who shall ensure that staff numbers are generated for them.

46. Service booklets, conditions of service and personal record forms shall be issued to new appointees and the salary administration process (Reference **Policy No. 0402**; Sections **25** and **26** of this manual) shall kick-in.

POLICY No. 0107	
Promotion and Appointment of Senior and Junior Staff	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- 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)
- Unified Scheme of Service for Senior Staff of the Public Universities in Ghana
- Revised Unified Scheme of Service for Junior Staff of the Public Universities in Ghana

PURPOSE

This policy outlines the processes and procedures to be followed for the promotion and appointment of existing senior and junior staff of the University of Ghana.

POLICY STATEMENT

1. The promotion and appointment of existing senior and junior staff shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.

2. The regulations, processes and procedures for promotion and appointment of senior and junior staff shall be as outlined under the heading below.

Policies and Regulations for Promotion and Appointment of Senior and Junior Staff

3. Promotions shall be made according to merit and in line with the University Statutes, Conditions of Service for Senior Staff, Unified Conditions of Service for Unionised Staff and Unified Scheme of Service for Senior and Junior Staff of the Public Universities in Ghana.

4. Policies and regulations which guide promotion and appointment to senior and junior staff grades are as contained in **Policy No. 0101**; Sections **49** to **55** of this Manual.

POLICY No. 0108	
Appointment to Temporary, Casual and Fixed Term Employment Positions	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- Labour Act 2003, Act 651; Part X, Sections 73 – 75 and 78
- 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)
- Procedures & Requirements for Recruitment & Placement of Senior Members (Academic)
- Document on Criteria for Post-retirement Contract Appointments Approved by Council on 23rd May 2013 and Confirmed on 15th August, 2013.

PURPOSE

This policy outlines the regulations processes and procedures to be followed in recruiting and appointing various categories of employees to temporary and casual employment positions.

POLICY STATEMENT

1. The recruitment and appointment of employees to temporary or casual employment positions shall be carried out in conformity with the relevant provisions of **Policy No. 0101** on General Regulations on Recruitment or Promotion and Appointment.

2. In line with the provisions in Labour Act 2003, Act 651, a temporary employee shall, (unless otherwise reviewed), be one who is employed for a continuous period of not less than one month and is not a permanent worker or employed for work that is seasonal in character.

3. Based on Labour Act 2003, Act 651 also, a casual worker shall, (unless otherwise reviewed), be one engaged in work which is seasonal or intermittent, not for a continuous period of more than six months, and whose remuneration is calculated on a daily basis.

4. Fixed term appointments shall be those with generally longer duration than temporary and casual roles and for which employees will be required to carry out specified duties or projects within a clearly estimated and defined time period. They shall normally span one to three years and may be renewed based on performance.

5. The regulations, processes and procedures for appointment of employees to temporary, casual or fixed term employment positions shall be as outlined under the respective headings below:

Types and Nature of Appointments to Temporary/ Casual / Fixed Term Employment Positions

6. Depending on the nature of the vacancy to be filled, appointments shall be temporary, casual or fixed term. The foregoing appointments shall be subject to the provisions on "Types and Nature of Appointments" under **Policy No. 0101**; Sections **9** to **14** of this manual.

Temporary Appointments

7. Temporary appointments may be given in cases where the services of employees are required on a non-permanent basis for a continuous period of not less than one month but up to six months. They may be made as a stop gap measure to fill vacancies arising out of any of the following situations and others in which it is deemed necessary to appoint a suitable resource to a temporary holding role due to the fact that:

    - A permanent employee is on leave
    - An employee has resigned or vacated his/her post and the position is yet to be filled
    - An employee's appointment has been terminated and the position is yet to be filled
    - Permanent incapacitation or death of an employee and the position is yet to be filled
    - The nature of the work to be carried out is discontinuous or seasonal.

Casual Appointments

8. Casual appointments may be given in cases where the services of employees are required on a non-permanent basis for work which is seasonal or discontinuous/intermittent such as:

    - Gardening, weeding, drainage, masonry, electrical, painting and other such work
    - The duration of casual appointments shall not exceed three months in the first instance, but shall be renewable for a further three months only based on the needs of the University and the job holders' performance.

Fixed Term Contracts

9. Fixed term appointments may be made in circumstances where employees are required to carry out specified duties, assignments or projects within a clearly estimated time period. Fixed term appointments may be made in the underlisted and other situations considered similar:

    - Short to medium-term academic appointments for Visiting Scholars, Adjunct Professors, Teaching Assistants, Tutors, Graduate Assistants etc.
    - Administrative/professional positions for Administrative Assistants, HR and Finance Officers, etc. required to carry out specified administrative, secretarial, finance/accounting and related assignments etc.
    - Positions for coordinators of specified short- to medium-term projects etc.
    - Re-appointment on short-term post-retirement contracts for employees who have retired.

10. The duration of appointments on a fixed-term basis shall not exceed the life span of the duties required or projects to be undertaken unless there is a compelling, evidence-based reason for an extension of the timelines.

11. In cases where it becomes necessary to extend the timeline for fixed-term appointments, a justification shall be written by the user unit to the appointing authority for written approval prior to the extension.

12. All the terms of fixed-term contracts shall be clearly and unambiguously stated in the letters of appointment to the fixed-term position.

13. Temporary, casual, fixed-term and all other non-permanent appointments shall be appropriately approved prior to commencement of the selection and appointment process using "Recruitment Approval Forms".

14. Depending on the grade to which the appointment is being made, laid down recruitment and appointment procedures in line with corresponding policies and guidelines provided for approving recruitment, promotion and appointments in **Policy Nos. 0102** to **0107** must also be followed.

Determination of Non-Permanent Vacancies (i.e. Temporary/ Casual/Fixed Term etc.)

15. Before the beginning of the academic year, line managers/heads of directorates, departments and units shall determine the types, numbers and timing for non-permanent vacancies likely to arise based on planned leave dates, retirements, projects and activities which by their nature are temporary or intermittent/seasonal.

16. Line managers shall subsequently present a written justification for their requests to their heads of directorates, departments and units for vetting and endorsement. This shall be followed by approval by the Registrar **or** Dean in consultation with the Vice-Chancellor **or** College Provost depending on where the appointments are to be made and the level of seniority of the role.

17. The Registrar **or** College Provost shall oversee the approval of requests for temporary, casual or fixed-term engagements in consultation with the Director, HRODD **or** Dean of a School depending on where the appointment is to be made.

Procedure for Engagement of Temporary and Casual Employees

18. A decentralised approach shall be adopted for the engagement and management of temporary and casual appointees as described below.

19. After requests for engagement of temporary or casual appointees have been approved, the Registrar **or** College Provost as the case may require, shall task the Director, HRODD **or** College Secretary, to work with their teams to fill the identified position(s).

20. As part of the process, the Director, HRODD **or** College Secretary shall direct accountable team members to source for and pool potential candidates from internal resources and solicited/unsolicited applications for assessment and engagement. This shall be done in collaboration with appointing heads of directorates, departments and units.

21. External candidates may also be sourced through selected recruitment agencies with credible track records. Such agencies shall be rigorously reference checked prior to engaging their services.

22. In pursuing the option of using recruitment agencies, the University, through its Registrar/Director, HRODD **or** College Provost/College Secretary in collaboration with the Head of Legal, shall agree terms of engagement with the recruitment agency, as part of which the agency shall carry out an initial screening of potential applicants and present a formal report on shortlisted candidates.

23. The Director, HRODD **or** College Secretary shall in collaboration with the appointing head of the directorate, department or unit, conduct an interview of the shortlisted candidates, the outcome of which shall inform discussions on engagement of successful candidates.

24. The Director, HRODD **or** College Secretary, shall under the direction of the Registrar in consultation with the Vice-Chancellor **or** College Provost in consultation with Vice-Chancellor, prepare letters of appointment for successful candidates to temporary or casual positions. All such letters of engagement shall be prepared in liaison with the Head of Legal.

Procedure for Engagement of Employees on Fixed-Term Contracts

25. The procedure for engagement of employees on fixed-term contracts shall be similar to that for temporary and casual appointees except that recruitment agencies will not be used to source potential candidates.

26. Potential candidates will be pooled from internal resources, solicited /unsolicited applications or head-hunted for assessment and appointment depending on the purpose and level of seniority at which the appointment is to be made.

27. No temporary, casual or fixed-term appointment shall be made without the appropriate approval having been given by the authorising officers referred to throughout Sections **17** to **24** of this policy.

Extension of the Duration or Termination of a Non- Permanent Appointment

28. Where the need arises for an extension of the duration of a non-permanent appointment or its termination, a written justification shall be submitted by line managers/heads of directorates, departments and units to the Registrar **or** College Provost as required, for review and endorsement.

29. The Vice-Chancellor shall be the approving authority for the extension or termination of non- permanent appointments, which activity shall be carried out in consultation with the Registrar/ Director, HRODD **or** College Provost/Dean/College Secretary and the Head of Legal.

Renewal of Contracts

30. An employee whose contract is coming to an end may initiate action to have it renewed within a year of the date when his/her contract shall lapse.

31. Employees who do not take steps to renew their contracts within that period shall be notified in writing by the Director, HRODD **or** the College Secretary on behalf of the Registrar **or** College Provost as the case may require. Such notification shall be given through the employee's head of directorate/department/unit a year in advance.

32. In the case of academic senior members, renewal of contracts applies to Lecturers/Research Fellows and Senior Lecturers/Senior Research Fellows whose grades are normally held for a period of six (6) years in the first instance, subject to renewal.

33. Contract renewal is however not applicable to Assistant Lecturers and equivalent grades which may be held for up to two years only, and exceptionally for a third year; and appointments at Professorial level which are normally up to retiring age.

34. The underlisted documents shall be provided to the Registrar **or** College Provost through an applicant's head of directorate/department/unit as part of the contract renewal process:

    - Letter from employee requesting to have the contract renewed
    - Updated curriculum vitae.
    - Head of directorate/department's assessment of overall performance report
    - Annual performance appraisal reports on employee since last renewal of appointment
    - Summary report on classroom evaluations of employee by students (if applicant is in the senior member academic category)

Procedure for Renewal of Contracts

35. The application dossier including the documents listed above shall be submitted to the Head of Directorate/Department/Unit, who shall prepare a report on the applicant's performance (i.e. work and contribution to the department) prior to forwarding it to the Registrar **or** College Provost.

36. The application and other documents shall then be forwarded to the School for review by the SMC, which shall recommend renewal of the appointment and its duration to the CA&PC; or non-renewal depending on their assessment of the need for the services and the performance of the applicant.

    Duration of renewal for Lecturers/Research Fellows shall be for a total of fifteen (15) years as follows:

    - First renewal – three years (after the initial six years)
    - Second renewal – two years
    - Subsequent renewals – one year at a time for a total period of four years.

37. After the maximum contract term of 15 years, the appointment shall be reviewed for possible termination by the University Council through the University Appointments Board.

38. For Senior Lecturer/Senior Research Fellow, renewals shall be for another six years after the initial six years or until retirement in situations where the applicant fails to get promotion to the next level.

Authorisation/Approval for Renewal of Contracts

39. Approval for renewal of contracts shall be given by the Registrary Appointments Review Committee (RARC) for central administration based positions **or** by the College Appointments and Promotion Committee (CA &PC) based on recommendation by the School Management Committee (SMC) for college based positions.

40. The RARC **or** CA&PC shall submit summary reports on each renewal application approved to the UAB. They shall also refer all unsuccessful applications for renewal of contract to the UAB for final determination. The two committees shall furthermore consider the extension of appointments up to the level of a senior lecturer or equivalent.

Discretionary Post-Retirement and Part-Time Appointments

41. Re-engagement on post-retirement contracts beyond the compulsory retiring age may be recommended by the SMC to the CA&PC for college based positions **or** by the RARC for central administration based positions.

42. Such post-retirement contracts shall be considered on the basis of evidence of the following:

    - Continuing professional activity

- Unavailability of staff in a critical area of specialisation with no prospect of specialisation by an existing employee or immediate recruitment
- Continuing good health based on a University of Ghana approved Doctor's report.

43. Post-retirement contracts shall normally be made available to members of the professorial grade.

44. Part-time appointments shall usually be for persons with experience required by the University but who are not in a position to provide those services on a full-time basis.

Procedure for Discretionary Post- Retirement and Part-Time Appointments

45. Applicants shall submit their requests for post-retirement or part-time contracts to their heads of directorates/departments/units who shall make their recommendations and provide the following information in a cover letter to be attached to the application dossier.

- Justification for the request, number of lecturers at post in the relevant discipline and the specific duties to be assigned the applicant.
- Assessment of applicant's previous performance (if applicable)
- Full Curriculum Vitae on first appointment.

46. The dossiers shall be submitted to the School Administrator who will table them before the SMC for review. A report on the SMC's review and the dossier together with relevant excerpts of the minutes covering the SMC meeting shall be forwarded to the CA&PC for further review and recommendation (or otherwise) to the UAB.

47. The UAB must receive all applications from colleges by the end of the month of March, preceding the academic year in which the appointment is to be made. It shall then recommend the post-retirement contracts list for Council's approval and approve the requests for part-time appointments.

48. The summarised lists to be submitted to the UAB by the Colleges shall contain information on the following:

- Department
- Candidate Recommended
- Age/Date of Birth
- Rank/Status
- Number of Student
- Number of Lecturers
- Lecturer/Student Ratio
- Course Code and Title of Course
- Justification for Recommendation
- Decision of College

Policies and Regulations on Re-entry of Senior Members into the Service of the University

49. A senior member who wishes to be re-engaged by the University shall put in a fresh application as though he/she was applying for an appointment in the University for the first time. The application shall indicate clearly the post for which he/she would like to be considered.

50. Where the position applied for is on the same grade as the one vacated, the UAB shall use its discretion to determine whether or not referees' reports or external assessors' views should be obtained.

51. In all cases, consideration of the application shall depend on the availability of vacancies and the circumstances under which the senior member left his/her post. All applications shall be considered in consultation with the head of department.

52. Employees above the compulsory retiring age may re-enter the service of the University on post-retirement contracts if their departments can demonstrate the need for their continued services based on the criteria for post-retirement contract appointments approved by Council on 23rd May, 2013 and confirmed on 15th August, 2013.

53. The duration of such post-retirement contracts shall be for a total of five years (two years at a time till age 65) for senior lecturer and equivalent grades and a total of ten years (two years at a time) for professorial appointments.

54. Employees who are re-engaged after retiring at 60 shall be entitled to their pension benefits and to salary for the work they are engaged to do. They shall also be entitled to a twelve and a half percent basic salary gratuity at the end of each contract year.

55. A senior member on post-retirement contract shall not encumber an administrative position, while senior members re-appointed into academic roles shall normally be of at least senior lecturer grade.

56. The Vice-Chancellor may, in exceptional circumstances, appoint senior members below the grade of senior lecturer (i.e. lecturer or equivalent grades) on post-retirement contracts for very specific duties. Such contracts shall be for two years only but may be applied till age 65 in exceptional cases where need is established.

POLICY No. 0109	
Orientation/Induction and Probation for New Appointees	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This policy outlines the regulations, processes and procedures to be followed in settling appointees into their new roles and providing them with the orientation and induction required to enable them become productive within the shortest time possible. It also provides guidelines for regulation of probation periods for new appointees.

POLICY STATEMENT

1. The induction/orientation process shall be designed to facilitate the integration of new appointees into the work environment of the University of Ghana and ensure that they are able to take up their duties as quickly as possible.
2. New appointees will be provided with information on how their probationary period would be regulated to guide their performance, actions and conduct during the period.
3. The regulations and processes for the induction/orientation of new appointees and regulations for their probationary period shall be as outlined under the respective headings provided below.

Preparing to Receive New Appointees into their Roles

4. Once a candidate has accepted the offer of employment in writing and the University has received favourable medical certificates of fitness and referees' confidential reports (where required), the Director, HRODD **or** College Secretary and his/her representative officer shall take steps to ensure that the new appointee is properly received and subsequently given institutional orientation and departmental induction training.

5. If the job is a new one, the Director, HRODD **or** College Secretary through their representative officers, shall ensure that an adequate work area is prepared for the new employee. Where the job is an existing one, they shall ensure that the workstation or office allocated is suitable for the new employee to carry out his/her duties.

6. Planned steps shall also be taken to ensure that the office furniture and equipment have been set up and that communication equipment such as telephones and internet connectivity have been activated to enable the in-coming employee commence work as soon as he/she takes up the new appointment.

Provision of Information for Personal Records Keeping

7. Upon appointment, a personal records file shall be opened for each employee. Documents to be placed on that file are those listed below:

    - Application, interview results, medical report, referees' reports and appointment letter.
    - Documentation for the registration of his /her immediate family (i.e. marriage and birth certificates for registering the new appointee's spouse and six (6) children (including not more than two (2) registered wards) up to age 18 but 21 if a full-time student whose parent is a senior member; and up to age 26 if a student pursuing full-time formal education; whose parent is a senior/junior staff.
    - Social Security number if any. Where the new employee has no social security number, the Director, HRODD **or** College Secretary shall arrange to have him/her registered with the SSNIT.

8. Employees shall subsequently be responsible for advising the HRODD **or** College Secretariat of changes affecting their personal records including additions to, or subtractions from their family, changes in their marital status and other relevant family or other changes.

The Orientation /Induction Process Prior to Settling New Appointees into their Roles

9. On assumption of duty, employees shall go through a structured orientation/induction process prior to being posted to their assigned directorates/departments. The following guidelines set out the procedure to follow in order to help a new employee settle in and become productive as soon as possible.

10. In consultation with the Registrar, the Director, HRODD and his/her team shall plan and execute an institutional orientation for all new employees by the end of September for appointments made in August and by the end of February for those made in January.

11. As part of the process, orientation shall be provided on topics which will guide new appointees on integrating themselves into the University work environment and community. It shall also inform them about how to conduct themselves appropriately in line with their respective terms and conditions of service and the Basic Laws and Statutes of the University of Ghana.

12. Each topic will be treated by the senior member(s) responsible for carrying out the duties related to specific topics which shall include but not be limited to the following:

    (i) The University of Ghana's Vision & Mission Statement, its 2014-2024 Strategic Plan and its new Collegiate System.

    (ii) An overview of the functions of the HRODD including the following sub-topics:

    - College Administration
    - Conditions of Service for Junior Staff, Senior Staff and Senior Members
    - Union Membership/Activities
    - Recruitment, Promotion and Separation
    - Contract Renewal
    - Compensation/ Reward and Salary Administration
    - Requirements for Promotion of Senior, Junior Staff and Senior Members
    - Retirement Planning

    (iii) Other topics of relevance/interest may include:

    - Health, Environment and Safety
    - The University's Basic Laws/Statutes and Governance
    - University of Ghana Anti-Sexual Harassment Policy
    - University of Ghana Cooperative Credit Union

13. Subsequent to the institutional induction, a departmental induction shall take place, the scope of which will depend on the category of the employee as to whether he/she is a senior member, senior or junior staff. The departmental induction shall be more detailed and in-depth for more senior positions and shall be conducted by the department in line with a pre-arranged programme.

14. For appointees to directorates/units at the Central Administration, the programme will be prepared, by the Director, HRODD in consultation with the appointee's Head of Department/Unit and the Registrar.

15. In the case of college appointees, the programme will be prepared by the College Secretary in consultation with the appointee's Head of the Department/Unit and the Dean/Director of the School, Institute or Centre in which the appointee is to be stationed.

16. As part of the programme for new appointees at senior member level, arrangements shall be made for them to meet and interact with the Vice-Chancellor, Pro Vice-Chancellors, Registrar, Provosts, Deans of Schools, Heads of Directorates/Departments/Units etc. (where appropriate). These executive officers shall brief them on various institutional/departmental/unit activities.

17. When a new employee has been fully inducted, he/she will move into his/her job and start the relevant job start-up training. Such on-the-job training shall be carried out by selected officers with considerable experience in carrying out specific duties required in the new employee's role.

18. After the new employee has properly settled in, the Head of Department /Directorate would assess the performance of the employee, and offer the guidance required for carrying out his/her duties.

Non-Permanent Staff Induction Process

19. Non-permanent appointees to positions normally held by permanent employees who for one reason or the other have taken a temporary leave of absence shall be given a day's induction by their line manager/supervisor.

20. They shall undergo intensive on-the-job training during which they will be provided with various types of exposure to the duties/tasks to be carried out in the position for which they have assumed temporary responsibility.

Probation Periods and Confirmation of Appointment

21. Probation periods for various categories of employees shall be as stated below:

Senior Member	:	Two years, but one year with two years' University experience
Senior Staff	:	12 months
Junior Staff	:	12 months

22. Confirmation of a new employee's appointment shall depend entirely on satisfactory performance and conduct during the probationary period.

23. Three (3) months to the end of the probationary period, the Director, HRODD **or** College Secretary as the case may require, shall send a request to the employee's head of directorate/department/unit for a confidential report on the employee's work and conduct during the period of probation.

24. The information required shall be provided by the employee's immediate supervisor using a "Confirmation of Appointments Form" which when completed by the supervisor, should be signed off by the Head of Directorate/Department/Unit.

25. In completing the form, the supervisor must make a recommendation on whether or not the appointment should be confirmed or the probationary period extended.

26. The completed "Confirmation of Appointments Form" and the employee's updated curriculum vitae must be forwarded to the Registrar through the Director, HRODD **or** to the Provost through the Dean. The Director, HRODD **or** Dean's cover letter should indicate his/her opinion on the confirmation of the employee's appointment.

27. The confirmation of the new employee's appointment or any adverse report made on his/her performance and/or conduct shall be communicated to the employee.

28. If no written confirmation of appointment is received at the end of the probationary period, the employee may take the matter up with his/her immediate supervisor.

29. If no action is taken within a month of bringing the issue to the attention of his/her immediate supervisor, the appointee shall take the matter up with the Head of Directorate/ Department/ Unit; the Vice-Chancellor/Registrar **or** Provost/Dean depending on the location and level of the role.

30. The Vice-Chancellor/Registrar; Provost/Dean or their representatives as the case requires, shall direct that the employee's appointment be confirmed or otherwise only when the "Confirmation of Appointments Form" has been appropriately completed and signed off.

31. At any time during the probationary period, an employee's appointment may be terminated. In such circumstances, the required notice shall be given or payment made in lieu of notice.

32. Notwithstanding all the above, probation periods and confirmation shall be subject to the provisions in **Policy No. 0101** Sections **39** to **46** of this manual.

POLICY No. 0110	
Various Types of Separation	
Subject Area	**Recruitment, Promotion and Separation**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- Labour Act 2003, Act 651
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This policy outlines the regulations, processes and procedures to be followed in various situations when employees are to leave the service of the University. It is designed to be read in conjunction with the conditions of service for the various categories of employees referred to in this policy, not to replace them.

POLICY STATEMENT

1. The University of Ghana shall place very high value on its employees who shall be considered a critical resource for achievement of its strategic objectives. The institution shall therefore recognise that losing employees needlessly comes at the cost of potentially more expensive replacements.
2. The University shall also be mindful that unwanted loss of valued employees will lead to temporary loss of productivity, skills/experience, changes in team dynamics, breaks in established networks and other negative impacts including significant loss of institutional knowledge and lower employee morale. Every effort shall therefore be made to retain key talent.

3. All employees who leave the University no matter the reason or mode of separation, particularly those who have served with distinction, shall be guided to exit with respect and dignity as far as is possible and practicable.

4. Since exiting employees are in a position to provide valuable information on their experience in the University, the separation process shall include the preparation of "handing over notes" and a component for tapping valuable information in the form of an "exit interview". Information from exit interviews shall be used to improve the experiences of existing employees through reviewed policies, procedures and practices with the objective of facilitating employee retention.

5. Employees who resign, vacate their post, retire, are laid-off in a redundancy exercise or for whatever reason leave the University, shall be regarded as separated or terminated from employment with the University. The separations process shall also address what actions need to be taken in the event of the death of an existing employee.

6. All the policies on separation contained in this manual shall be read and interpreted in conjunction with the prevailing conditions of service relevant to the various categories of employees.

Types and Nature of Separation for Senior Members and Staff

7. Separation from the employment of the University shall be said to have occurred in the event of any of the situations listed below:

    - Resignation
    - Vacation of Post
    - Retirement (compulsory/voluntary/on health grounds)
    - Redundancy
    - Termination
    - Dismissal/Summary Dismissal
    - Death-in-Service
    - Non-renewal of Contract
    - Non-confirmation of Appointment

Policies and Regulations on Resignation of Senior Members

8. A senior member may resign his/her appointment by giving the Vice-Chancellor notice of his/her intention in writing not later than the end of December in the year prior to that in which he/she intends to resign. Such resignation shall take effect at the end of July the following year.

9. A senior member shall be liable to pay a penalty equivalent to the salary for the period required for notice (six (6) months) if he/she fails to give the required notice. This penalty shall apply whether the senior member is at his/her duty post or on any kind of leave of absence.

10. Outstanding leave may in certain circumstances, be used as notice period when resigning from the University's employment. Senior members shall normally serve out the notice required or negotiate specific alternative arrangements.

11. Any outstanding leave accrued by a senior member shall not be commuted to cash.

12. A senior member who wishes to resign in good standing shall submit a written resignation to the Vice-Chancellor through the Registrar **or** through the College Provost and Dean as the case may require. Comments shall be requested from the Head of Department/Unit on the subject. Resignation letters shall clearly state the effective date of resignation.

13. A senior member shall be considered to be in 'good standing' if he/she provides the six (6) months' written notice required or pays the equivalent basic salary in lieu of notice.

14. Should a senior member discontinue work prior to the end of his/her notice period, or fail to give the required notice from any date, he/she shall be regarded as having vacated his/her post from that date.

15. In instances where disciplinary or criminal investigations have been or are about to be instituted against a senior member, the Vice-Chancellor shall not accept his/her resignation.

16. A senior member who wishes to resign shall be required to return any property of the University in his/her possession to his/her line manager and pay any debts owed before being paid any benefits due. In default, the equivalent value of the item(s) shall be deducted from his/her benefits.

17. In cases where a senior member is housed in university accommodation or university rented accommodation, he/she shall be required to vacate such accommodation within three (3) months of the effective date of resignation and subject to the housing regulations approved by the University from time to time. The rate for rental and utilities payable during the period shall be agreed.

Policies and Regulations on Resignation of Senior and Junior Staff

18. Any senior staff member of the University who wishes to resign shall give three (3) months' notice or pay equivalent salary in lieu of notice. Likewise, a junior staff member of the University who wishes to resign shall give one (1) month's notice or pay equivalent salary in lieu of notice.

19. Leave earned by a senior/staff member prior to resignation shall not be considered part of the notice period and can only be taken after the notice period has been served.

20. All resignation intentions shall be in writing, giving the required notice and addressed to the Registrar **or** College Secretary through the staff member's head of department/directorate/unit for comments if

he/she wishes to resign in good standing. The resignation letter shall clearly state the effective date of resignation. Equivalent salary may be paid in lieu of notice.

21. Should a staff member discontinue work prior to the end of his/her notice period, or fail to give the required notice from any date, he /she shall be regarded as having vacated his/her post from that date.

22. In instances where disciplinary or criminal investigations have been or are about to be instituted against a staff member, the Registrar **or** College Secretary in consultation with the line manager and based on approval by College Provost, shall not accept the staff member's resignation.

23. A staff member who wishes to resign shall be required to return any property of the University in his/her possession to his/her line manager, and pay any debts owed before being given any benefits due. In default, the equivalent value of the item(s) shall be deducted from his/her benefits.

Procedure for Resignation of Senior Members and Senior/Junior Staff

24. The senior member gives the Vice-Chancellor notice of his/her intention to resign in writing, through the Registrar **or** the College Provost and Dean who consult the senior member's head of department/unit for his/her comments. The effective date of the resignation is stated, as part of which the senior member gives the six (6) months' notice required or pays the equivalent salary in lieu.

25. The Vice-Chancellor writes or delegates that a formal response be written to the senior member to accept his/her resignation or otherwise.

26. If the resignation is accepted, the Vice-Chancellor shall in his/her written response, detail the Director, HRODD **or** College Secretary to delete the senior member's name from payroll.

27. The Director, Finance **or** College Finance Officer shall also be detailed to ensure that all outstanding debts and assets are recovered and that the employee's name has been deleted from payroll, while the Chief Information Technology Officer (CITO) shall be required to cut off the senior member's access to all IT systems from the effective date of the resignation.

28. In the case of a senior or junior staff, notice of intention to resign including the effective date is given to the Registrar **or** College Secretary through the staff member's head of department/ directorate/unit. Provision is made for payment of equivalent salary in lieu of notice.

29. In accepting the resignation of a senior/junior staff, the Registrar **or** College Secretary in consultation with the member of staff's line manager, and based on approval by the Dean/College Provost, shall in his/her written response, notify the Director, HRODD **or** HR Officer to have the staff member's name deleted from payroll.

30. The letter shall furthermore request the Director, Finance to ensure that all outstanding debts and assets are recovered, that the staff member's name is deleted from payroll and that the Chief Information Technology Officer (CITO) has cut off his/her access to all IT systems from the effective date of resignation.

Policies and Regulations on Vacation of Post by Senior Members

31. Where a senior member for one reason or another is away from duty for more than 10 consecutive working days without authorisation, his/her line manager may enquire into the reasons for the continuous absence. In circumstances where no satisfactory response is given (or none at all), the University shall consider the senior member to have vacated his/her position.

32. If a senior member fails to return to the service of the University after paid leave (i.e. sabbatical, training or other study leave), he/she shall be deemed to be on leave without permission and shall subject to Section **31** above, be declared to have vacated his/her post.

33. A senior member who vacates his/her post shall refund all expenditure incurred on him/her during such leave including cost of travel, university contributions towards maintenance of his/her superannuation policies and other fees.

34. Should a senior member discontinue work prior to the end of his/her notice period of resignation, or fail to give the required notice from any date, he /she shall be regarded as having vacated his/her post from that date.

Policies and Regulations on Vacation of Post by Senior and Junior Staff

35. Where a staff member for some reason is away from duty for more than 10 consecutive working days without authorisation, his/her line manager or supervisor shall enquire into the reasons for the continuous absence.

36. In circumstances where no satisfactory response is given (or none at all), the University shall consider the staff to have vacated his/her position.

37. Should a staff member discontinue work prior to the end of his/her resignation notice period, or fail to give the required notice from any date, he /she shall be regarded as having vacated his/her post from that date.

Procedure for Handling Cases of Vacation of Post by Senior Members and Senior/Junior Staff

38. The senior member or staff absents him/herself from duty without permission/authorisation for more than 10 consecutive working days.

39. The senior member or staff gives no acceptable reason for his/her unauthorised absence when queried by his/her line manager.

40. The line manager investigates employee's absence, queries him/her and notifies his/her superior officer for the required action to be taken.

41. In the case of senior members, the Vice-Chancellor writes to notify them that they have vacated their post and directs the Director, HRODD through the Registrar **or** the College Secretary, through the College

Provost and Dean, to declare the position vacant subject to the policies and regulations on vacancies and inform the University Community accordingly.

42. For senior and junior staff, the Registrar writes to notify them that they have vacated their post and directs the Director, HRODD **or** the College Secretary through the College Provost and Dean, to declare the position vacant subject to the policies and regulations on vacancies and to inform the University Community accordingly.

Policies and Regulations on Retirement of Senior Members

43. The compulsory retiring age for all senior members of the University shall be 60 years. A senior member shall be notified 12 months in advance of his/her impending retirement. The senior member shall retire from the service of the University at the end of the academic year in which he/she attains the prescribed retiring age.

44. Any extension of service beyond this age shall be subject to evidence-based need for a senior member's continued services, confirmed medical fitness and the other criteria contained on **Policy No. 0108** Sections **41 - 48** on discretionary re-engagement post-retirement.

45. In alignment with **Policy No. 0108**; Section **52** of this manual, the discretionary re-engagement of a senior member post-retirement, shall be in accordance with the criteria for post-retirement contract appointments approved by Council on 23rd May, 2013 and confirmed on 15th August, 2013, or any other amendments made subsequently.

46. A senior member may retire voluntarily from the service of the University from the age 45. He/ She shall give nine (9) months' notice of his/her intention prior to the date of voluntary retirement. Notice shall be given in December to take effect at the start of the following academic year.

47. A senior member who retires shall be required to return any property of the University in his/her possession to his/her line manager before he/she exits. In default, the equivalent value of the item(s) shall be deducted from his/her terminal benefits if any.

48. On retirement, a senior member may be allowed to stay in the University accommodation for a period not exceeding three (3) months and subject to the housing regulations approved by the University from time to time. Normal rent shall be payable in this case.

49. A senior member who retires and is re-engaged on a post-retirement contract will be allowed to stay in his/her their University accommodation for a period of nine (9) months but up to one year if a Professor.

Policies and Regulations on Retirement of Senior and Junior Staff

50. The compulsory retiring age for all staff shall be 60 years. Staff shall be notified 12 months in advance of the impending retirement. The staff may retire from the service of the University at the end of the academic year in which he/she attains the prescribed retiring age.

51. A staff may retire voluntarily from the service of the University from the age of 45 and will receive an ex-gratia award to be determined by the University after serving for a minimum of 10 years.

52. A staff who decides to retire voluntarily shall give three (3) months' notice prior to the date of his/her intention if a senior staff, and one month's notice if a junior staff.

53. A staff member who retires shall be required to return any property of the University in his/her possession to his/her line manager before he/she exits. In default, the equivalent value of the item(s) shall be deducted from his/her benefits.

54. A staff member who retires may be allowed to stay in the University accommodation for a period not exceeding three (3) months in which case he/she will pay the normal rate for rental.

Policies and Regulations on Redundancy for Senior Members

55. Redundancies shall be carried out in strict compliance with the law relating to severance on grounds of redundancy in accordance with section 65(1) of Labour Act 2003, Act 651.

56. A senior member engaged under a contract of employment for a specified period of time or specified work may not be declared redundant in accordance with section 65(1) of Labour Act 2003, Act 651. Such an employee should have the terms for termination of his/her engagement already defined by the employment contract.

57. A senior member serving a probation period may not be affected by redundancy.

    (Reference Section 66 (a) - (c) of Labour Act 2003, Act 651)

Policies and Regulations on Redundancy for Senior and Junior Staff

58. Redundancies shall be carried out in strict compliance with the law relating to severance on grounds of redundancy in accordance with Section 65(1) of Labour Act 2003, Act 651.

59. The terms for redundancy provided under Section 65(1) of Labour Act 2003, Act 651 will not apply to staff serving a probation period given that their status of their employment is yet to be determined.

60. The provisions of Section 65(1) of Labour Act 2003, Act 651 shall also not apply to staff engaged under a fixed-term contract of employment or on a casual basis given that their contracts should have pre-determined termination dates.

61. In the event of contemplation of major changes like restructuring, the University shall consider the following factors in order of priority in determining the order of lay-offs:

    - Possession of relevant competencies required to carry out its mission, vision and strategic objectives.
    - The importance and need for particular structures/positions to be maintained.
    - The length of employment and any other factors considered important at the time lay-offs are planned.

Policies and Regulations on Termination of the Appointment of Senior Members and Senior/Junior Staff

62. Termination of the appointment of senior members and senior/junior staff who have been confirmed into their positions shall be based on one or more of the reasons listed below:

    - Incompetence or general inefficiency provided that they have been previously warned by their line manager and copies of such warning letters forwarded to Registrar or Dean and College Provost.

- Lack of the qualifications and experience required for their position after the necessary checks and investigations reveal non-possession or falsification of such qualifications and experience. (**Policy No. 0101**; Section **23** of this manual).
- Proven misconduct as per Statute **46** (1) of the Basic Laws of the University of Ghana.
- Proven misconduct as per the relevant provisions of Articles **33** and **34.09** of the Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008) **or** any of the relevant provisions in Article **58** of the Unified Conditions of Service for Senior Staff of the Universities in Ghana (2003).

63. Termination will be effected only after a senior member or senior/junior staff has been given a fair hearing and allowed to submit representations through his/her line manager for consideration.

64. A confirmed senior member or senior/junior staff whose appointment is terminated shall receive one month, three months or one month's notice respectively; or payment in lieu of notice.

65. The University may at any time and for any good reason terminate the appointment of a senior member or senior/junior staff while on probation as per the conditions of his/her appointment letter and the relevant provisions of his/her conditions of service and this manual.

Procedure for Termination of the Appointment of Senior Members and Senior/Junior Staff

66. A confirmed senior member or senior/junior staff (i.e. employee) is confirmed as incompetent/ineffective in the performance of his/her duties; is found to have falsified qualifications/experience etc., or to have misconducted him/herself in a manner sanctionable by termination of appointment.

67. Employee's line manager investigates the issue to determine whether or not the employee has a case to answer and depending on the outcome, queries employee in writing requesting for a response within a given time frame.

68. Employee gives no acceptable response to the query, so line manager in consultation with the head of department/directorate/unit, takes the matter up with the Director, HRODD **or** College Secretary.

69. The Director, HRODD **or** College Secretary recommend a disciplinary hearing prior to possible termination of appointment to the Registrar **or** College Provost based on employee's employment contract, conditions of service and the University's rules and regulations.

70. The Registrar **or** College Provost reviews the matter and sends it with their recommendations to the appropriate, properly constituted disciplinary committee to investigate and adjudicate the matter in line with its mandate as outlined in Statute **43** of the Basic Laws of the University and its terms of reference. The committee shall give the employee a fair hearing if deemed necessary.

71. The disciplinary committee documents its findings and makes its recommendations in a report to the Vice-Chancellor who refers it to the Head of Legal for review and advice on the sufficiency of the grounds for termination and the correctness of the procedure followed.

72. Approval to terminate the appointment may be sought from the UAB for positions up to senior lecturer level or equivalent and from the University Council for positions above senior lecturer and equivalent.

73. The Director, HRODD **or** College Secretary will prepare the termination letter under the direction of the Vice-Chancellor, Registrar **or** College Provost depending on the grade and position of the employee.

74. Administrative processes on separation from the University such as deletion of name from payroll by the Director, HRODD or College Secretary, winding up of financial affairs with the Director, Finance or College Finance Officer, blockage of access to IT systems by CITO, vacation of University or University rented accommodation etc. shall be effected as in the case of other separations.

75. An employee who is aggrieved by the decision to terminate his/her appointment may seek redress through the appeals process available through the University of Ghana Appeals Board (Reference Statute **44** of the Basic Laws of the University of Ghana).

Policies and Regulations on Dismissal/Summary Dismissal of Senior Members and Senior/ Junior Staff

76. A senior member or senior/junior staff shall be dismissed for one or more of the reasons enumerated below:

    - He/she fails to disclose any previous conviction for criminal offence and or falsifies testimonials or personal records.
    - He/she corruptly accepts or attempts to obtain from any persons any gift or consideration as an inducement or reward for doing or fore bearing to do any act in relation to the University's affairs or business for himself/herself or for any other person.
    - He/she shows favour or disfavour in relation to the University's affairs or business based on the acceptance of any gift or consideration as an inducement or reward from other persons.
    - He/she while in the employ of the University acts as an agent against the University in any matter.
    - A senior member or senior/junior staff shall be summarily dismissed based upon serious proven misconduct. The senior member shall not be granted notice or salary in lieu of notice and the dismissal shall take effect from the date on which he/she is officially notified.
    - The list above is not exhaustive.

77. A senior member or senior/junior staff shall be dismissed if he/she is convicted for a criminal charge and shall not receive any emoluments for the period following the date of his/her conviction. However, all emoluments shall be restored to him/her based on acquittal on appeal.

Procedure for Dismissal/Summary Dismissal of Senior Members and Senior/Junior Staff

78. After thorough investigations have proven that a senior member or staff's appointment merits dismissal, the matter shall be clearly documented in a report by the responsible Assistant Registrar/HR Officer in directorate/department/unit.

79. The report shall be forwarded to the Director, HRODD **or** College Secretary who in consultation with the employee's head of directorate/department/unit and the Registrar **or** College Provost/Dean, shall bring the matter to the attention of the appropriate Disciplinary Committee of the University.

80. The Disciplinary Committee shall hear and adjudicate the matter in line with its mandate and terms of reference, following which it shall document its findings and make its recommendations to the Vice-Chancellor/Registrar in a report as the case may require

81. In cases where dismissal/summary dismissal is recommended, the Vice-Chancellor **or** Registrar for senior members and staff respectively, shall request the Head of Legal to review the case, (including the report/recommendations by the Disciplinary Committee), and comment on whether or not the University has sufficient grounds to dismiss/summarily dismiss the senior member or staff and whether or not due procedure has been followed.

82. Approval to terminate the appointment shall be sought from the UAB for positions up to senior lecturer level or equivalent and from the University Council for positions above senior lecturer and equivalent.

83. The Vice-Chancellor **or** Registrar for senior members and staff respectively, shall then request the Director, HRODD **or** College Secretary to prepare a dismissal/summary dismissal letter addressed to the affected employee. The dismissal letter shall be delivered to affected employee by the Director, HRODD **or** College Secretary.

84. Administrative processes on separation from the University such as deletion of name from payroll by the Director, HRODD **or** College Secretary, winding up of financial affairs with Director, Finance **or** College Finance Officer, blockage of access to IT systems by CITO, vacation of university or university rented accommodation etc. shall be effected as in the case of other separations.

85. An employee who is aggrieved by the decision to dismiss/summarily dismiss him/her may seek redress through the appeals process available through the University of Ghana Appeals Board (Reference Statute **44,** Basic Laws of the University of Ghana).

Policies and Regulations for Death-in-Service of Senior Members

86. On the death of a senior member while in service, the University shall pay the cash required for the purchase of customary drinks, a coffin and hearse for the burial to the family of the deceased.

87. In the event of death, the spouse and/or dependants of a deceased senior member may be allowed to stay in university housing for a period not exceeding twelve months, after which normal rent due for occupancy shall be recovered from any benefits due to the deceased.

88. In the event of death, the salary due a senior member shall cease at the end of the month in which the senior member dies. Such payments and other benefits (if any) shall be paid to his/her estate as stated in the letters of administration.

89. Where the senior member has served a minimum of ten (10) years, an ex-gratia at rates to be determined by the University from time to time may be payable to his/her estate.

90. Benefits accruing based on the Ghana Universities Superannuation Scheme (GUSS) shall be payable to the beneficiary nominated on the GUSS form in the absence of which interstate succession law shall apply.

Policies and Regulations for Death-in-Service of Senior/Junior Staff

91. On the death of a senior/junior staff while in service, the University shall provide cash for a coffin or shroud, hearse and transport to convey the spouse and children to and from the burial.

92. In the event of death, the spouse and/or dependants of a deceased staff may be allowed to stay in university housing for a period not exceeding six months, after which normal rental due for occupancy shall be recovered from any benefits due to the deceased.

93. In the event of death, the salary due a senior/junior staff member shall cease at the end of the month in which he/she dies. Such payments and any other benefits which have accrued to the deceased employee are payable to the spouse of the deceased or as prescribed by him/her in his/her will or declaration form.

94. Where the Senior/Junior Staff has served a minimum of ten (10) years, an ex-gratia at rates to be determined by the University from time to time is be payable to his/her estate.

Procedure for Death-in-Service for Senior Members and Senior/Junior Staff

95. The family of the deceased employee informs the University of their loved one's passing in writing through the Director, HRODD **or** College Secretary.

96. The Director, HRODD **or** College Secretary as the case may require, writes a formal response to the family of the deceased senior member/staff stating the total amount to be given for the purchase of the items in lieu of purchasing the actual items mentioned in the related policy.

97. Information regarding length of stay for spouse and children etc. in university accommodation or university rented accommodation, (where applicable) and the conditions thereof; issues related to benefits payable and provision of transportation to convey spouse, children and belongings to their hometown etc. is also provided in the response.

98. In line with administrative procedure for separation, the Assistant Registrar Compensation & Reward under the direction of the Director, HRODD **or** HR Officer under the direction of the College Secretary shall delete the employee's name from payroll; the Director, Finance **or** College Finance Officer shall ensure that the deceased's financial affairs are properly wound up; and the Chief

Information Technology Officer (CITO) shall cut off his/her access to all IT systems from the effective date of death.

99. The deceased's Head of Directorate/Department/Unit will ensure that the University is represented at the final funeral rites.

3.2.2 PERFORMANCE MANAGEMENT

POLICY NO.		DESCRIPTION	PAGE
0200		**Performance Management**	
	0201	General Policies and Components of the University's Performance Management System	
	0202	Setting Objectives and Appraising Performance for Employees	
	0203	Development Review of Competencies for Employees	
	0204	Potential Review and Succession Planning for Senior Members and Senior Staff	
	0205	Career and Personal Development Planning for Employees	

POLICY No. 0201	
General Policies and Components of the University's Performance Management System	
Subject Area	**Performance Management**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance Evaluation & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members

PURPOSE

This policy is to provide information on the University's performance management policies and procedures for the guidance of senior members and senior staff in managing the performance of their teams. It also describes the components of the performance management system and how they interrelate to provide a framework for managing the delivery of the objectives for all employees within the context of the University's annualised strategic goals and objectives.

POLICY STATEMENT

1. The University of Ghana shall implement a performance management system which will be both central and critical to the achievement of its mission, vision and strategy. A carefully considered amount of human and material capital will therefore be allocated to development and application of the performance management system.

2. The performance management system shall be designed and fully integrated to ensure that each employee understands, commits to and is enabled to execute duties/tasks required of him/her to the high standards of proficiency and service delivery the University expects of its jobholders.

3. Due note shall be taken of supervisors' ability or inability to correctly, actively and timely utilise the performance management system to link employee performance directly to the achievement of the

University's annualised strategic objectives , enhance the performance of individuals and teams and facilitate the development of a high performing institution.

4. Recognition shall therefore be given to supervisors who utilise the performance management system to ensure effective task delivery, manage talent within their teams for development and succession; and identify and manage poor performance particularly in the event of them seeking promotion to more senior positions with higher responsibility.

5. Recognition may also be given to supervisors who apply the performance management system in the manner described in Section **4** above, by publishing relevant information to the University Community on the quality and completion rates for the system by line managers/supervisors in the various directorates/departments/units within the University.

6. Since the University shall consider its performance management system central and critical to the achievement of its core mandate, training/refresher training on its use and correct application shall be carried out for all supervisors at least once a year. The objective shall be to ensure knowledge and correct application in line with its core principles.

Components of the University of Ghana's Performance Management System

7. The performance management system for employees of the University will consist of the three key components described below:

   (i) The performance appraisal part of the process during which an employee's performance will be measured against clear objectives which reflect the University's own objectives and definitions for success based on high performance standards.

   (ii) The development review part of the process, which will provide a means for monitoring, measuring and evaluating progress with core competencies and desired behaviors required to effectively deliver the agreed objectives.

   (iii) The University may introduce a third component, a potential review process for senior members and senior staff in the near to medium term, during which they will be assessed on their past performance and future potential.

8. The adoption of a potential review process in the near to medium term will involve putting in place a system by which mapping performance alongside potential will help identify 'successors' or 'succession targets'. The objective will be to enable the next group of the University's leaders to be identified and nurtured to take up future roles through a talent management/succession planning and career development process.

Performance Management Processes for Different Categories of Employees

9. The performance management process and tools for senior members (administrative/professional) and academic, shall differ only in the objectives set for individual employees based on their specific jobs and the managerial/behavioural competencies required to achieve those objectives.

10. The performance management process for senior and junior staff shall be based on the same principles as for senior members, but will be notably simpler in terms of the components and the tools (appraisal documentation) used. The potential review component of the performance management system will **not** be applicable to junior staff.

POLICY No. 0202	
Setting Objectives and Appraising Performance for Employees	
Subject Area	**Performance Management**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members

PURPOSE

The purpose of this policy is to provide guidelines to regulate the management of performance and ensure that employees are made aware of, and sign up to specific objectives/tasks expected of them and that such duties are carried out to acceptable standards and within clearly defined timelines which have been previously agreed. It also details the process by which performance will be monitored and evaluated and the communication and feedback systems which will be employed during the process.

POLICY STATEMENT

1. This policy, which guides the objectives setting and performance appraisal process for employees of the University of Ghana, shall be applicable in conjunction with the relevant provisions of **Policy No. 0201** on General Policies and Components of the University's Performance Management System.

Policies and Regulations on Performance Appraisal of Employees

2. The University of Ghana shall institutionalise an annual objectives setting process by which an immediate line manager (immediate supervisor) and his/her direct reports shall establish and agree specific, measurable, achievable and time framed goals/objectives and performance standards to be used to manage employees' performance and development.

3. Individual objectives shall be derived from directorate/departmental/unit objectives, which shall themselves be based on the University's annualised strategic objectives, drawn from its medium to long-term strategic plan.

4. Core competencies (managerial/supervisory skills and personal behavioural attributes) critical for the achievement of the key performance objectives which should have already been defined by the University as part of the person specifications for each role, shall be discussed and confirmed.

Procedure for Performance Appraisal of Employees

5. A bi-annual performance appraisal process by which performance shall be assessed against agreed objectives and performance standards shall be institutionalised, and will take place at the middle and end of each year. All employees will be required to participate actively in the process.

6. The appraisal process shall encourage continued, all year round line manager and direct report communication on job-related and professional matters through coaching, counselling, on-the-job training and feedback on job performance.

7. In order to avoid surprises or unexpected criticism during a performance appraisal process, any positive or negative feedback related to a specific task or behaviour should be noted and communicated when it occurs.

8. At the end of each academic year, a formal review of achievements in relation to the agreed objectives must be conducted and documented on standardised appraisal forms for various categories of employees. This documentation shall include an assessment and rating of their performance in relation to the agreed KPIs and expected outcomes.

9. For uniformity and to provide a level playing field for performance assessment, the same appraisal forms shall be used by all senior members in the same category/grade (i.e. senior members, academic; senior members, administrative/professional; all senior staff and all junior staff). Differences shall be only in terms of role specific objectives and behavioural/other competencies required to achieve those objectives (Reference **Policy No. 0201;** Sections **9 and 10)**

10. The completed appraisal forms shall be signed and commented upon by both the appraiser and appraisee as evidence of both parties having completed the appraisal process.

11. The supervisor's performance appraisal ratings and comments shall be a basis for learning and development interventions, promotion and reward amongst others.

12. All appraisal forms shall be kept confidentially on personal files at the HRODD **or** College Secretariat which shall maintain a database of such documentation for all employees in the University. Copies of the forms may be kept by the Directorates/Departments/Units.

Policies and Regulations on Objectives Setting for Employees

13. At the beginning of the academic year, line managers and their direct report(s) shall define, discuss and agree key goals/objectives, key performance indicators (KPIs) and target dates for achievement of objectives based on directorate/department/unit's annual activity plan. Annual activity plans shall be drawn from the University/Department/Directorate's annualised strategic objectives and jobholders job descriptions.

14. Agreed objectives shall be weighted on the basis of priority and importance for the achievement of the directorate/department/unit's annual activity plan, and together with their corresponding KPIs and core competencies, shall be signed up to by the appraiser and appraisee on approved performance appraisal forms.

15. During this process, the supervisor shall ensure that his/her direct reports know what they have to do, when they have to do what, and the performance standards against which they will be measured well in advance.

16. Previously identified core competencies including three leadership related skills (particularly for senior members and senior staff in leadership positions) and personal behaviourial attributes critical for the achievement of the performance objectives shall also be discussed and confirmed as part of the annual objectives setting process.

Procedure for Annual Objectives Setting for Employees

17. Ongoing communication regarding performance against the objectives and KPIs agreed to shall take place in informal and formal settings throughout the year and at least every quarter. The communication process may be initiated either by the appraisee or appraiser. Such discussions shall revolve around achieving the agreed objectives and related expectations, priorities or challenges.

18. At the middle of the academic year, an appraisal process shall be conducted during which supervisors and their direct reports shall discuss performance to date including the proficiency with which the required competencies have been applied in achieving the objectives. Direct reports shall be made aware that this will happen at the beginning of the academic year to enable their active involvement in the process.

19. As part of the mid-year appraisal process also, the supervisor and his/her direct reports shall meet to review and discuss any problems being experienced in achieving the goals/objectives agreed at the beginning of the appraisal period.

20. In exceptional cases which shall be justifiable only with documented evidence, the objectives and KPIs established at the beginning of the appraisal period may be revised during the mid-year appraisal process.

21. Both the appraiser and appraisee shall actively keep a log of achievements or other documented evidence of performance or non-performance in the course of the year to facilitate meaningful, fact based appraisal

discussions. A 360 degree feedback procedure may be included in the process when the University has made significant progress with institutionalising the performance management system.

22. At the end of each academic year, a formal review of achievements in relation to the agreed objectives shall be conducted and documented. This shall include a rating of the employee's performance in relation to the agreed KPIs and expected outcomes, and the extent to which he/she has developed and demonstrated the required competencies/ behaviours in achieving the objectives.

23. In order to ensure that supervisors objectively rate their direct reports, particularly under-performers, the University shall adopt the following distribution of ratings within their directorates/departments/units:

A	-	Excellent	- 10% of direct reports
B	-	Very Good	-25% of direct reports
C	-	Good	-35% of direct reports
D	-	Below expectation	- 20% of direct reports
E	-	Unsatisfactory	- 10% of direct reports

24. Honest and courageous feedback which shall be considered important for strengthening the performance culture within the University and enabling employees improve upon their performance and development should be paramount during appraisals.

25. The appraiser shall also facilitate discussion, invite self-review and encourage the appraisee to provide examples demonstrating performance against objectives to ensure that he/she understands the reasons for his/her performance rating and agrees to the steps to be taken to improve performance.

26. Reference must be made to the performance log, documentation or other evidence of performance **or** non-performance during the appraisals carried out at the end of the academic year.

27. During the appraisal process, the employee should be provided with a balanced picture of his/her performance over the year under review as a whole to motivate performance improvement the following year. His/her most recent performance should not influence the performance rating unduly.

28. The appraisal forms should be signed by both the appraiser and appraisee at the end of the appraisal session as evidence of having completed the appraisal process. The appraisee may register his/her concerns about the appraisal (if any) in the comments section of the form. It shall be the responsibility of the Director, HRODD **or** College Secretary to ensure that evidence-based concerns are addressed in timely manner failing which any issues must be escalated progressively to theCollege Provost **and/or** the Registrar.

29. Appraisal forms for employees shall subsequently be validated for completeness and compliance by the Assistant Registrar, Performance Evaluation and Training/Director, HRODD **or** the School Administrator/College Secretary.

30. The Registrar **or** College Provost shall exercise oversight responsibility for ensuring compliance with policies, regulations and timelines for the objectives setting and performance appraisal process.

POLICY No. 0203	
Development Review of Competencies for Employees	
Subject Area	**Performance Management**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members

PURPOSE

This policy details the regulations and procedures for conducting development reviews to assess the leadership/other skills and behavioural competencies required by employees for the performance of the tasks and duties required to achieve their individual objectives.

POLICY STATEMENT

1. The University of Ghana shall put a development review process in place, based on which an immediate supervisor shall review the level of proficiency with which his/her direct reports have developed and applied competencies (i.e. leadership related managerial/supervisory/other skills and personal behaviourial attributes) critical for the achievement of agreed performance objectives in carrying out duties assigned them.

Policies and Regulations on the Development Review of Competencies for Employees

2. The development review of competencies critical for the achievement of key performance objectives shall be carried out during the mid and end- academic year performance appraisals. The outcome of both reviews must be properly documented.

3. There shall **not** be more than 8 (eight) competencies identified in order of priority as critical for the achievement of key performance objectives. It shall be a requirement for **all** senior member and senior

staff level employees to be very proficient in the application of the first three competencies which must be leadership related competencies.

4. An additional five core competencies shall be pre-selected based on an employee's specific role and job category whether administrative/professional **or** academic (teaching/research).

5. The eight competencies which shall be applicable to the senior member administrative/professional category are listed below. The first three of them are the leadership competencies applicable to all senior members. The competencies are:

    - Professional/technical competence
    - Accountability
    - Strategic leadership
    - Initiative
    - Interpersonal relations
    - Integrity
    - Confidentiality
    - Management of staff
    - Grasp of administrative procedures or regulations

6. The eight competencies which shall be applicable to the senior member academic (teaching/research) category are listed below. The first three are those applicable to all senior members and the other five are applicable to senior members academic (teaching/research).

    - Professional competence
    - Accountability
    - Strategic leadership
    - Disposition to learn and impart knowledge
    - Innovation/change orientation
    - Problem solving and decision making
    - Planning and organising
    - Analytical orientation

7. Not more than eight (8) competencies identified in order of priority, as critical for senior and junior staff to be proficient in to enable achievement of their key performance objectives shall be determined based on competencies required for their roles. These must be stated in their role profiles.

8. Positive and negative indicators of competencies shall be clearly defined and documented. All employees may assess themselves on a prescribed, one-page self-assessment form regarding performance related to relevant competencies at least twice during the academic year. Specific examples of demonstration of the required competencies may be provided on the self-assessment forms to facilitate discussions during the development reviews.

9. During the mid and end of year development reviews, discussions shall be held between the supervisor and his/her direct report on how effectively the competencies are being or have been displayed towards achievement of goals/objectives. The one-page self-assessment form may be used to facilitate the discussions.

Procedure for the Development Review of Competencies for Senior Members and Senior Staff

10. A development review and rating of required managerial/supervisory/technical skills and behavioural attributes critical for the achievement of the key performance objectives confirmed during the objectives setting process, shall be carried out between the line manager and his/her direct reports as part of the development review and management process.

11. The development review shall be carried out during the mid and end of academic year performance appraisal processes.

12. Employees may assess themselves regarding performance related to the competencies required of their roles at least twice during the academic year. They may note down on prescribed self- assessment forms, examples of performance in which the competencies required for their roles have been displayed and the effect on their directorates/departments/units and the University as a whole.

13. As part of the process, discussions shall be held between the line manager and his/her direct reports on how effectively the core competencies are being displayed in the individual's current role and how they may be improved.

14. Reference shall be made to the descriptions of positive and negative indicators for the competencies, and may be made to the self-assessment forms previously completed by senior members and senior staff to facilitate the process.

15. As part of the review discussion also, the appraisee must provide examples of performance in which he/she has displayed the core competencies. The employee shall be rated at the level to which he/she has exhibited the competencies on the performance appraisal form.

POLICY No. 0204	
Potential Review and Succession Planning for Senior Members and Senior Staff	
Subject Area	**Performance Management**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members

PURPOSE

A potential review and succession planning policy for senior members and senior staff of the University of Ghana may be implemented in the medium to long-term to enable management of identified talent in a manner which ensures their development, promotion and retention.

One of the objectives of the policy will be to minimise the frequency with which post-retirement and other short to medium-term contracts are made as an interim measure to fill senior level administrative positions.

POLICY STATEMENT

1. The University of Ghana will consider the introduction of a potential review process as a component of its performance management system in the near to medium term. The process will be designed to enable active talent management and succession planning through early identification, development and deployment of high performing, high potential senior members and senior staff to take on higher roles and responsibilities.
2. The objective of the potential review and succession planning process shall be to identify 'successors' or 'succession targets' who will be developed to take up future roles through a talent management/succession planning and career development process.

Policies and Regulations for Potential Review and Succession Planning for Senior Members and Senior Staff

3. A potential review and succession planning process may be developed in the near to medium term and conducted for senior members and senior staff alongside the mid-academic year development review process. The process will be used to determine the capacity of senior members and senior staff to take on higher and more challenging roles as part of a leadership development effort.

4. As part of the process, senior members and senior staff "potential" as measured by their past performance and capacity to be developed to take on more senior and challenging roles shall be assessed on the basis of criteria which may be established and institutionalised.

5. Based on the outcome of the potential review and rating which may be mapped against the outcome of their performance appraisals, senior members and senior staff may be categorised as "high performer with high potential" and therefore key talent; "moderate performer with moderate potential" and therefore solid contributor; or "low performer with low potential" and therefore underperformer.

6. Where a senior member or senior staff falls in a performance against potential grid will influence and inform the type of development, career and succession planning opportunities which will be made available to him/her.

Procedure for Institutionalising the Potential Review and Succession Planning Process

7. Executive/senior management of the University must collaborate with technical experts to establish which criteria provide the best indicators of the potential level for the various categories of senior members and senior staff.

8. The criteria for measuring potential must be those which have been established through research and practice as having the propensity to predict individuals' potential to take up higher roles and responsibilities.

9. Information must be provided on the positive and negative indicators for the criteria for determining potential together with guidelines on how to evaluate appraisees against them. This will enable line managers assess and rate their direct reports' potential as 'high", "moderate" or "low".

10. After using the positive and negative indicators for the selected criteria to rate the potential of their direct reports, the rating for each of them may be entered onto a potential review form.

11. The potential and performance ratings given by line managers to senior members and senior staff in the same category may then be checked for consistency at a peer review meeting during which other line managers who manage senior members and senior staff in the same category will make contributions to discussions on factors leading to the ratings provided on the potential review form.

12. The category into which a senior member or senior staff falls in terms of performance and potential, whether "high performer with high potential" and therefore key talent; "moderate performer with moderate potential" and therefore solid contributor; or "low performer with low potential" and therefore underperformer, will inform/influence the types of development initiatives and succession plans for him/her.

13. Potential successors to holders of key senior member or senior staff positions soon to become vacant will then be identified from the pool of "key talent" created through the potential review process. Such individuals will be specifically developed to take up previously identified higher roles.

14. As part of the succession planning and leadership development pipeline process, the proficiency level for specific skills/competencies required for successors to perform effectively in their target jobs must be determined.

15. The succession planning and leadership development pipeline exercise will involve **only** potential successors who may complete a skills self-assessment questionnaire on which they will be required to rate their proficiency level for skills/competencies required for the more senior role.

16. Their ratings will be relative to the proficiency level required to perform competently in those roles to facilitate the process of determining the proficiency gaps.

17. Direct incumbents for potential successors (usually their line managers) will be required to validate the self-assessment ratings by the potential successors and agree learning and development initiatives on the skills assessment questionnaire.

18. Successors' skills/competency gaps relative to the required proficiency level shall subsequently be measured to enable prioritisation of learning and development interventions.

POLICY No. 0205	
Career and Personal Development Planning for Employees	
Subject Area	**Performance Management**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members

PURPOSE

The career and personal development planning policy for senior members and senior staff of the University of Ghana is to guide decision making and action on individual career and development plans. It is based on development needs identified during the performance appraisal, development review and potential review (if applicable) components of the performance management process.

POLICY STATEMENT

1. The University of Ghana will ensure that a career and personal development planning process is in place to provide a framework to enable employees plan their careers and develop themselves based on learning and development interventions designed to bridge the gaps identified in their competencies and performance through the appraisal, development review and potential review (if any) processes.

Policies and Regulations for Career Planning for Employees

2. Formal and open discussion about the individual's medium to long-term career aspirations will take place during the mid and end academic year performance appraisal and development review process.

3. Career and personal development planning will be a shared responsibility between the appraiser and appraisee. The appraiser shall however be responsible for ensuring that it takes place.

Policies and Regulations for Personal Development Planning for Employees

4. The line manager (appraiser) and his/her direct report (appraisee) shall identify, agree and document key areas requiring development based on the performance appraisal, development review and potential review (if applicable) and career aspiration discussions.
5. Training and development interventions such as courses, workshops, conferences, transfers for on-the-job experiences etc. may follow on directly from the performance appraisal/development review potential review (if applicable) and career discussions.
6. The training and development interventions will be based on training and development goals which will be set and achieved during the next performance cycle. They will be documented as "Personal Development Plans" (PDPs).
7. PDPs will include development actions aimed at enhancing the appraisees' performance in their current role and preparing them for future roles especially where they have been identified as "key talent" and "successors" to more senior role holders.
8. Appraisers shall follow up on progress with the PDPs with their appraisees at least twice a year.
9. Heads of directorates/departments/units will detail accountable Assistant Registrars/School Administrators/HR Officers to collate PDPs for all employees in their units into a single time- lined training plan. Progress with this training plan will be monitored, evaluated and reported on by officers assigned to the training function at least twice a year.

Procedure for Career Planning for Employees

10. During the end of academic year performance appraisal and development review process, discussions on career aspirations shall be carried out within the context of the year's performance, a review of demonstration or application of the required competencies and the outcome of the potential review process (if applicable).
11. Formal and open discussions will take place with regard to the individual's medium to long- term career aspirations.
12. The appraiser shall ensure that any career plans decided on are realistic and that honest feedback is given about what the appraisee would need to do or demonstrate to realise any career aspirations.
13. Since career and personal development planning shall be a shared responsibility between the appraiser and appraisee, either party may take steps to initiate the process even though the appraiser is accountable for ensuring it takes place.

Procedure for Personal Development Planning for Employees

14. On the basis of the performance appraisal/development review, potential review (if applicable) and career aspiration discussions, the appraiser and appraise will identify and agree key areas requiring development for improved performance.

15. The training and development needs of all employees shall be documented in the "Personal Development Planning" section of the performance appraisal form.

16. Information on personal development planning shall include prioritised training/development action plans termed "Personal Development Plans" (PDPs) designed to enhance the appraisee's performance in the current role and prepare him/her for future roles especially where he/she has been identified as key talent and successor.

17. Assessment of progress made with addressing training and development needs identified during the previous performance development review shall also be considered and discussed during the current personal development planning process.

18. The appraiser must in the course of the personal development planning process, ensure that honest feedback is provided about what the appraisee would need to do and demonstrate to realise planned aspirations, and that PDPs are realistic.

19. Actions agreed on must be specific and should have a definitive time scale for completion. The appraiser must follow up on the action plan with the employee at least twice a year.

20. Training and development interventions such as courses, workshops, conferences, transfers, coaching, mentoring , job rotation, job enrichment, temporary assignments etc. shall follow on directly from the outcomes of performance appraisal /development review, potential review (if applicable) and career aspiration discussions.

21. Such training and development interventions must be based on training and development objectives and goals to be achieved during the next performance cycle and must be included in the PDPs.

22. PDPs shall include an assessment of the priority level of each development goal which shall be classified as: (**C**) = Critical and (**M**) = Moderate.

23. Target dates for achievement of PDPs shall be stated, together with explanations on how they will support the employee's personal or professional development.

24. Heads of directorates/departments/units will detail accountable Assistant Registrars/School Administrators/HR Officers to collate PDPs for all employees in their units into a single time- lined training plan which may be further aggregated into a university-wide annual training plan.

25. Progress with the personal development plan (PDP) must be monitored, evaluated and reported on by assigned training officers at least twice a year.

26. Should an individual's performance be found to be unsatisfactory for the period under review, the line manager/supervisor shall work with the employee to develop a time lined performance improvement plan (PIP) and shall counsel the employee on performance enhancement or improvement techniques.

27. The PIP shall be forwarded to the Director, HRODD **or** College Secretary/ School Administrator for placement on the employee's personal file and monitoring progress with the action plan.

28. After a six- month period, the line manager/supervisor and his/her direct report shall meet to conduct a formal review of progress with the PIP. The outcome of the review shall be clearly documented with facts from a log of evidence of performance **or** non-performance.

29. Appropriate steps shall be taken to address any issues arising in the course of implementing the PIP, which shall be allowed to run for a further six months.

30. If no significant improvement in performance is observed after the PIP has run for one year, steps shall be taken by the Director, HRODD **or** College Secretary under the direction of the appointing authority of the employee in question and in consultation with the University's Head of Legal, to exit the non-performing employee.

3.2.3 TRAINING AND DEVELOPMENT

POLICY NO.		*DESCRIPTION*	*PAGE*
0300		***Training and Development***	
	0301	*General Principles and Components of Training and Development*	
	0302	*Roles and Responsibilities for Training and Development of Employees*	
	0303	*Choice of Training Institution and Evaluation of Training*	
	0304	*Policies and Regulations on Various Types of Study Leave for Senior Members and Senior/Junior Staff*	

POLICY No. 0301	
General Principles and Components of Training and Development	
Subject Area	**Training and Development**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ((“Basic Laws of the University of Ghana”)
- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- University of Ghana - HRODD Document on Staff Development and Training Guidelines
- Performance Appraisal Forms for Admin/Professional Senior Members
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

The purpose of this part of the manual is to provide guidelines for administering personal and professional training and development to all employees of the University of Ghana. It outlines the University’s policies, regulations and objectives on training and development and the processes by which they will be achieved.

POLICY STATEMENT

1. The University of Ghana shall recognise the importance of developing a high performing institution through structured employee training and development and related systems. It shall also place premium on encouraging and supporting employees to pursue personal and professional development activities related to their employment, using platforms which promote and facilitate learning and development.

2. The University shall create an environment which encourages employees to realise the full potential of their capabilities with emphasis on continuous learning and development.

3. The objective of the University's training and development programmes shall be to facilitate continuous development and upgrade the competencies of employees to enable them meet the required standards of job performance. Training and development shall therefore be designed to equip employees with the skills, knowledge and attitudes required to achieve specified outcomes such as:

    - Meeting the demands of their current job as it exists and as it is expected to develop.
    - Improving their performance in their existing jobs.
    - Preparing them to take on future jobs and assignments.

4. The responsibility for training and development shall be shared, with the employee taking the initiative for ensuring that his/her competencies are developed, and the University through line management, providing an enabling environment and systems to make this happen.

5. Professional training and development activities which require time away from the employee's workplace must be authorised in line with policies and regulations on approval for study leave in **Policy No. 0304**; Section **2** of this manual).

6. The regulations, processes and procedures for training and development of employees shall be as outlined under the respective headings below.

General Principles of the University's Training and Development Programme

7. The University shall consider training and professional development as learning undertaken by senior members and staff to update or advance their skills, knowledge and personal attributes/ behaviours, specifically as they relate to, and add value to their output on the job.

8. The process of training and professional development shall be a dynamic one which may be achieved through participation in formal coursework, professional experience, collaboration, coaching, mentoring, participation in activities of professional institutions and independent study and research.

Components of the University's Training and Development Programme

9. The training and development programme for the University shall consist of the two key components described below:

    - Formal educational and professional certification programmes within or outside Ghana.
    - Training and development opportunities provided by the University.

10. Training and development tools shall include:

    - On the job experiences

- Self-study
- Development courses and workshops
- Study for educational and professional qualifications
- On- the- job coaching/mentoring
- Job rotation (opportunities to experience new tasks or different ways of work) On- the-

  job experiences may include:-

- Practicing skills such as making presentations, writing reports or reviewing budgets.
- "Shadowing" a colleague with the required skills set for some time.
- Sitting in a meeting that an employee might normally not be invited to attend.
- Attending meetings and monitoring progress with projects and university developments.
- Contributing to cross-functional projects, perhaps as a member of a committee

Mandatory and Other Types of Training and Development Programmes

11. A number of critical/core training and development programmes shall be mandatory for the different categories of employees namely: Senior Member Administrative/Professional; Senior Member Academic (Teaching/Research); Senior and Junior Staff.

    Other training and development programmes shall be based on the outcomes of the personal development and career planning process.

12. The underlisted shall constitute mandatory training and development programmes which will be planned and rolled out for the various categories of employees aside their personal development plans subject to availability of funds.

Training and Development Programmes for Senior Members (Academic)

- Use of digital technology in teaching and learning
- Application of theories and principles of andragogy (adult learning)
- Personal academic research and publication
- Peer review of academic research papers
- Syllabus and course design
- Lecturing, assessment and evaluation of students
- Research supervision
- Research leadership training
- Fundraising

- Advocacy
- Governance and leadership
- Resource mobilisation
- People management
- Principles of performance management
- Strategic planning

Training and Development Programmes for Senior Members (Administrative/Professional)

- Finance for non-finance managers
- Budgets & budgetary control
- Problem solving & decision making
- Principles of recruitment and selection
- People management
- Principles of performance management
- Governance and leadership
- Fundraising
- Advocacy
- Resource mobilisation
- Strategic planning
- Public Relations

Training and Development Programmes for Senior and Junior Staff

- Planning and organisation
- Office management
- Technical and administrative skills development
- Public Relations

Training and Development Programmes for All Employees

- Induction of new employees
- Performance management
- ICT skills development

- Effective communication skills
- Interpersonal skills
- Time management
- Health and safety
- Fire safety/awareness
- First aid training
- Retirement planning

POLICY No. 0302	
Roles and Responsibilities for Training and Development of Employees	
Subject Area	**Training and Development**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- Performance Appraisal Forms for Admin/Professional Senior Members
- University of Ghana - HRODD Document on Staff Development and Training Guidelines (Draft)
- Manual on Conditions of Service for Senior Members of the University of Ghana
- Conditions of Service for Senior Staff of the Universities in Ghana (2003)
- Unified Terms and Conditions of Service for Unionised Staff of the Public Universities of Ghana (200)

PURPOSE

The purpose of this part of the manual is to clearly define the roles and responsibilities for training and development of employees of the University of Ghana and the processes and procedures by which their respective responsibilities will be carried out.

POLICY STATEMENT

1. Due to the importance the University attaches to the role training and development plays in developing a high performing institution, it shall ensure that the roles and responsibilities of all stakeholders involved in the delivery of its training and development strategy/activity plan is clearly defined, documented and communicated.

2. Specific roles, responsibilities and related policies/regulations for training and development of employees shall be as outlined under the respective headings below.

The Role of the University for Training and Development

3. Under the direction of the Registrar and Director, HRODD, Assistant Registrars at the Performance Evaluation and Training (PET) Unit of the HRODD, and Training Units of the Colleges shall collaborate with Deans/Directors/Head of Departments and Units and School Administrators to provide University-wide learning and development interventions to enable employees meet both current and future skill and knowledge requirements within a defined overall budget.

4. The University shall be responsible for identifying, creating, and providing opportunities for personal/professional development and training to enhance and build the capacity, skills and professionalism of employees to enable them contribute effectively and creatively to the execution of the University's mission, vision and strategy.

5. The University shall also pay special attention to learning and development in key skills and responsibility areas which it deems important to achieving its mandate. Training in such areas shall be mandatory for all employees in some instances, and mandatory for specific categories of employees in others. Such training must, if funds are available, be carried out for all employees in each category at least once every two years. Details are as provided in **Policy No. 0301**; Sections **11** and **12** of this manual.

6. The University shall provide learning and development interventions including formal internal or external training or education courses, temporary project assignments, coaching and mentoring programmes, study visits, secondments, e-learning, on-the job learning, conferences and in-house or external workshops to employees based on their personal development plans and the availability of funds.

7. The University may provide overseas training to its human resources where appropriate training is not available locally or where such training is carefully assessed and considered as having the potential to deliver value for money.

8. The University shall participate in formal internal and external and other learning and development programmes sourced by/or through donor agencies and internally generated funds.

9. Every college/directorate shall be responsible for providing continuous on-the-job training for all employees by making training and professional development opportunities available to them subject to the availability of funds.

The Role of Immediate Supervisors and Heads of Departments/Directorates for Training and Development

10. Immediate supervisors must identify competency levels required for each job and measure employees against these competencies during the performance appraisal/development review process. The outcome should inform training needs and development plans.

11. It shall be the responsibility of immediate supervisors to determine employee training needs during performance/development reviews, and to suggest development or training both within and outside the workplace to meet the needs of both employees and the University.

12. Learning and professional development opportunities may be provided in cases where the proposed course of study will provide competencies directly relevant to the employee's job description or schedule of duties in the University.

The Role of the Human Resource Directorate/College Secretariat for Training and Development

13. The Human HRODD **or** College Secretariat shall assess institutional, group and individual training needs in relation to the University's annualised strategic objectives arising from immediate to near term strategies and factor these into an annual training plan for the University.

14. Training and development interventions such as courses and workshops will follow on directly from the performance appraisal and development review processes, the outcome of which shall be consolidated into the University's training plan by scheduled officers at the HRODD **or** College Secretariat. One-off training needs may be addressed during the year should the need arise.

15. It shall be the responsibility of the HRODD **or** College Secretariat and the employee's supervisor to organise, co-ordinate and implement training programmes, be they internal or external.

16. In-house training programmes may be organised in instances where a significant number of employees require development of the same competencies.

17. Subject to the availability of funds, the University may bear the cost of professional subscriptions and may develop all professionals through short courses, conferences, seminars, etc.

18. Senior member's responsible for training and development at the HRODD **or** College Secretariat, must follow up with employees who have benefitted from training and development opportunities and their supervisors, to assess whether their work proficiency is being positively impacted by new competencies acquired, or whether they have recognised an improvement in skill and performance as a result of the training/course.

19. Information on employees who have been trained either internally or externally must be recorded and kept at the HRODD **or** College Secretariat.

The Role of the Employee for Training and Development

20. Individual employees may self-assess their job related competencies, discuss any gaps identified with their supervisor during the performance appraisal/development review process, and decide appropriate training and development solutions together with their supervisors and heads of departments in order to maintain a high level of performance.

21. Training needs identified by supervisors and their direct reports during the performance appraisal/development review process must be discussed with, and approved by heads of departments/directorates before the HRODD **or** College Secretariat can incorporate them into an annual institutional training plan and take any action on them.

Procedure and Roles and Responsibilities for Accessing Training and Development Programmes

22. Training needs may be identified by the employee's supervisor or employees themselves during the performance management process. They may also be identified through training advertisements and other sources of information in the course of the year. In all instances the supervisor and employee will discuss the need for the training and potential benefit to the employee and university.

23. When the need for the training has been agreed, the employee will make a formal request to attend the identified training programme, which request must be submitted to his/her head of department/directorate for recommendation. It shall subsequently be forwarded to the HRODD **or** College Secretariat for processing and/or approval.

24. Upon approval of the request, the Director, HRODD **or** College Secretary shall forward the approved request together with an invoice to the Finance Directorate/Unit for processing.

25. The employee shall be provided with a pre-training evaluation form to complete and return to the HRODD **or** College Secretariat before commencement of the training/development programme.

26. The Finance Directorate/Unit shall process the amount due for the cost of training and make payment on the employee's behalf or reimburse the employee in cases where training has already been approved and he/she has made payment.

27. After attending the training programme, the employee shall provide feedback to his/her supervisor by writing a report and completing a post-training evaluation form. Copies of the report shall be forwarded to the Head of Directorate/Department and the Assistant Registrar PET/College Secretary.

28. The Assistant Registrar PET/College Secretary shall update the employee's records on training in his/her personal file.

POLICY No. 0303	
Choice of Training Institution and Evaluation of Training	
Subject Area	**Training and Development**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD

PURP0SE

This policy provides guidelines on the principles which govern the selection of training institutions to provide learning and development solutions to employees of the University of Ghana. It furthermore provides guidance for pre-training evaluation to inform decision making on whether the proposed training will meet the training needs of a nominee; and on post-training evaluation to enable assessment as to whether or not the training provided has actually delivered the intended results and is making the required impact.

POLICY STATEMENT

1. The University of Ghana shall observe due diligence in the selection of institutions which will provide training and development to its employees. The University will also adopt pre- and post-training evaluation systems to ensure that the training and development services provided meet the intended objectives and achieve the desired results in terms of the required impact.

2. Specific policies and regulations which guide the choice of training institutions for employees, and the evaluation of the intended in relation to actual outcome of training provided are as outlined under the respective headings below.

Policies and Regulations on the Choice of Training Institution for Employees

3. A training institution shall be selected to provide training provided it satisfies the following conditions upon assessment:

- Has competent resource persons who are subject matter experts with a proven track record for dealing with specific subjects.
- Is able to draw up an appropriate training proposal and design training modules to meet the specific training objectives required.
- The cost of training is competitive in comparison with at least two alternative quotations where possible.

Policies and Regulations for Evaluating the Outcome of Training and Development Interventions for Employees

4. The benefits/impact of training and development interventions shall be measured in two steps, namely the pre-training and the post-training evaluation.

Pre-Training Evaluation

5. Employees nominated to attend training courses /workshops will first complete a pre-training nomination form. This is to ensure that the employee:
    - Is clear about the objectives of the training
    - Understands how the training will impact on his or her own objectives.

Post-Training Evaluation

6. After the training and development programme, beneficiaries will be required to do the following:
    - Submit copies of reports/handouts to the Directorate/Department/Unit's library.
    - Complete a post-training evaluation form to be returned to the HRODD **or** College/School Secretariat. This form must provide information on:
        (i) New knowledge and skills acquired with time-bound action plans for implementing them.
        (ii) Potential obstacles to implementation where applicable.
    - The post-training evaluation form shall be designed to provide valuable and immediate feedback on the usefulness of the training/course to inform whether or not it should be recommended in future.
    - Three months after the training/course, the employee's supervisor and senior members responsible for training and development at the HRODD **or** College/School Secretariat shall follow up informally with the employee to see whether there has been any positive impact on work resulting from new experiences/competencies acquired or whether he/she has recognised an improvement in skill and performance as a result of the training/course.
    - Senior members responsible for training and development at the HRODD **or** College/School Secretariat must also follow up with the employee's supervisor to see whether

he/she has recognised a change in the employee's performance or behaviour and to ensure that the supervisor has given the employee opportunity to demonstrate the newly acquired skills.

- The impact of the training/course on the employee's performance (if any) shall be recorded on his/her performance appraisal/development review form the following year.
- Further training shall subsequently be given depending on satisfactory post-training evaluation and submission of required reports.

POLICY No. 0304	
Policies and Regulations on Various Types of Study Leave	
Subject Area	**Training and Development**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)
- HR Business Process Document for the Performance, Education & Training (PET) Unit, HRODD
- University of Ghana - HRODD Document on Staff Development and Training Guidelines
- Guidelines for Nomination for Training Study Leave for Senior/Junior Staff

PURPOSE

This policy is to provide information on the principles, policies and regulations which guide decision making on matters related to the administration of various types of study leave which may be made available to employees of the University of Ghana.

POLICY STATEMENT

1. In consonance with its intention to ensure that employees are provided opportunities to develop professionally and personally, training and development opportunities will be made available to them even when it requires time away from work for study purposes.
2. Appropriate permission shall however be sought by employees prior to taking time away from work even if the study period does not conflict with their work. Such permission shall be sought from the Director, HRODD **or** College Secretary through their heads of directorates/departments/units.

3. Specific policies and regulations which guide granting of various types of study leave to employees are as provided under the respective headings below.

General Policies and Regulations for All Types of Study Leave for Employees

4. Study leave may be granted to an employee to pursue an approved course of study for a defined period ranging from six months to three years. Such leave may be extended on application with justifiable reason for a maximum period of one year with pay and no further extension with pay.

5. A study leave letter would be issued subject to the candidate submitting a copy of his/her admission letter where applicable.

Funding of Study Leave

6. Study leave grants may be funded from the University's Staff Training Vote budgeted for by the HRODD. Schools/departments, institutes and centres may also be permitted to fund training for their employees from their internally generated funds in consultation with the Director, HRODD **or** the College Secretary.

7. The HRODD **or** College Secretariat will allocate a considered amount of its budget resources to facilitate training of employees in all fields of university operations.

8. Schools, departments, institutes and centres may work with international universities and organisations to source finance for training.

9. Sponsorship for PhD programmes shall only be considered in exceptional cases where heads of department are able to prove that they really need such calibre of employees and that the department has an approved establishment for such employees on completion of the programme.

Timelines for Nominations for Study Leave

10. Nominations for study leave must reach the HRODD **or** College Secretariat at least six (6) clear months before the official commencement of the proposed programme(s) which in terms of the University's academic year, shall be in January.

Policy Guidelines on Various Types of Study Leave

11. In line with its objective of facilitating the training and development of its employees and creating an environment which encourages them to realise the full potential of their capabilities with emphasis on continuous learning and development, the University may make the underlisted types of study leaves available to employees. They are:

    - Research Grant/Scholarship funded study leave with pay for senior members
    - Full-time study leave with pay for senior members

- Full-time study leave for senior and junior staff
- Part-time study leave on full pay for all employees
- Self-funded study leave with permission to study on full pay (distance, sandwich, weekend programmes etc.)

Policies and Regulations on Research Grant/Scholarship Funded Study Leave with Pay for Senior Members

Conditions for Research Grant/Scholarship Funded Study Leave with Pay for Senior Members

12. Research grant/scholarship funded study leave with pay may be granted to full-time senior members who have served the University for a minimum of three (3) continuous years and may normally be made available for periods up to three (3) years during which formal research shall be undertaken.

13. The type of grant/scholarship being applied for must be clearly indicated, while the budget requested should not exceed the maximum budget for the chosen grant category. The eligibility of applicant will be checked against the eligibility criteria provided in the "Call for Grant Proposals".

14. The eligibility of applicants who are previous University of Ghana Research Fund (UGRF) grant beneficiaries will be also checked against their performance on the previous grant and the publications that resulted from that grant.

15. Not more than two senior members per department may be awarded a grant each academic year and such beneficiaries may serve for the number of years training sponsored plus an additional year on their return to the University.

16. A senior member who is already on any form of sponsorship will not qualify for any other kind of research and conference package.

17. The senior member shall be expected to submit reports in line with the contractual reporting obligations stated in the contract for the award of the research grant/scholarship.

Financial Support for Research Grant Funded Study Leave with Pay for Senior Members

18. The availability of research grants will be announced by the Office of the Pro Vice-Chancellor, Research, Innovation & Development (RID) at the beginning of the academic year (August/September) based on conditions of the grants to be given to cover research and other living expenses for research outside or within Ghana.

19. The beneficiary shall be paid his/her basic salary in addition to the financial support and research grant payable.

20. The total financial support granted will be based on the terms and conditions of the grant.

Leave Entitlements for Senior Members on Research Grant Funded Study Leave with Pay

21. The senior member sponsored shall **not** be entitled to annual leave during the study leave period, and shall forfeit any outstanding annual leave prior to the commencement of the study leave if not properly deferred by the approving authority.

22. The period of absence under fully sponsored study leave shall count under the superannuation scheme.

Procedure for Obtaining Research Grant Funded Study Leave with Pay for Senior Members

23. The Pro Vice-Chancellor, (RID) or his/her representative announces the availability of research grants and invites applications in accordance with the terms and conditions of the process.

24. Calls for applications will normally be announced at the beginning of the academic year i.e. August/ September. The announcement will be prepared with input from the Pro Vice-Chancellor (RID) and Director of Research Services, RID.

25. A senior member on full time appointment who has served the University for a minimum of three (3) continuous years and has successfully applied for a grant using the UG Online Research Grant Application process must also apply for a grant funded study leave to the Office of the Pro Vice-Chancellor, Academic & Student Affairs (ASA) to enable him/her take time off for the research work.

26. The leave application, which may include the letter awarding the research grant, the amount granted and duration of the programme, shall be submitted to the Pro Vice-Chancellor (ASA) through the Head of Department, Dean and Provost for approval.

27. Following approval of the request by the Pro Vice-Chancellor (ASA), the employee's records shall be updated and relevant documents forwarded to the Finance Directorate for processing based on relevant policies and regulations.

28. The Responsible Officer at the Office of Research & Innovation Development (ORID)/the College Finance Office shall process the amount due for the full sponsorship/research package and make payment to the senior member based on the terms for disbursement of the grant.

29. The employee shall provide feedback to the University through his/her Supervisor/Head of Department and Dean/Provost based on the contractual reporting requirements for the research grant.

30. The Assistant Registrar, PET **or** School Administrator/HR Officer/College Secretary (whichever is applicable), shall update the senior member's records on training in his/her personal file.

Policies and Regulations on Full-Time Study Leave for Senior Members

Conditions for Granting Full-Time Study Leave to Senior Members

31. Full-time study leave with pay may apply to senior members of the University who have been granted scholarships to study abroad or within Ghana, with the scholarship covering their tuition and other living expenses**.**

32. It may also apply to senior members of the University who have been granted full-time study leave with pay to study within Ghana without scholarship.

33. Study leave applications for senior members shall be considered based on the manpower needs of departments/directorates/units.

34. Full-time study leave shall normally be made available to senior members for periods up to three years during which formal training which may qualify them for higher degrees may be undertaken.

35. A senior member who has been granted study leave as part of the University's training process is required to return to the service of the University for the number of years of the leave plus one.

36. A senior member may apply for an extension of study leave by sending the request at least three months before the end of his/her leave. He/she shall state the work that has been carried out so far, what remains to be completed and the time within which the remainder of the work is expected to be completed. This must be supported with a progress report from his/her study supervisor and a recommendation from the head of department.

37. Study leave may not be granted to an employee for a second time unless he/she has fulfilled all the obligations pertaining to a previously granted study leave.

38. Where the study leave is more than a year long, the senior member shall be expected to submit a progress report at the end of each academic year to the Vice-Chancellor through his/her head of department/directorate/unit with a copy to the Dean, College Provost **or** Registrar, Director, HRODD/College Secretary as appropriate.

39. The certificate obtained at the end of the programme will not be used as a requirement for promotion for senior members unless the certification obtained is a requirement for a more senior position.

Salary Entitlement for Senior Members on Full-Time Study Leave

40. The beneficiary shall be paid his/her basic salary plus market premium, book and research allowance only (where applicable) while on full-time study leave until new regulations determined by the University from time to time come into force**.**

Leave Entitlement for Senior Members on Full-Time Study Leave

41. A senior member academic, who is granted full-time study leave shall not be entitled to annual leave during the study leave period, and shall forfeit any outstanding annual leave prior to the commencement of the study leave unless it was deferred upon proper authorisation by the Vice-Chancellor **or** Registrar.
42. Though a senior member administration/professional, who is granted full time study leave shall not be entitled to annual leave during the study leave period, he/she shall be allowed to take his/her leave prior to the commencement of the study leave, provided any period of leave deferred was properly authorised.
43. The period of absence under such leave shall count under the superannuation scheme.

Procedure for Granting Full-Time Study Leave to Senior Members

44. A senior member who has served the University for a minimum of three (3) continuous years and has been given a grant/scholarship may apply for full-time study leave through his/her Head of Department/Unit and the Dean/Registrar.
45. The application, which may include the letter awarding him/her the grant/scholarship or admission letter to pursue the programme, the cost estimate and duration of the programme, must be submitted to his/her head of department/directorate for endorsement.
46. It shall then be submitted to the Pro Vice-Chancellor (ASA) through the Dean and Provost **or** to the Registrar through the head of unit to the Pro Vice-Chancellor (ASA) for processing as the case may require and based on relevant policies and regulations.
47. The beneficiary senior member's training records shall be updated and the request forwarded to the Finance Directorate/Unit for processing and payment in accordance with the contractual terms of the grant/scholarship.
48. The senior member shall be provided with a pre-training evaluation form to complete and return to the HRODD **or** College Secretariat before commencement of the training/development programme.
49. The Finance Directorate shall ensure monthly payment of the senior member's basic salary and **only** allowances payable such as market premium and book and research allowance (if applicable) while he/she is away on full-time study leave.
50. The senior member shall provide feedback to the University through his/her supervisor/head of department/Dean to the Vice-Chancellor/College Provost/Director, HRODD **or** College Secretary as the case requires, by writing a progress report at the end of every academic year he/she is away on study leave.
51. The Assistant Registrar, PET **or** School Administrator/HR Officer/College Secretary (whichever is applicable), shall update the senior member's records on training in his/her personal file.

Policies and Regulations on Full-Time Study Leave for Senior and Junior Staff

Conditions for Granting Full -Time Study Leave to Senior and Junior Staff

52. This type of study leave shall normally be available to junior staff who have attained the rank of Senior Clerk/Assistant Technician or analogous grade, **or** senior staff who wish to be considered for a local tertiary diploma or degree.

53. Junior staff below the rank of Senior Clerk/Assistant Technician and analogous grades shall normally not be considered for sponsorship to read courses which lead to the award of a tertiary diploma or a university degree. Staff in this category will however be encouraged to read courses which allow them to be promoted one step at a time.

54. Study leave shall be granted to staff in as much as the course being pursued shall benefit both the staff and the University. A training award may therefore be made only when the proposed course of study will provide skills and knowledge that are directly relevant to the staff's job description/schedule of duties.

55. The Unified Schemes of Service for Junior and Senior Staff of the Public Universities in Ghana shall be the primary source documents in deciding relevant courses.

56. While the beneficiary staff shall not be permitted to change the programme for which study leave was originally granted, the certificate obtained at the end of the programme shall only be considered on application for promotion when due and if relevant.

57. A department may nominate staff **only** after they have served the University continuously and satisfactorily for a minimum of three (3) years after attaining permanent appointment status or on confirmation of their appointment.

58. Under normal circumstances, only one or two staff may be away on study leave within any one department/directorate/unit at any point in time.

59. Priority shall be given to staff who have not benefited from sponsorship before. Those who have previously enjoyed study leave shall normally not be considered ahead of those who have not. Staff should furthermore have finished serving their bonds (if any), at the time of nomination in order to be considered for full-time study leave.

60. Nominations should reach the office of the Director, HRODD **or** College Secretary at least six clear months before the commencement of the proposed programme(s). In terms of the University's academic year, this should normally be in January each year.

61. For every year of study leave granted, the beneficiary shall be required to serve a bond of two years after completion of the programme.

Salary and Other Entitlements for Senior and Junior Staff on Full-Time Study Leave

62. The beneficiary shall be paid his/her basic salary **only** while on full-time study leave**.**

63. In addition to payment of basic salary, the University will pay full tuition fees and an annual book grant to successful nominees for full-time study leave at the prevailing rate.

Leave Entitlements for Senior and Junior Staff on Full-Time Study Leave

64. The beneficiary staff shall not be entitled to annual leave during the study leave period and shall forfeit any outstanding annual leave prior to the commencement of the study leave unless its deferral was properly authorised.

Procedure for Granting Full-Time Study Leave to Senior and Junior Staff

65. Heads of department/directorates/units shall assess the training needs of staff on the basis of performance gaps identified, and in consultation with the Director, HRODD **or** College Secretary, they shall propose training programmes for their staff, based on which prioritised training schedules will be drawn up.

66. Permanent staff or staff who have been confirmed into their positions and have served the University satisfactorily and continuously for a minimum period of three (3) years may serve notice of their intention to apply for full time study leave at least six clear months before the commencement of the training programme. This notice should be served to the Director, HRODD **or** College Secretary through the Head of Department/Unit.

67. A formal application, which shall include a completed Study Leave Application Form, the applicant's letter of admission to pursue the programme (if it has been received) and the cost estimate and duration of the programme, shall be submitted to the head of department/directorate for endorsement.

68. The application shall then be forwarded to the Director, HRODD **or** College Secretary for processing as the case may require, based on relevant policies and regulations.

69. Following approval of the request by the Director, HRODD on the recommendations of an ad hoc committee set up for vetting study leave applications, and chaired by the Director HRODD **or** College Secretary, the successful staff's training records shall be updated and the request forwarded to the Finance Directorate/Unit for processing and payment.

70. The staff shall be provided with a pre-training evaluation form to complete and return to the HRODD **or** College Secretariat before commencement of the training/development programme.

71. The Finance Directorate shall ensure payment of full tuition fees, an annual book grant at the prevailing rate and monthly payment of the staff's basic salary **only** while he/she is away on full-time study leave.

72. Staff must provide feedback to the Registrar/College Provost through their line manager/Head of Department/Dean to the Director, HRODD **or** College Secretary by submitting a progress report and transcript of academic record at the end of every academic year he/she is away on study leave.

73. The Assistant Registrar, PET **or** School Administrator/ HR Officer/College Secretary (whichever is applicable), must update the staff's records on training in his/her personal file as may be required from time to time during the period of the study leave.

Policies and Regulations on Self-Funded, Part-Time Study Leave on Full Pay for Employees

Procedure for Granting Self-Funded, Part-Time Study Leave on Full Pay to Employees

74. In order to be eligible for self-funded part-time study leave on full pay, the following terms and conditions shall apply:

    - The programme of study should not conflict with regular working hours of the University.
    - The applicant's head of directorate/department shall give written assurance to the Director, HRODD **or** Dean/College Secretary that the timing of the employee's programme shall not disrupt his/her duty schedule.

75. The beneficiary shall be responsible for the full cost of this type of study, at the end of which the University shall not be under any obligation to promote or upgrade him/her based on obtaining his/her new qualification.

76. An employee granted self-funded, part-time study leave on full pay would be expected to remain at post while pursuing the programme of study and must ensure that the performance of his/her duties is not compromised by his/her studies.

77. A Masters' Degree holder appointed Assistant Lecturer, who wishes to pursue a part- time programme leading to a doctoral degree within his/her discipline, may be granted study leave with pay, provided the application has the support of the Dean of his/her school and the Head of his/her department.

78. Employees who obtain additional qualification through self-funded, part-time study leave on full pay may be considered for promotion when it is due and shall be at liberty to apply for any new vacancy announcement using their new qualification.

Salary and Other Entitlements for Employees on Self-Funded, Part-Time Study Leave on Full Pay

79. The beneficiary shall be paid his/her basic salary with all allowances throughout the period.

Leave Entitlements for Employees on Self-Funded, Part-Time Study Leave on Full Pay

80. Leave granted under the terms of part-time study programmes shall not affect the eligibility of senior members for sabbatical leave.

81. Examination leave of up to four (4) working days in addition to the number of days required by the examination timetable shall be granted the employee to enable him/her prepare for and write an examination. Such extra leave days granted shall not be deducted from his/her annual leave.

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

Procedure for Granting Self-Funded, Part-Time Study Leave on Full Pay for Employees

83. The Director, HRODD **or** College Secretary shall write to heads of department and directorates inviting nominations for study leave for consideration in January each year.

84. Confirmed employees or employees who have served the University satisfactorily and continuously for a minimum of three (3) years may apply for self-funded, part-time study leave on full pay at least six clear months before the commencement of the training programme.

85. Their applications shall include the letter of admission to pursue the programme, the certified timetable, and the duration of the programme. These shall be submitted to the head of department/directorate for endorsement.

86. The application shall then be forwarded to the HRODD **or** College Secretariat for processing as the case may require, based on relevant policies and regulations.

87. The applicant's head of directorate/department shall give written assurance to the Director, HRODD **or** Dean/College Secretary that the timing of the employee's programme shall not disrupt his/her duty schedule when forwarding the application to the HRODD **or** College Secretariat for processing.

88. Following approval of the request by the Director, HRODD on the recommendations of an ad hoc committee set up for vetting study leave applications, and chaired by the Director, HRODD **or** College Secretary, the successful employee's training records shall be updated and the request forwarded to the Finance Directorate/Unit for processing and payment.

89. The employee shall be provided with a pre-training evaluation form to complete and return to the HRODD **or** College Secretariat before commencement of the training/development programme. The Finance Directorate shall ensure payment of full salary and allowances for the employee while he/she is on self-funded part-time study leave on full pay.

90. The Assistant Registrar, PET/School Administrator/HR Officer/College Secretary (whichever is applicable), shall update the employee's records on training in his/her personal file as may be required from time to time during the period of the study leave.

91. For the avoidance of doubt all employees pursuing studies, whether self-funded or not, must obtain permission through the Director, HRODD/College Secretary.

3.2.4 SALARY AND BENEFITS

POLICY NO.		DESCRIPTION	PAGE
0400		Salary and Benefits	
	0401	General Salary Policy	
	0402	Various Types of Salary and Salary Administration	
	0403	Miscellaneous Allowances and Other Benefits	

POLICY No. 0401	
General Salary Policy	
Subject Area	**Salary and Benefits**
Responsible Officer(s)	**Registrar/Director, HRODD**
Approval	**University Council**
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes ("Basic Laws of the University of Ghana")
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Ghana Public Sector Pay Policy: The Single Spine Pay Policy (SSPP) for Public Service Institutions Issued by the Fair Wages & Salaries Commission (FW&SC)
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)
- Report by the Sub-Committee of the Finance and General Purposes Committee Set Up in March 2014 to Review the Allowances of Office Holders and Other Categories of Staff of the University of Ghana

PURPOSE

The purpose of this part of the manual is to provide guidelines for administering salary and benefits in line with the requirements of the draft Single Spine Pay Policy (SSPP) and Single Spine Salary Structure (SSSS), issued for Public Service Institutions by the Fair Wages & Salaries Commission (FW&SC).

POLICY STATEMENT

1. In order to drive performance and productivity and keep employees motivated to deliver its mandate, the University of Ghana shall ensure that salaries and benefits are administered in a professional, transparent, fair, equitable and consistent manner.

2. The University of Ghana shall administer salary and benefits based on the University of Ghana Act, 2010 (Act 806), the Fair Wages and Salaries Commission (Act 737), 2007 and guidelines prescribed by the Fair Wages and Salaries Commission (FW&SC) in its draft document titled "Ghana Public Sector Pay Policy". In so doing, it shall be guided by the policy objectives and guidelines contained therein, and as applicable to the Tertiary Education, Science & Research Category of Public Services.

3. Salary and benefits shall be administered by the University, taking cognisance of the FW&SC's recommendation that with its establishment, all other arrangements for determining salaries and conditions of service in the public sector have ceased to exist.

4. On the basis of the guidelines provided in Ghana's Public Sector Pay Policy therefore, the pay policy guidelines and regulations of the University of Ghana shall be to:

    - Promote equity in salary administration by adopting clearly defined and communicated policies, regulations and processes for administering salary and ensuring equal pay for all work of equal value.
    - Match salary increases with clear, previously defined and agreed productivity measures with reference to job profiles.
    - Administer salary in a manner which enables the University compete with the private sector in attracting and retaining key talent over time.
    - Use reward (salary and other benefits) to develop a high performance culture by clearly distinguishing reward on the basis of professionally measured levels of performance.
    - In collaboration with the FW&SC, promote improved management of the public sector wage bill through prudent salary administration/management.
    - Promote industrial harmony by rewarding all its employees in a fair, equitable, transparent and consistent manner.
    - Build the capacity of all employees to deliver high performance through the institutionalisation of a performance management based university-wide annual training programme.
    - Facilitate collaboration between the University and employees on salary related issues.

Policies and Regulations for Salary Administration

Implementation of the Single Spine Job Grading Structure

5. The University shall adopt the 25 tier, five (5) band job grading structure developed by the FW&SC for Public Service Institutions and approved by government, for grading all jobs in the public sector including the University of Ghana. The job grading structure shall have 189 pay points.
6. A market premium pay component shall be incorporated into specified areas of the job grading structure in order to attract and retain critical professional and vocational skills, and to retain occupational skills which are critically short in the University.

7. The market premium factor shall be as recommended by the FW&SC and will be applied based on guidelines for its payment which the FW&SC shall develop and advise on from time to time.
8. The market premium factor for employees who qualify for it shall be as recommended and reviewed from time to time, based only on directives from the Ministry of Finance.
9. Placement of employees within the structure and subsequent administration of pay shall be based on the guidelines recommended by the FW&SC and approved by government from time to time.
10. The integrity/framework of the Single Spine Job Grading and Salary Structure (SSJG & SS) shall be maintained at all times in the process of grading jobs within the University.
11. Progression from one band to the next shall be subject to the availability of vacant job roles in the next higher grade; not on the basis of tenure in roles and work experience.
12. The Director, HRODD at central administration and the College Secretary in each college, shall ensure that internal capacity to carry out job analyses for the purposes of job evaluation, grading and re-grading is built and maintained.
13. Senior members responsible for administration of salary and other elements of reward shall collaborate with contemporary officers of the FW&SC to ensure that standardised tools/ instruments are used for job evaluation for the purpose of grading/re-grading jobs within the University as and when the need arises.

POLICY No. 0402	
Various Types of Salary and Salary Administration	
Subject Area	**Salary and Benefits**
Responsible Officer(s)	**Registrar/Director, HRODD**
Approval	**University Council**
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Ghana Public Sector Pay Policy: The Single Spine Pay Policy (SSPP) for Public Service Institutions (Draft) Issued by the Fair Wages & Salaries Commission (FW&SC)
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)
- Report by the Sub-Committee of the Finance and General Purposes Committee Set Up in March 20014 to Review the Allowances of Office Holders and Other Categories of Staff of the University of Ghana

PURPOSE

The purpose of this part of the manual is to provide information on the various types of salary and the means by which they may be administered or reviewed.

POLICY STATEMENT

1. In order to drive performance/productivity and provide a system and opportunities for recognition of differences in the levels of performance of employees to keep them motivated, the University shall ensure a distinction between various types of salary including starting salary, general salary review, performance related salary review, salary review on promotion, salary review on job re-grading and the manner in which each type of salary is administered or reviewed.

2. Specific policies and regulations which guide the means by which various types of salary may be administered or reviewed are as provided under the respective headings below.

Rules and Regulations for Administering Various Types of Salary

3. The types of salary listed below shall be payable based on the circumstances described following each of the types listed below:

    - Starting salary
    - General salary review
    - Performance related salary review
    - Salary review on promotion
    - Salary review on job re-grading

    The types of salaries referred to above are as described below:

Starting Salary

4. Placement of employees within the single spine salary structure on taking up a new role, as well as subsequent administration of pay shall be based on the guidelines provided by the FW&SC and approved by government from time to time.

5. The salary point applicable to each job position/role shall be as prescribed in the single spine grade structure for senior staff, junior staff and senior member academic/administrative and professional of the Public Universities in Ghana.

6. The decision on which notch of the salary scale employees should be placed on shall however be determined by the College Appointments and Promotions Committee (CA&PC) for employees up to senior lecturer level or equivalent, and by the University Appointments and Promotions Board (UAB) for more senior level employees.

7. For the purpose of matching equivalent jobs for the various categories of senior member-academic, with equivalent roles for senior member-administrative and professional, reference shall be made to the information on the equivalent senior member (administrative/ professional) roles, for the senior member (academic) roles provided below:

JOB TITLES		
Senior Member Academic	**Senior Member Administrative**	**Senior Member Professional**
Professor	Senior Deputy Registrar	Chief Accountant, Auditor, Engineer, etc.
Associate Professor	Deputy Registrar	Principal Accountant, Auditor, Engineer, etc.
Senior Lecturer	Senior Assistant Registrar	Senior Accountant, Senior Assistant Librarian, Engineer, etc.
Lecturer	Assistant Registrar	Accountant, Engineer, Architect etc.
Assistant Lecturer	Junior Assistant Registrar	Junior Assistant Librarian, Architect, Archivist, etc.

8. Starting salary shall be applicable to newly appointed employees with the aim of ensuring that the service and experience they bring to the University is duly acknowledged.

9. Employees with the minimum qualification required for the role, who are approved for appointment shall be placed on the first notch of the salary scale applicable to their role.

10. Employees with qualifications higher than the minimum shall also attract increment to be determined by the CA&PC for employees up to senior lecturer level or equivalent, and by the UAB for more senior level employees

11. New entrants who do not have much relevant work experience shall also be placed on the first notch of the salary scale for their job. However, each additional year of relevant experience a new entrant has, shall from the time of obtaining that experience be recognised by placement on higher notches.

12. Salaries shall be payable from the date an employee assumes duty and shall be paid once on or about the last day of each month.

General and Performance Related Salary Review

13. General pay increases will be based on inflation and productivity within the public sector.

14. In addition to the general increase based on inflation and productivity, there will be a performance-based merit increment with the objective of engendering a high performance culture in the University.

15. As part of the process of developing a high performance culture, there shall be an annual review of salaries based on individual performance as assessed through an annual performance appraisal process. This shall form part of the terms and conditions of employment of all employees.

16. The performance appraisal process, which shall form part of the wider performance management system, shall include an approved recognition/reward and sanction component to provide incentive/motivation for enhanced performance and achievement of the University's objectives

17. Automatic merit increases shall therefore no longer be applicable under the single spine pay policy. The practice of automatic merit increments across board shall therefore cease with the institution of an integrated performance management system.

18. If an employee's annual performance does not warrant a salary increase due to sub-standard performance, that employee shall not earn any merit increase in that year.

Salary Review on Promotion

19. Pay on promotion will be set at the starting point of the pay scale of the higher grade to which an employee has been promoted or the approved percentage of promotional increase whichever is higher. However, if this does not give the employee a pay increase it will be set at the appropriate pay band where a pay increase for the promoted employee will be achieved.

Salary Review on Job Re-grading

20. In the event that a job has been re-graded, salaries for employees already in that role, or who are to be appointed to that role shall be placed at the starting point of the scale for the new grade.

Policies and Regulations on Salary Administration

21. Salaries shall be paid once a month, on or about the last day of every month.

22. Only deductions required by law and deductions agreed by Management and employees shall be made from salaries.

23. Officers at the Finance Directorate/HRODD responsible for payroll administration must produce pay slips detailing deductions, percentage increment and any other necessary details for all employees.

24. Employees must be notified in writing of any adjustments to their salaries/benefits when reviewed payments are being made. Salaries shall be withheld under the following circumstances:

    - If an employee exceeds (overstays) his/her annual leave without permission.
    - If an employee absents him/herself from duty without permission.
    - When an employee is suspended pending investigations into specific allegations. The employee concerned shall be on two-thirds of his/her salary till the investigations are over.

Procedure for Salary Administration

25. On receiving the underlisted documents, the new appointee is guided to register him/herself biometrically.

    - Copies of appointment letters from the Secretary to Council (Registrar) represented by the Director, HRODD **or** College Secretary (for senior members up to senior lecturer); **or** the Assistant Registrar RPS/College HR Officer (for junior and senior staff).
    - Assumption of duty memos from the new appointee's head of department/directorate.

26. After the biometric registration, the new appointee must submit a copy of the biometric registration sheet to the Assistant Registrar, Compensation & Reward (C & R) **or** College HR Officer subsequent to which the following steps shall be taken:

    - Bio-data from the biometric registration sheet is captured onto the University of Ghana MIS/ERP by the Administrative Assistant.
    - The ITS Integrator 'Service Record' module is updated.
    - Salary notch, method of payment and bank details are entered into the ITS Integrator.
    - The new appointee's line manager/supervisor's details together with his/her pension details are also keyed into the ITS Integrator.
    - The service record validation report is run by the Assistant Registrar (C & R) **or** College HR Officer to make sure there are no errors in the service record of employee.

27. Other allowances and deductions which are not captured at the HRODD are captured at the Salaries Unit.

28. The Salaries Unit processes the payroll data and produces a 'net to bank report' which contains a list of employees, bank details and net salaries.

29. The 'net to bank report' is forwarded to the Cash Office where cheques to the respective banks of employees are prepared.

30. Salaries shall be paid to all employees by transfer to their bank accounts only.

POLICY No. 0403	
Miscellaneous Allowances & Other Benefits	
Subject Area	**Salary and Benefits**
Responsible Officer	**Registrar/Director, HRODD**
Approval	**University Council**
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This part of the manual provides guidelines on miscellaneous allowances and benefits which may be payable to eligible employees upfront or reimbursed them. Guidelines are provided for both senior members and staff of the University. Information contained in this part **must** be read in conjunction with relevant provisions in the Manual on Conditions of Service for Senior Members, Conditions of Service for Senior Staff of the Universities in Ghana **or** the Unified Conditions of Service for Unionised Staff of Public Universities of Ghana, whichever is current and applicable to an employee of the University as it is meant to supplement rather than replace information contained in the aforementioned documents.

POLICY STATEMENT

1. The University of Ghana may pay miscellaneous allowances and benefits to eligible employees upfront, or may reimburse them based on existing guidelines and at rates of payment determined and published from time to time.

2. Allowances may differ from category to category due to the nature and level of responsibility attached to specific roles.

3. Entitlement to, and quantum of allowances shall be as approved by the University Council from time to time. Guidelines on payment of allowances shall therefore be reviewed and approved by Council and published periodically.

4. Employees shall be provided with information on which allowances and benefits they are entitled to in their letters of appointment. Details of the quantum of those allowances may be made available at the following offices: For central administration based positions –Vice-Chancellor, Registrar, and Director, HRODD. For college based positions – College Provost, College Secretary, Dean.

Duty Post Allowances

5. Duty post allowances shall be payable to senior members who hold senior administrative positions which are secondary to the primary roles for which they were originally appointed by the University. Such positions are held for a defined period of time and include but are not limited to the following:

    - Vice-Chancellor/Pro Vice-Chancellor
    - Provost/Deputy Provost, Registrar
    - Director of Finance, Deputy Director of Finance
    - Librarian, Deputy Librarian
    - College Secretary
    - College Finance Officer
    - Dean
    - Head of Administrative/Deputy Head of Administrative Directorate
    - Administrative Coordinator
    - Category A Director/Category B Director
    - Heads of Department
    - Course/Programme Coordinators
    - School Examination Officers
    - Hall Masters/Wardens
    - Senior Tutors/Hall Bursars
    - Hall Tutor

Responsibility/Acting Allowance

6. Responsibility/Acting allowance is payable to designated senior members as provided in their contract of appointment or in recognition of responsibilities additional to their normal scope of work.

7. Senior/junior staff required to act temporarily in more senior positions shall be appointed to such acting positions and paid a responsibility/acting allowance only if such appointments are for a minimum of (3) three continuous months and are formalised and approved by the Vice-Chancellor **or** any other senior member he/she delegates that responsibility to.
8. Rates payable shall vary based on the grades of the senior or junior staff appointed to such acting positions as contained in the Unified Conditions of Service for Unionised Staff of Public Universities in Ghana and Schedule of Allowances as approved by the University Council.

Entertainment Allowance

9. Entertainment allowance is payable to designated senior members as provided in their contract of appointment or in recognition of responsibilities additional to their normal scope of work.

Extra Teaching Load Allowance

10. Extra teaching load allowance shall be payable to a senior member who teaches over and above his/her maximum load provided that such extra payment does not exceed the equivalent of half the normal teaching load.
11. Lecturers who do inter-school teaching shall be paid an extra teaching load allowance when they exceed their maximum teaching load. They shall therefore be ineligible for payment of part-time allowances.

Invigilation Allowance

12. Invigilation allowance shall be payable at prevailing rates to senior members and staff who invigilate during university examinations.

Extra Marking Allowance

13. Extra marking allowance shall be payable to approved examiners for marking scripts beyond a pre-determined maximum of 200 scripts based on the average class size.

Departmental Duty Allowance

14. Departmental duty allowance shall be payable to lecturers for such departmental activities as academic advisory duties, examination duties and other such additional duties carried out by College/School Examination Officers, Departmental Examination Officers and Academic Advisors.
15. The rates applicable to Departmental Examination Officers and Academic Advisors shall be payable on a per semester basis while that for College/School Examination Officers shall be payable monthly.

Professional Allowance

16. A professional allowance in lieu of practice shall be payable to Accountants, Medical/ Veterinary Officers and other professional officer holders as approved by the University Council from time to time.

Risk Allowance

17. A risk allowance of an approved percentage of basic salary shall be paid to junior and senior staff who qualify for such payments in accordance with Government policy.

Cashier's Allowance

18. Cashiers who are substantive job holders with the designation "Cashier" **or** "Supervising Cashier" shall be paid a special allowance at approved rates.

19. The duties of such cashiers shall include receiving and acknowledging receipt of revenue/goods; paying out cash or issuing goods to the public and keeping cash books.

20. A cashier so designated, **must** be responsible for performing all or most of the duties stated above and should handle transactions up to the amount stated in the prevailing Unified Conditions of Service for Unionised Staff of Public Universities in Ghana every month in order to qualify for the allowance.

Committee Allowance (Honorarium)

21. Transportation allowances shall be payable to external members of the University Council and statutory committees at prevailing rates, while members of committees of entities such as UGEL, GUSS, Guest Centre and Hostels which perform commercial functions on behalf of the University, shall be paid sitting allowances specific to the entities on whose behalf they serve.

22. Senior members who sit on ad hoc committees set up by the Vice-Chancellor to consider non- academic, policy-based issues related to the governance, management and administration of the University, and who through their work and report offer policy and managerial support towards the governance, administration and management of the University, shall be paid honorarium at approved rates.

23. Ad hoc committees set up by the Vice-Chancellor, whose work relates directly to academic issues such as course/programme issues, examinations, marking, grading and student affairs etc. shall not be entitled to payment of sitting allowance.

24. Committees made up of administrative employees set up to consider administrative matters shall not attract any payments. Committees made up of academics considering academic matters specifically shall likewise not attract payment of any allowances.

25. Standing, sub-committees of the UAB, Council and committees of the College Academic Board shall not be paid any allowance (honorarium) for work done.

Transfer Grant

26. Transfer grant is payable to an employee who has been transferred from one duty station in Ghana to a new one which necessitates relocation of the employee's household from one campus to another to perform his/her assigned duties. The grant is to enable him/her settle in the new environment.

27. Five (5) months' basic salary shall be payable to junior and senior staff on transfer to a new place, while three (3) months' basic salary shall be due to a senior member on transfer to a new place. As these rates may be reviewed from time to time, prevailing rates must be verified at the time payment is to be made.

Temporary Transfer Allowance

28. Temporary transfer allowance shall be payable to junior or senior staff on temporary transfer from one duty station in Ghana to another one for up 3 (three) months, which necessitates relocation of the employee's household from one campus to another to perform his/her assigned duties.

29. Payment of temporary transfer allowance shall be at the prevailing rates stated in the Unified Conditions of Service for Unionised Staff of the Public Universities in Ghana. The grant is to enable him/her settle in the new environment.

Fuel Allowance

30. Fuel allowance shall be payable to Deans/Directors/Heads of Departments and designated senior members who are entitled to, but do not have official vehicles at their disposal and therefore use their personal vehicles for University business.

31. Since the allowance is tied to a duty post, systems shall be put in place to withdraw the allowance when the post holder no longer occupies the position which qualifies him/her for it.

32. Fuel allowance may be in cash or kind depending on the preference of the beneficiary. The University shall consider the coupon or card system of providing fuel to eligible employees instead of operating a pump.

Reimbursable Allowances

33. Reimbursable allowances are those allowances which employees may pre-finance as and when the need to incur such expenses arises, and make claims for a refund at a later date.

34. Information on corresponding rates of payment for reimbursable allowances are as contained in the Conditions of Service for Senior Members and the Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana, or any other document which provides further information on the allowances which include but may not be limited to the following:

Night Subsistence Allowance (Per Diem)

35. A night subsistence allowance (or per diem) shall be payable to employees required to go on trek to local locations outside their duty posts for business purposes. This shall be to help them meet the cost of room and board while out of station on duty.

36. Such an allowance is also payable at applicable rates when employees travel to foreign locations for approved business purposes.

37. Rates of payment shall be as contained in the Conditions of Service for Senior Members **or** Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana.

Abated Night Subsistence Allowance (Abated Per Diem)

38. Abated per diem shall be payable when the University pays for meals and accommodation, or when all the expenses associated with the business travel are borne by another organisation. Abated per diem shall be payable at the approved rates.

Warm Clothing Allowance

39. Warm clothing allowance at a rate to be determined periodically, shall be payable to a senior member travelling to a temperate country on official duties on application to the Registrar through the Director, HRODD **or** the College Secretary through the Dean.

40. The senior member's travel period must be for three or more months during the winter period (September to March for the northern hemisphere, April to September for the southern hemisphere) to qualify for this allowance which shall be payable once every five years.

Day Trip Allowance

41. A day trip allowance shall be payable to senior and junior staff who go on excursions, field or other trips for business purposes and return to their duty base the same day. Fifty per cent (50%) of the night subsistence allowance (per diem) shall payable only in the event that the journey is over 300km and that the employee returns the same day.

42. Rates of payment shall be as contained in the Conditions of Service for Senior Members **or** Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana and/or the schedule of allowances approved by Council from time to time.

Vehicle Maintenance Allowance

43. Vehicle maintenance allowance shall be payable to senior members who use their vehicles in the service of the University and who have those vehicles registered in their names. Payment of the allowance shall cease in the event that the vehicle becomes unfit for road use over a period of three months. Compliance with this control measure will be verified annually through the head of unit.

44. Senior members on study/sabbatical leave shall be paid the allowance for a maximum period of three months from the commencement date of the leave provided there is verifiable documentary evidence that the vehicle has not been sold. Compliance with this control measure will be checked annually through the head of unit.

45. Senior and junior staff shall be paid a vehicle maintenance allowance at applicable rates based on whether they own a bicycle, motorcycle or vehicle.

46. Rates of payment shall be as contained in the Conditions of Service for Senior Members **or** Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana.

47. Rates payable for vehicle maintenance will normally be linked to the price of fuel.

Off-Campus Transport Allowance

48. Off-campus transport allowance shall be payable to employees who for one reason or the other, whether because of challenges with providing housing for the University's employees or by preference, live off campus and use their own vehicles or find their own means of transport to commute between home and campus.

49. Qualified employees shall be paid off-campus transport allowances depending upon distance between campus and employee's residence at rates to be decided by the University and published from time to time.

Rent Allowance

50. Employees who by their employment contracts, qualify for University accommodation which the University is unable to provide shall be paid rent allowance at rates to be decided by the University, approved by Council and published from time to time.

51. Where available, University Quarters may be allocated to senior or junior staff whose duties require them to reside near their place of work.

52. Employees living in university accommodation shall pay rental at rates which shall be determined and published by the University from time to time.

Mileage /Kilometric Allowance

53. Mileage/kilometric allowance shall be payable to senior members who use their personal vehicles on official duty/assignment outside the University.

54. Mileage/kilometric allowance shall be paid to senior members for official journeys only in the event of prior written approval having been given by a head of department/unit or more senior officer, and at rates in accordance with rules determined by the University from time to time and published in the Conditions of Service for Senior Members.

55. A mileage/kilometric allowance shall be payable to senior or junior staff who use their vehicles on official duty outside the University. Such staff shall be paid at rates based on whether they own and use a cycle, motor cycle or motor car on official assignment.

56. Payments shall be made only in the event of prior written approval having been given by a head of department/unit, and in line with the relevant provisions in the conditions of service for staff.

57. Approving officers must ensure that employees making official trips particularly for long distances should, as much as possible, use the University's pool vehicles. Officers responsible for transportation and logistics shall ensure that an efficient transportation planning system is in place to facilitate this.

Tools Allowance

58. Staff who are artisans or tradesmen who require specific/special tools to carry out their work shall be paid tools allowance at the prevailing rates stated in the Conditions of Service for Unionised Staff of the Public Universities of Ghana.

Height Allowance

59. Currently, staff whose duties require them to climb to significantly high heights in carrying out their work are paid height allowance based on a graduation of the heights to which they climb and the prevailing rates agreed to in the Conditions of Service for Unionised Staff of the Public Universities of Ghana. Payment of this allowance is however under negotiation/review.

Book/Equipment Allowance

60. In order to promote the acquisition of knowledge and create a learning and development oriented institution, a book/equipment allowance shall be paid annually to all senior members of the University for the purchase of books and equipment.

61. Rates of payment shall be as contained in the Manual on Conditions of Service for Senior Members of the University of Ghana or as communicated by the University from time to time.

Research Allowance

62. Research allowance shall be payable to the academic category of employees for purposes of conducting research and promoting the development of a research oriented university.

General Regulations on Travel and Removal Allowance for Employees on Initial Appointment and on Separation

63. The University shall ensure that employees recruited from outside their initial duty stations, settle down at the locations prepared for them to take up their new positions and become productive in reasonable time and with minimum inconvenience.

64. Travel and removal allowances shall therefore be payable to new appointees and their eligible dependants to convey them and their belongings from their place of residence at the time of appointment, to the official duty station provided that their appointment is for at least one (1) year.

65. Travel and removal allowance shall similarly be payable to such appointees at the end of their appointments provided they separate from the University in good standing and based on specified conditions.

66. Due diligence shall be carried out by the appointing authorities or their representatives prior to granting these benefits to the new appointees.

67. Applicable rates for travel and removal allowances for various categories of employees shall be agreed upon by the University from time to time and published in the Conditions of Service for Senior Members, Conditions of Service for Senior Staff of the Universities in Ghana **or** Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana.

Travel and Removal Allowance for Senior Members on Initial Appointment and on Separation From Duty Posts Within Ghana but Outside their Town/City of Residence

Travel Allowance

68. On being initially appointed from places of residence within Ghana but outside the town/city where his/her duty post is located, travel expenses for a senior member, his/her spouse and a maximum of five school going children below the age of twenty-one (21), shall be payable by the University to convey them to the location of the senior member's duty station provided the appointment is for minimum period of two (2) years.

69. On successful completion of the appointment in good standing, travel expenses for the senior member his/her spouse and a maximum of five school going children below the age of twenty- one (21) shall be payable to convey them back to the town or permanent place of residence agreed upon by the University.

70. Where such a senior member on contract of more than one year resigns without serving a minimum of two years he/she shall be required to refund the whole or part of the cost of the passages provided by the University.

Removal Allowance

71. On initial appointment, a senior member recruited within Ghana but outside his/her duty station shall be provided with transport **or** be paid an appropriate removal allowance based on an approved tonnage for personal and household belongings, and the distance to be covered in conveying his/her personal and household belongings from his/her place of residence to the official duty station provided the appointment is for a minimum period of two (2) years.

72. A senior member recruited within Ghana but from outside his/her duty station, who completes his/her term of appointment successfully and in good standing with the University, shall similarly be provided with transport **or** be paid an appropriate removal allowance based on an approved tonnage for personal and household belongings, and the distance to be covered in conveying his/her personal and household belongings to the town or place of residence agreed upon by the University at the time of the appointment.

73. Where a senior member on a contract of more than two years resigns without serving a minimum of two years, he/she shall be required to refund the whole or part of the removal costs paid for by the University.

Travel and Removal Allowance for Senior Members on Initial Appointment From Outside Ghana and on Separation From Duty

Travel Allowance

74. Travel expenses to convey a senior member initially appointed from outside Ghana, his/her spouse and a maximum of five school going children below the age of twenty-one (21) to the location of the senior member's duty station shall be borne by the University provided the appointment is for a minimum period of two (2) years.

75. A senior member recruited from outside Ghana who successfully completes his/her appointment in good standing, shall have his/her travel expenses and those for his/her spouse and a maximum of five school going children below the age of twenty-one (21), paid for by the University to convey them back to the country or permanent place of residence agreed upon at the time of the appointment.

Removal Allowance

76. A senior member recruited from outside Ghana shall on initial appointment, be provided with transport **or** be paid removal allowance based on an approved tonnage for personal and household belongings, and the distance to be covered in conveying his/her personal and household belongings from his/her country or place of residence to his/her official duty station.

77. In the case of a senior member recruited from outside Ghana who does not serve a minimum period of two years, he/she shall be required to refund the whole or part of the cost of travel paid for by the University.

Travel and Removal Allowance for Senior and Junior Staff on Initial Appointment and on Separation

Travel Allowance

78. When initially appointed or retirement, travel expenses for a senior or junior staff, his/her spouse and a maximum of five school going children below the age of twenty one (21), shall be payable by the University to convey them to the location of the staff member's duty station if the staff is recruited in Ghana but outside his/her duty station.

79. On successful completion of the appointment in good standing, travel expenses for the senior or junior staff, his/her spouse and a maximum of five school going children below the age of twenty-one (21), shall be payable to convey them back to the town or permanent place of residence agreed upon by the University at the time of the appointment.

80. Travel expenses shall likewise be borne by the University in the case of retirement, or when senior and junior staff leave the University on grounds of ill-health.

Removal Allowance

81. On taking up an initial appointment, on retirement or on resignation following at least five (5) years' service, a senior or junior staff recruited in Ghana but outside his/her duty station, shall be provided with transport **or** paid a removal allowance to convey his/her personal and household belongings at rates based on distance and tonnage of belongings, to be determined by the University from time to time.

82. A senior or junior staff recruited within Ghana, who completes his/her term of appointment successfully and in good standing with the University shall similarly be provided with transport **or** be paid a distance and tonnage based removal allowance to convey his/her personal and household belongings to the place of residence agreed upon by the University at the time of the appointment.

83. A senior or junior staff with less than five (5) years continuous service shall not be entitled to removal allowance on resignation.

84. Rates for removal allowances payable to senior and junior staff when they take up new appointments at new locations, end their contracts successfully and in good standing, resign after at least five (5) years' service, are retrenched or separate from the University on health grounds shall be agreed with the University from time to time and published in their conditions of service.

Other Employee Benefits

85. Employees may be entitled to other benefits based on the policies, regulations, processes and conditions which govern eligibility. Benefits may be in cash or kind including free healthcare, subsidised education, provision of canteen facilities where possible, accident insurance, pension and retirement benefits, various types of leave, bereavement assistance, travel/training and development, miscellaneous grants and awards, salary advances etc.

Policies and Regulations on Other Employee Benefits

86. Guidelines and details of benefits shall be reviewed and published periodically. Benefits may vary from category to category whether senior member, senior or junior staff due to the nature and level of responsibility attached to roles.

87. Guidelines for entitlement to benefits and the quantum thereof shall be as reviewed, approved by the University Council and published from time to time.

88. Employees shall be provided with information on which benefits they are entitled to in their letters of appointment, while details of the quantum or nature of those benefits will be made available at the following offices: For central administration based positions - Vice-Chancellor, Registrar, and Director, HRODD. For college based positions - College Provost, Dean and College Secretary.

Entitlement and Conditions for Granting Medical, Dental and Optical Care to Senior Members, Senior and Junior Staff

89. While resident in Ghana, a senior member, his/her spouse and six (6) children (including not more than two (2) registered wards) up to age 18, but 21 if a full-time student whose parent is a senior member; and up to age 26 if a student pursuing full-time formal education, whose parent is a senior/junior staff, shall receive medical, dental and optical care from a university medical officer free of charge subject to the conditions stated below.

90. Medical, dental and optical care may be obtained from other healthcare practitioners or specialists **only** upon specific, prior written recommendation of a university or other medical officer to whom the employee or a member of his/her family has been referred to by the University Medical Officer.

91. On submission of genuine identity documents, senior members, senior and junior staff of the University of Ghana, their registered spouses, children and wards, may receive medical, dental and optical treatment at a hospital belonging to any of the universities at no cost.

92. All medical, dental and optical care expenses shall exclude subsistence costs incurred by the patient while on admission in hospital.

93. A registered medical practitioner may recommend reference to duly recognised herbal practitioners where diagnosis of ailments cannot be made and the employee wishes to seek such alternative diagnosis and treatment.

94. The cost of any travel in Ghana, which may be necessary to enable employees receive such treatment and return to the University based on the advice of a university medical officer shall be borne by the University.

95. In cases where the University Medical Board certifies the necessity for treatment of his/her registered spouse, child or ward outside Ghana, the University shall bear the cost of any travel expenses as may be recommended by its Medical Board.

96. The cost of any travel necessary in order to receive such care and to return to the University shall be borne by the University, subject to approval by the Vice-Chancellor, on recommendation of the Medical Board in each case.

Control Measures for Gaining Access to and Claiming Healthcare Benefits for Senior Members, Senior and Junior Staff

97. Medical, dental or optical care shall not be provided a senior member, senior or junior staff, his/her registered spouse or children/wards free of charge unless the Administrative Officer/Receptionist at the University Hospital can confirm the identity and prerequisite details of the patient.

98. A well maintained, regularly updated (at least once a year) list of senior members, senior and junior staff, their registered spouses, children/wards, including their employee and hospital identification

numbers, shall be sent to all University of Ghana medical facilities to serve as a reference and guide for accountable officers to confirm the identity of, and prerequisite details of patients.

99. For the purpose of identification and confirmation of prerequisite details, corresponding University of Ghana exclusive Hospital Identification Cards shall be made available to all employees, their registered spouses and children/wards. Prerequisite details on the cards must confirm that the child/ward of a senior member is up to age eighteen (18), but twenty-one (21) if a full-time student and for other staff , up to twenty-six (26) years of age if a student pursuing full-time formal education.

100. Children or wards who are students shall also attach their student identity cards to their University of Ghana Hospital ID to confirm that they are full-time students not more than twenty-one (21) or twenty-six (26) years of age for senior members and staff respectively.

101. For senior members only, the University shall refund the cost of only medical, dental and optical appliances such as eye glasses, hearing aids, artificial limbs and dentures prescribed by a university or other medical officer or specialist referred to by a university medical officer in cedis only, and up to cost limits to be set by the University from time to time. The University shall make this refund once in every three years to an employee only.

102. In the case of senior and junior staff, the University shall reimburse the total cost of medical appliances prescribed for staff only by a university or other medical officer or specialist referred to by a university medical officer only in cedis and once every two years. Medical appliances shall for the time being, be restricted to spectacles, hearing aids, artificial limbs, and dentures.

103. In the specific case of eye glasses, the University shall pay to employees, an amount approved from time to time for the purchase of eye glasses. In special circumstances including the requirement for special lenses, the Director of Health Services will take decisions on a case by case basis.

104. The cost of drugs purchased by employees, their registered spouses, children/wards shall be reimbursed by the University provided that the following conditions have been met:

- The drugs have been purchased based on a prescription given by a university or other medical officer to whom the patient was referred by the university medical officer.
- The drugs are purchased from university approved NHIS registered pharmacies.

105. Subject to availability of funds, the University may plan for a thorough medical examination every two years for employees aged forty and above, and/or considered at higher risk for disease/ailments; and every three years for those below 40, and/or considered at lower risk for disease/ailments. This will be free of charge, with the objective of monitoring their health status proactively to prevent higher medical costs in the future.

106. In planning for such medical examination, priority shall be given to employees whose duties expose them to health hazards. Details of such annual medical examination will be determined by the Director of Health Services.

107. Free medical treatment shall subject to the regulations provided in the next section, be provided by University Hospitals to employees who retire at the age of 55 and above or are pensioned. In the case of staff only, such medical treatment shall also be provided to the spouse who at the time of retirement or pension of the employee, was registered with the University and is still married to him/her at the time the benefit is being accessed.

108. This benefit shall be subject to the control measures for gaining access to and claiming healthcare benefits set out for employees in active service. It shall exclude medical appliances and other treatments which shall be determined by the University and communicated from time to time.

109. The University Council may authorise that an employee be reimbursed the cost of medical, dental or optical care taken outside the scope of the conditions contained in this section, if the University is satisfied that those costs properly ought to be met from its funds.

110. In cases of chronic ill-health, financial responsibility for the registered spouse or children/wards of employees shall be determined by the University Council.

111. Expenses on medical treatment outside Ghana for an employee or his/her spouse or child may be met by the University on the recommendation of the Medical Board.

112. A husband, wife or parent may accompany a wife, husband or child respectively on certification by the Medical Board that this is necessary.

113. The application of these privileges to dependants shall be restricted to a spouse and children and the recommendation for medical treatment outside Ghana shall be made by a Medical Board as determined by the University and approved by Council from time to time.

114. When an employee of the University or his/her spouse or child is referred for medical treatment outside Ghana, the patient will be entitled to the following:

- Cost of travel to the hospital outside Ghana.
- Salary if the patient is an employee.
- If treated as an out-patient, an allowance equal to two-thirds of the estacode he/she would receive if he/she were on duty abroad; **or**
- If the patient is hospitalised, payment of one-quarter of the estacode in foreign exchange.
- Payment of all medical expenses if treatment is received as an outpatient; **or**
- Payment of all hospital charges if the patient is hospitalised.

115. If the Medical Board recommends that a nurse should accompany a patient on treatment outside, he/she shall be granted passages and estacode allowance at full rate.

116. If the Medical Board recommends in special circumstances that the patient should be accompanied by his/her spouse or parent, the transportation expenses for the person accompanying the patient shall be paid together with an estacode allowance equivalent to the difference between the full rate and the rate recommended for the patient.

117. Employees shall be encouraged/supported to subscribe to health insurance schemes to supplement the benefits provided by the University.

Regulations and Entitlements on Absence from Duty on Health Grounds

118. Employees who are absent from duty for a continuous period of seven days due to ill-health shall at the end of the seven days, (based on the location of their duty posts), furnish the underlisted senior officers with a medical report from a university medical officer if in residence in the University, or from a registered medical practitioner if not in residence in the University at the time of illness.

- Senior members at the Central Administration shall submit the medical report to the Registrar/Vice-Chancellor through their heads of directorate/unit.
- Senior members in the Colleges shall submit the medical report to the Dean/College Provost through their heads of department/unit.
- Senior/Junior staff at the Central Administration shall submit the medical report to the Director, HRODD through their heads of directorate/unit.
- Senior/Junior staff at the Colleges shall submit the medical report to the College Secretary through their heads of department/unit.

119. The medical report shall subsequently be retained at the offices of the Director of Health Services for information and personal record keeping.

Regulations and Entitlements on Absence from Duty on Health Grounds for Senior Members

120. If the medical report referred to above confirms the need for continued absence from duty by the senior member, he/she may be excused from duty without loss of salary for up to a total of six months. Such periods shall be considered as continuous from the date of granting of the first dispensation.

121. In the event of illness of a senior member necessitating further absence from duty beyond any dispensation granted by the University as stated above, the University Council may extend such dispensation on such terms as it shall deem fit and on a case by case basis.

122. During any period of absence from duty on account of illness, a senior member shall be required to provide the Registrar/Dean/Vice-Chancellor with monthly medical reports from a university medical officer or other registered medical practitioner from the date of the first report.

123. If the University Medical Board certifies the necessity for treatment outside Ghana for a senior member, the University will authorise payment of such transportation costs as may be recommended by the Medical Board.

124. During absence from duty on account of ill-health, a senior member's salary shall continue to be liable to deductions for the occupation of his/her residence unless he/she gives up the residence to the University. Any financial loan or instalment payments due to the University shall likewise be deducted.

125. Upon expiry of all dispensations from duty, a senior member who has not resumed his/her duties, shall be deemed to have relinquished his/her appointment for which reason his /her position shall be declared vacant and subject to the University's policy and regulations on vacation of post for senior members.

Regulations and Entitlements on Absence from Duty on Health Grounds for Senior/ Junior Staff

126. Should the medical report referred to in **Section 119** above for a senior or junior staff confirm the need for continued absence from duty by a staff member with more than one year's continuous service, he/she shall be excused from duty on full salary for up to six months from the date he/she was first excused from duty.

127. A senior or junior staff with less than one year's continuous service shall be excused from duty on full salary for up to two months from the date he/she was first excused from duty in similar circumstances of ill-health as referred to above.

128. If the illness persists, requiring the senior or junior staff with more than one year's continuous service to be further excused from duty, he/she may be excused from duty for another six months on 50% salary subject to approval by the Vice-Chancellor.

129. A senior or junior staff with less than one year's continuous service shall be further excused from duty, for an additional two months on 50% salary should his/her illness persist.

130. A senior **or** junior staff with more than one year's continuous service who has been excused from duty as a result of illness resulting from an accident on-the-job shall be excused from duty on full salary for a period of twelve months **or** six months in the first instance and for an additional twelve months **or** six months on 50% salary respectively, should his/her illness on account of the accident persist. The Vice-Chancellor may review the senior staff's salary for six more months at 50%.

131. If by the expiry of the maximum period of sick leave, the employee is unable to resume work, he/she may be boarded out on medical grounds.

132. During any period of absence from duty on account of illness, staff shall be required to provide the Director, HRODD **or** College Secretary with monthly medical reports endorsed by their line managers/heads of directorates/departments/units. Such medical reports must be from a university medical officer or other registered medical practitioner.

133. If the University Medical Board certifies the necessity for treatment of a senior or junior staff outside Ghana, the University will authorise payment of such travel costs as may be recommended by the Medical Board.

134. During absence from duty on account of ill-health, a senior or junior staff's salary shall continue to be liable to deductions for the occupation of the University's Living Quarters unless he/she gives up residency to the University. Any financial loan or instalment payments due to the University shall likewise be deducted.

135. Upon expiry of all authorised absence from duty, a senior or junior staff who has not resumed his/her duties, shall be deemed to have relinquished his/her appointment for which reason his/her position shall be declared vacant and subject to the University's policy and regulations on vacation of post for senior and junior staff.

Policies and Details of Benefits Related to Subsidised Education for Employees

136. The University shall provide good quality, subsidised education for children/wards of employees at its Primary and Junior Secondary Schools.

137. In providing this benefit, the University shall recognise a maximum of six children/wards. Not more than two wards out of the six shall be eligible for this benefit. Employees who already have a maximum of eight (8) children /wards benefitting from this facility shall continue to do so until they are phased out.

Policies and Details of Benefits Related to Housing for Employees

138. The allocation of University accommodation to entitled employees shall be governed by the housing regulations approved by the Academic Board and administered by the Housing Committee of the University.

Regulations and Entitlements on Housing for Senior Members

139. The University shall endeavour to accommodate senior members in its own houses. Where these are not readily available, the University will pay a rent allowance to qualified senior members to enable them rent suitable accommodation.

140. Where university accommodation is available, it shall be provided to senior members who by the nature of their employment contracts are so entitled, in line with the University's housing regulations.

141. The scheme for allocating houses to senior members shall be on a points-based system in which points are earned in respect of a senior member's status, length of service, family size, etc. Details of the points-based system for allocation of houses shall be made available at the Director, HRODD's Secretariat **or** the College Secretariat as the case may require.

142. A rental at rates to be determined by the University from time to time will be charged for the provision of university accommodation. Such rates shall be benchmarked to existing market rates.

143. As stated in Section **50** under "Rent Allowance" in this policy, senior members who by their employment contracts, qualify for university accommodation, but for whom such accommodation is not readily available, shall be paid rent allowance at rates to be decided by the University from time to time.

Regulations and Entitlements on Housing for Senior and Junior Staff

144. Where available, University Quarters may be allocated to senior and junior staff whose duties require them to reside near their place of work. The rent for such quarters shall be determined by the University from time to time and shall be benchmarked to existing market rates.

145. In circumstances where University Quarters are not available, rent allowances may be paid to qualified staff at rates decided by the University from time to time, to enable them rent suitable accommodation.

Policies and Regulations on Work Place Accident Insurance Cover and Related Claims Procedure

146. A staff who sustains any injury or suffers disability, illness or disease in the course of performance of his/her duties shall be entitled to compensation in accordance with the Government of Ghana's Workmen's Compensation Act of 1987 (PNDCL 187) and any subsequent enactment.

147. The University of Ghana shall facilitate compliance with the Workmen's Compensation Act by putting systems and procedures in place to ensure prompt payment of compensation to staff in the case of an accident arising out of, and in the course of their employment whether through negligence by the staff, the University or a fellow-worker.

148. The University of Ghana may therefore decide on a group personal accident insurance policy, graduated to cover all categories of employees and based on the specific nature of their work, their positions and grades. (Reference Sections **153** and **154** of this policy.)

Accident Insurance Claim Procedure

149. Should an employee contract an industrial accident/disease arising out of and in the course of employment, the University shall in the first instance, treat the accident/disease to the extent of medical facilities at its disposal.

150. If healthcare consultation at a university medical facility outside the University Campus is required, the cost of such treatment shall be borne by the University including all transport expenses and cost of treatment which shall subsequently be re-claimed from the University's insurers.

151. All injuries must be reported to the Director, HRODD, College Secretary **or** School /Institute/ Centre's Administrator depending on the location of the injured employee's work station, for the following actions to be taken:

- An accident form obtainable from the Secretariat of the Director, HRODD, College Secretariat, School/Institute/Centre's Secretariat as the case may require, must be completed by the line manager/supervisor of the injured workman and returned to the appropriate Secretariat not later than 9.00 a.m. on the morning following the accident.

- A Labour Report Sheet 1 (obtainable from the Labour Department of the Ministry in charge of employment) which shall be available at the Secretariat of the Director, HRODD, College

Secretariat, School/Institute/Centre's Secretariat as the case may require, must be completed in duplicate.

- One copy of the Labour Report Sheet 1 referred to above must be sent to the nearest District Labour Officer within two weeks of the accident. The other copy must be sent to the Medical Officer who provided medical attention to the injured employee when the accident occurred (if applicable).
- An Accident Report Form (Workmen's Compensation Insurance) obtainable from the University's Insurance Office must be completed and attached to a copy of the completed Labour Report Sheet 1 to inform the insurers of the accident as soon as the Labour Sheet 1 has been completed.
- A Labour Report Sheet 2, (also obtainable from the Labour Department of the Ministry in charge of employment) which shall be made available at the Secretariat of the Director, HRODD, College Secretariat, School/Institute/Centre's Secretariat as the case may require, must also be completed in duplicate by the Medical Officer who treated the employee at the time of the accident.
- In completing the Labour Report Sheet 2, the Medical Officer shall provide details of the nature of injury and assess the degree of permanent incapacity and disfigurement suffered by the injured workman. This shall serve as a final medical report to be submitted to the District Labour Officer for computation of the financial compensation to be awarded based on the Medical Officer's assessment.
- The amount computed by the District Labour Officer shall be forwarded to the University's insurers for prompt payment. Since the insurance policy is a group type registered in the name of the University, cheques issued by the insurers in settlement of Workmen's Compensation shall be written in the name of the University.
- A cheque equivalent to the face value of that issued by the insurers in the name of the University shall thereafter be issued by the University in the name of the injured workman for payment through the District Labour Office. The cheque for the injured workman shall be handed over to him/her by the District Labour Officer.
- An agreement concerning receipt of compensation for the injury shall be signed between the University and the injured staff in the presence of the District Labour Officer to avoid future litigation.

152. The University's Group Accident Insurance Policy will also take care of senior members and Senior Staff who are not directly covered by the Workmen's Compensation Act of 1987. For this reason, the University's group personal accident insurance policy shall be graduated to cover all categories of employees based on the specific nature of their work, their positions and grades.

153. Details of both work place accident covers shall be made available at the following locations: Vice-Chancellor's Secretariat, Registrar's Secretariat, Director HRODD's Secretariat, the College Secretariat and School Administrator's Secretariat.

Policies and Regulations on Pension Schemes /Retirement Benefits for Senior Members

154. The University of Ghana shall be a member of the Ghana Universities Superannuation Scheme (GUSS) which guarantees payment of a defined pension benefit to retired members who have contributed to the scheme for a minimum period of 15 years. Senior members of the University of Ghana shall be eligible to join this scheme.

155. Following an offer of appointment with the University, senior members shall be provided with details of the scheme and shall be required to join it on assumption of duty. Previous comparable superannuation policies held by a new appointee (if any), shall be assigned to the University which shall maintain them.

156. A senior member shall be required to make an enhanced monthly contribution of twenty- five percent (25%) of his/her basic salary to the scheme, while the University contributes thirteen percent (13%) of senior member's basic salary monthly.

157. To be eligible for pension payment over the minimum of twenty years as per the regulations of the scheme, the senior member must have been a subscriber for a minimum period of 15 (fifteen) continuous years.

158. On retirement, a member shall opt for either a full pension payment for which he/she shall be paid the full defined benefit as computed per the regulations of the scheme; **or** a gratuity of 25% of the defined benefit as computed per the regulations of the scheme plus a reduced monthly pension based on the remaining 75% of the benefit computed.

159. If the retiree dies before the expiration of 20 years, pension for the remaining years will be paid in lump sum to the surviving spouse or children or into the estate of the deceased.

160. The operations of the GUSS of the University of Ghana shall be supervised by a governing Board and the scheme shall have a dedicated senior member who shall be a qualified Accountant specifically assigned to manage its day to day operations.

Policies and Regulations on Pension Schemes and Retirement Benefits for Senior and Junior Staff

161. The University shall allow all senior and junior staff on established posts to participate in a contributory superannuation scheme as prescribed under Ghana's National Pensions Act 766.

162. Eligibility to join a scheme shall be referred to in the letter of appointment of the staff concerned. Senior and junior staff including temporary appointees below the age of 60 shall join the Government of Ghana's Social Security Scheme managed by the Social Security and National Insurance Trust (SSNIT).

163. The University shall allow every permanent member of staff to join to the Tier 3 Provident Fund subject to the rules governing its operations under the Pensions Act 766.

Policies and Regulations on Various Types of Leave

164. From time to time, the University shall grant various types of leave to different categories of employees who have become eligible for such leave in line with their terms and conditions of service. Leave shall be granted for various purposes subject to the rules and regulations governing each type of leave.

Policies and Regulations on Annual/Vacation Leave for Employees

165. Employees of the University shall be entitled to the pre-determined number of annual leave days stated in their terms and conditions of service.

166. Unless otherwise agreed by authorising officers, and based on the regulations and procedures governing annual leave administration, all annual leave shall be taken during the leave year spanning January to December of the calendar year. Annual leave shall not be deferred to the following leave year without prior written approval and leave not taken during the leave year shall not be commuted to cash and shall therefore be forfeited.

Eligibility and Conditions for Granting Annual/Vacation Leave to Senior Members

167. Senior members in the academic category shall be entitled to sixty-two consecutive days' leave annually. This shall be taken during university vacations. No such leave can be earned in a year in which the senior member takes a sabbatical leave, study leave or leave of absence. Leave may not be deferred without the approval of the Vice-Chancellor or his/her nominee.

168. Senior members in the administrative/professional category shall be entitled to sixty-two consecutive working days' (including weekends and holidays) leave annually. This shall be taken any time of the year, subject to the exigencies of their directorates or departments. No such leave can be earned in a year in which the senior member takes any form of leave of absence.

169. Annual leave may not be deferred without the approval of the Vice-Chancellor/Registrar for central administration based positions **or** the approval of the College Provost/ Dean of a School or Director of an Institute/Centre for college based positions.

Eligibility and Conditions for Granting Annual/Vacation Leave to Senior and Junior Staff

170. Staff shall not carry leave for a leave year forward to the next year unless in exceptional circumstances and with the written approval of the Registrar on the recommendation of their Head of Directorate/Unit for central administration based positions **or** Dean of a School/ Director of an Institute or Centre on the recommendation of their Head of Department/Unit for college based positions.

171. Vacation leave for academic staff shall be for the number of days determined by the University from time to time.

172. On the recommendation of the Head of Department, the Registrar or Dean may require staff to interrupt their leave to discharge any duty or to undertake any course of instruction required of them. The

remainder of their leave shall be taken at a later date convenient to the Directorate or Department in which case the staff concerned will be paid his/her cost of transport in and out.

173. An employee who is recalled indefinitely from annual leave with prior approval by the Vice-Chancellor or his/her nominee resulting in indefinite deferment of leave already approved, shall be paid 15% of annual basic salary as allowance in addition to transport cost. He/she shall be credited with the remaining leave days.

174. Subject to modalities laid down by the employer, any sick leave granted by a registered medical practitioner to an employee while on annual leave shall not be computed as part of such annual leave.

175. When proceeding on annual leave, an employee may be granted a leave travel advance in lieu of salary advance subject to availability of funds if he/she applies for that facility.

Procedure for Granting Annual/Vacation Leave to Senior Members and Senior Staff

176. Heads of department/directorates/units shall submit their annual leave rosters for all senior members and senior staff under their management at the beginning of each academic year.

177. The Assistant Registrar, Compensation and Rewards (C & R) shall credit all senior members and senior staff with the number of days they are entitled to on the Enterprise Resource Programme (ERP) at the beginning of each academic year. Statutory holidays for the year shall also be captured onto the system.

178. A senior member or senior staff may apply for the number of annual leave days required by logging onto the University of Ghana website and selecting the MIS Web.

179. An e-mail message is sent to the applicant's line manager/supervisor who then logs on to the University website and selects the MIS Web to approve or decline the leave request.

180. The applicant receives an e-mail in his University of Ghana mail account in respect of the decision taken on his/her application.

181. The Assistant Registrar (C & R) shall log on to the ERP daily or weekly to copy all approved leave requests onto the leave records of the individual applicants.

Procedure for Granting Annual/Vacation Leave to Junior Staff

182. Heads of department/directorates/units shall submit their annual leave rosters for all junior staff under their management at the beginning of each year.

183. The Assistant Registrar, Compensation and Rewards (C & R) shall credit all employees with the number of days they are entitled to on the ERP at the beginning of each year. Statutory holidays for the year shall also be captured onto the system.

184. Junior staff may apply for annual leave by completing leave forms in duplicate at their departments/directorates/units.

185. The leave forms are submitted to their heads of department/directorates/units for their recommendation as to whether the leave request should be approved or declined.

186. The leave forms are forwarded to the Director, HRODD **or** College Secretary/School Administrator for final approval and inputting into the ERP.

187. A copy of the leave form is put on the applicant's file and the other sent back to his/her department/directorate/unit.

Policies and Regulations on Casual /Special Leave for Employees

188. On application in writing, a head of directorate/department may grant an employee up to ten (10) working days casual leave in a leave year, to enable him/her attend to urgent personal matters. The Registrar through the Director, HRODD **or** the Dean through the School Administrator shall be notified accordingly. Casual leave days granted shall not be set off against annual leave.

189. Casual leave may be granted in one or more spells within the maximum number of days permitted. In exceptional circumstances, such leave may be extended beyond the maximum entitlement. In such cases the additional days granted shall be deductible from current or future annual leave.

190. In special circumstances, e.g. cases of tragedy involving an employee, a head of directorate/ department may grant the employee special leave on written application. Such leave shall not exceed five (5) working days in a leave year and shall not be deducted from earned leave. The Registrar shall be notified through the Director, HRODD **or** the Dean through the School Administrator.

191. The maximum of ten (10) working days casual leave or five (5) days special leave shall be granted to an employee only after his/her outstanding annual leave days have been exhausted.

Procedure for Accessing Casual/Special Leave

192. A senior member/senior staff may apply for casual/special leave by logging onto the University of Ghana website and selecting the MIS Web to apply for the number of casual/special leave days required after the individual has held discussions with his/her line manager/supervisor.

193. An e-mail message is sent to the applicant's line manager/supervisor who then logs onto the University website and selects the MIS Web to approve or decline the leave request. An application will be deemed not to have been approved if the Supervisor does not respond after three days and the applicant will be required to re-apply.

194. The applicant receives an e-mail in his/her University of Ghana mail account in respect of the decision taken on his/her application.

195. The Assistant Registrar (C & R) logs on to the ITS Integrator daily or weekly to copy all approved leave requests onto the leave records of individual applicants.

196. A junior staff may apply for casual/special leave in writing, to enable him/her to attend urgent personal or other matters by completing the appropriate form in duplicate**.**

197. The completed forms are submitted to his/her head of department/directorate/unit for recommendation as to whether the leave request should be approved or declined.

198. The leave forms are then forwarded to the Director, HRODD **or** College Secretary/School Administrator for final approval and inputting into ITS Integrator.

199. A copy of the leave form is put on the applicant's file and the other sent back to his/her department/directorate/unit.

Policies and Regulations on Sick Leave for Employee

200. It shall be the duty of heads of department/directorates and the University Medical Officer to ensure that no employee is retained on duty when his/her state of health requires him/her to be granted sick leave or to receive medical care. An employee excused from duty due to ill-health shall be regarded as absent on sick leave. The policies and regulations on sick leave for employees in Sections **202** to **209** below.

Sick Leave for Senior and Junior Staff

201. A senior or junior staff who has served less than one continuous year may be granted sick leave on full pay for two months and on half pay for a subsequent two months if he/she remains unwell.

202. Employees who have served more than one continuous year may be granted sick leave on full pay for six months and on half pay for a subsequent six months if they remain unwell.

203. There may be a further review of up to six (6) months subject to the approval of the Vice- Chancellor.

204. If by the expiry of the maximum period of sick leave, the employee is still unable to resume work, the process for retirement on medical grounds shall be initiated.

205. An employee who is incapacitated as a result of injury sustained in the course of his/her work shall be granted sick leave on the advice of the Director of Health Services. In addition to this, the employee shall be entitled to compensation in accordance with Section 7 of the Workman's Compensation Law 1987 (PNDCL1987) or any subsequent amendment thereof. Details of this are provided in Sections **147** to **154** on "Policies and Regulations on Workplace Accident Insurance Cover and Related Claims Procedure" of this policy.

206. In every case of absence from work on the grounds of illness, a certificate from a university medical officer or other registered medical practitioner shall be furnished to the Director, HRODD/Registrar **or** College Secretary/Dean as soon as possible.

207. During absence from duty on account of ill-health, the salary of an employee shall be liable to deductions for his/her university residence (unless he/she and his/her family are absent from the residence, and the university allocates the residence to another person) and for any sums due to the university.

208. Further details on granting sick leave to employees together with the procedures for accessing such leave are documented in Sections **120** to **135** on "Regulations and Entitlements on Absence from Duty on Health Grounds for Senior Members" **and** "Regulations and Entitlements on Absence from Duty on Health Grounds for Senior/Junior Staff" in this policy.

Procedure for Managing Sick Leave for Employees

209. An employee is given a relatively short period of days excused from duty which must be endorsed by a university medical officer or registered medical practitioner.

210. He/she forwards the excuse duty form through the head of department/directorate/unit to the Director, HRODD **or** College Secretary/School Administrator for placement on his/her file.

211. For extended periods of days excused from duty which run into several months, the Assistant Registrar (C & R)/College HR Officer is instructed to effect a reduction of the salary of the employee on the ITS Integrator in line with Sections **201** to **209** on "Policies and Regulations on Sick Leave for Employees" in this policy.

212. The employee's head of department/directorate/unit informs the Director, HRODD **or** College Secretary/School Administrator in writing when the employee resumes duty or if he/she is unable to resume.

213. The Director, HRODD **or** College Secretary initiates the process for a voluntary retirement on medical grounds for the employee after the maximum period of excuse duty **or** to declare the position vacant depending on the circumstances.

Policies and Regulations on Maternity Leave for Employees

214. A female employee who becomes pregnant may be granted the vacation leave she has already earned in addition to three months maternity leave on full pay.

215. If possible, at least six weeks of the maternity leave shall be taken before her expected due date, which date shall be confirmed in writing and signed by a university medical officer or registered medical practitioner.

216. The University medical officer or registered medical practitioner shall state that her confinement may be expected to take place six weeks after the date confirmed in writing as the date for commencement of her maternity leave. The female employee may take the remaining six weeks of her maternity leave after delivery.

217. If at the end of her maternity leave, a university medical officer or registered medical practitioner certifies that the employee concerned is not fit to resume duty, she shall be granted an extension of the maternity leave up to three (3) months and this period shall be without pay in line with Sections **201** to **209** "Policies and Regulations on Sick Leave for Employees"

218. Absence from duty arising from the period of confinement in excess of the maximum twelve (12) weeks taken shall be treated as absence on grounds of ill-health and the rules governing sick leave shall apply.

219. The female employee may take her annual leave directly after maternity leave based on approval by her head of directorate/department/unit and subject to exigencies of work.

220. Maternity leave shall count towards determination of retirement benefits and salary increment but shall not earn vacation leave. It shall furthermore be additional to annual leave entitlement.

221. On returning to duty after maternity leave, a female employee shall be given two hours off between the hours of 2 p.m.-5 p.m. or any other time agreed with her head of directorate/ department/unit, to nurse her baby until the baby is one year old.

222. Nursing mothers who run shift shall be placed on day time duty as much as possible.

Procedure for Managing Maternity Leave for Employees

223. The female employee submits a medical form endorsed by a university medical officer or registered medical practitioner to the Director, HRODD **or** College Secretary through her head of department/directorate/unit. The medical form shall contain information on her delivery date.

224. The Director, HRODD **or** College Secretary reviews the maternity leave application and medical form and approves 90 days leave in a letter to the employee if all the requirements have been met. Copies of the letter are sent to the employee's head of department/directorate/unit and the Assistant Registrar (C & R)/College HR Officer.

225. The Assistant Registrar (C&R)/College HR Officer instructs an ICT/Administrative Assistant to capture the relevant details on the ITS Integrator.

226. On completion, the ICT/Administrative Assistant forwards the letter back to Assistant Registrar (C&R)/College HR Officer for verification.

Policies and Regulations on Sabbatical Leave for Academic Senior Members

227. Sabbatical leave, which normally grants academic senior members extended, paid time away from their regular academic duties for study, research, acquiring new skills or travelling to gain new experiences, shall be used by the University to promote the development of high quality research and new and innovative ways of teaching and applying freshly acquired professional skills.

228. The granting of sabbatical leave shall be subject to the adequacy of staffing and the programme of work of a department. Sabbatical leave shall therefore not be granted merely because it has been earned under conditions of service. The University shall however ensure that as much as possible, sabbatical leave is not withheld for unduly long periods.

229. Under normal circumstances, no sabbatical leave or leave of absence shall be granted within two academic years of recruitment or of return from sabbatical leave.

Eligibility and Conditions for Granting Sabbatical Leave to Academic Senior Members

230. Academic senior members who have worked for six continuous years without taking study leave may be granted one year's sabbatical leave with pay. They shall be required to return to the service of the University for at least two academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating their benefits under the superannuation scheme.

231. Academic senior members who have worked for ten continuous years without taking study leave may be granted two years' sabbatical leave with pay. They shall be required to return to the service of the University for at least three academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating their benefits under the superannuation scheme.

232. Academic senior members who have worked for six continuous years without taking study leave may be granted one year's sabbatical leave with pay followed by a year's leave of absence without pay. They shall be required to return to the service of the University for at least three academic years immediately after such leave. Only half the period of absence under such leave shall be taken into account in calculating their benefits under the superannuation scheme.

233. An expatriate senior member shall normally take sabbatical leave in the year in which he/she is entitled to an overseas return passage.

Procedure for Accessing Sabbatical Leave

234. A senior member who intends to take sabbatical leave should consult his/her head of department/ directorate in the early stages of his/her plans (at least six months' notice should normally be given to the head of department).

235. He/she should then download application forms from the University's website –www.ug.edu.gh/ hrodd and forward four copies of the completed forms to the Dean of the School through his/her head of department.

236. The 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/her, the time he/she wants to take the sabbatical leave and any other relevant information.

237. The head of department shall forward the application through the Dean of the School with his/her detailed comments, to the Pro Vice-Chancellor, Academic and Student Affairs (ASA).

238. The Pro Vice-Chancellor (ASA) shall endorse the application forms after satisfying him/herself that the applicant qualifies and shall issue an approval letter, copies of which shall be forwarded to the Directors of Finance, HRODD and the Assistant Registrar (C & R).

239. On receiving his/her copy of the approval letter, the Assistant Registrar (C & R) **or** College Secretary/HR Officer shall instruct an ICT/Administrative Assistant to capture the sabbatical leave details on the ITS Integrator and stop payment of allowances which the employee being granted sabbatical leave will not be entitled to. Such allowances are:

- Responsibility, entertainment, off-campus, rent, owner-occupier and security allowance.
- Payment of vehicle maintenance allowance shall continue for three (3) months after the effective date of the leave.
- Payment of rent and security allowance shall continue for those proceeding on sabbatical leave on the University of Ghana campus.

240. After capturing the sabbatical leave details, the ICT/Administrative Assistant shall forward the approval letter back to the Assistant Registrar (C & R) for verification.

241. As part of the verification process, the Assistant Registrar (C & R) shall capture a 'Stop Pay' of all allowances which shall not be paid during the period of the sabbatical with effect from the start of the leave till the retirement date of the individual, on the 'Fixed Salary Detail Option 1' on the ITS Integrator to ensure that employees who fail to return from sabbatical leave do not continue to receive salary.

Policies and Regulations for Granting Special Leave of Absence to Employees

242. A special leave of absence may be granted to enable employees participate in developmental activities such as training or experiential programmes beneficial to the University or undertaking research or other study related to their academic or professional field.

243. Special leave of absence may similarly be granted employees for visits to other institutions, secondment, exchanges or other developmental purposes.

244. Subject to the exigencies of a department, special leave of absence may be granted an employee on application for an approved purpose to the mutual benefit of the University and employee.

245. An applicant who wishes to pursue a programme of study not directly related to his/her discipline may apply and be considered for leave under the terms governing special leave of absence without pay.

Eligibility and Conditions for Granting Special Leave of Absence to Senior Members

246. Special leave shall be granted a senior member for up to two years in the first instance, and may in exceptional cases, be renewed for a further period of two years so that the total period of leave shall not exceed a continuous period of four years.

247. If in the judgment of the Vice-Chancellor, the granting of special leave of absence or its extension is not in the best interest of the University, it shall be denied.

248. While a senior member is on special leave of absence, the general University regulations on housing and other prerequisites shall apply to him/her.

249. A senior member who is granted leave of absence may subject to the terms of the grant, resign or retire by giving at least six months' notice.

250. 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 granted him/her.

251. A senior member who does not return directly to the service of the University after special leave of absence has been granted him/her shall be deemed to have vacated post unless he/she resigns or retires in accordance with these regulations and the letter of grant.

Eligibility and Conditions for Granting Special Leave of Absence to Senior Staff and Junior Staff

252. Junior staff, who have served for a minimum of five (5) years may on application through their Head of Department, be granted leave of absence without pay for a period of up to six (6) months. This leave may be extended in exceptional cases for a period of up to 12 months beyond which the employee must resign his/her appointment.

253. Junior staff who have served for more than one, but less than five (5) years may on application through their Head of Department be granted leave of absence without pay for a period of up to three (3) months. This leave may be extended in exceptional cases for up to six months, beyond which the employee must resign his/her appointment.

254. A senior staff who has been confirmed may, on application through their head of department, be granted leave of absence without pay for a period of up to 12 months. This leave may be extended in exceptional circumstances for up to another 12 months beyond which the employee must resign his or her appointment.

255. Staff granted a year's leave of absence shall be required to serve the University for one year on their return. Failure to serve for that period shall attract a case penalty of one and a half (1½) times the salary payable during the defaulting months.

256. Failure to resume duty after the expiry of approved leave without pay shall be considered "vacation of post" and shall be dealt with in line with the University's policies and regulations on vacation of post.

Procedure for Accessing Special Leave of Absence for Senior Members and Senior Staff

257. Senior members/senior staff who wish to be considered for special leave of absence shall apply in writing to the Dean of the School **or** Registrar/Director, HRODD through their head of department/directorate.

258. The application should include a statement of what the applicant expects to do, how long he estimates that the proposed programme of work will take him/her, the time he/she wants to take the leave of absence and any other relevant information.

259. The head of department/directorate shall forward the application through the Dean of the School **or** Registrar/Director, HRODD (in the case of directorates) with his/her detailed comments, to the Pro Vice-Chancellor (ASA).

260. The Pro Vice-Chancellor (ASA) shall endorse the application forms after satisfying him/herself that the applicant qualifies and shall issue approval letters to senior members for leave of absence, while the Assistant Registrar (PET) **or** College HR Officer shall issue approval letters to senior staff.

261. Copies of the approval letters for leave of absence shall be forwarded to the Directors of Finance and HRODD and the Assistant Registrar (C & R) **or** the College Finance and HR Officers.

262. On receiving his/her copy of the approval letter, the Assistant Registrar (C & R) **or** College HR Officer shall instruct an ICT/Administrative Assistant to capture the leave of absence details on the ERP and stop payment of salary and allowances of the affected employee.

263. After capturing the leave of absence details, the ICT/Administrative Assistant shall forward the approval letter back to the Assistant Registrar (C & R) **or** College HR Officer for verification.

264. As part of the verification process, the Assistant Registrar (C & R) **or** College HR Officer shall capture a 'Stop Pay' of salary and all allowances.

Policies and Regulations for Granting Study Leave to Employees

265. The policies and regulations for granting study leave to employees together with the procedures for accessing such leave are contained in **Policy No. 0304** Sections **11** to **91** on "Policies and Guidelines on Various Types of Study Leave" in this manual.

Policies and Regulations for Granting Examination Leave to Employees

266. An employee who is an examination candidate, may on application to the Registrar **or** Dean of his/her School **or** Director of Institute/Centre through his/her head of directorate/department/ unit, be granted leave of absence for an examination.

267. Such a candidate may be granted up to four (4) working days' leave in addition to the number of days required for the examination based on the formalised timetable. The extra days granted shall not be annual leave deductible.

Policies and Regulations for Granting Leave of Absence for Union Duties

268. An employee selected as an officer of the Union or who is selected as a delegate or nominated as a candidate for any approved union training course or activity requiring leave of absence may be granted such leave with pay.

269. The President/Chairman, Secretary, and Trustee of the local union for each University can attend meetings between Vice-Chancellors' Ghana (VCG) and the Union and may be provided free transport and abated per diem any time such meetings are convened.

Ex-gratia Award to Staff on Retirement or Death

270. On retirement of staff, one (1) month's salary shall be paid him/her for every two years of successful service on condition that he/she has served the University for a minimum of ten (10) continuous years and has reached voluntary or compulsory retiring age or dies in service.

271. On the death of a senior/junior staff while still in the employment of the University, eight (8) or nine (9) months' salary respectively, shall be paid to his/her registered spouse and/or children.

Study Leave Book Grant

272. Senior or junior staff who are given approval to proceed on study leave shall be entitled to a grant to enable them purchase books required during their period of study.

273. The grant shall be payable subject to submission of documentary evidence that the books are required and shall be payable at annual rates agreed with the University and published in the Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana.

Funeral Grant

274. Employees of the University shall be paid a funeral grant at rates to be agreed with the University on the loss of a spouse or child.

Distinguished Service Award

275. The University shall recognise distinguished and meritorious service by giving deserving staff a gift which shall be determined by the University.

276. The criteria to be used in determining distinguished and meritorious service shall be determined by the University and communicated to all staff. It shall be based primarily on the quality and length of service.

Accident Free Incentive

277. A Motor Driver or Driver Mechanic on permanent establishment shall be paid Accident- Free incentive of three month's basic salary after satisfying the following conditions:

- He/she has done three (3) years accident free driving in the employment of the University.
- He/she has not been cautioned, charged or reprimanded by the University authorities or law enforcement agencies for any traffic offence.
- His/her conduct has not caused any damage to a University vehicle.

- He/she has not misconducted him/herself in the performance of his/her duties as a driver. Payment of the incentive shall be made every three years.

278. The term "accident" in this context means any occurrence where the Driver is at fault which leads to the no-claim insurance being lost to the University or any damage to the vehicle or to some other property for which the University is required to incur any expenditure whatsoever.

Policies and Regulations for Granting Advances/Loans to Employees

279. The primary condition under which advances or personal loans may be accessed by employees shall be the availability of funds. Advances/loans shall also be given at the discretion of the University depending on its capacity to accommodate them.

Eligibility and Conditions for Granting Advances/ Loans to Employees

280. Employees who wish to be considered for advances/loans should have been confirmed into their substantive positions and completed at least one year's continuous service with the University.

281. Total advance/loan repayments shall not exceed 40% of the employee's basic salary, while existing advances/loans must be paid off in full before applying for another advance/loan.

282. All loan applications shall be made in writing and shall be routed through heads of department to the Director, Finance **or** College Finance Officer for approval/processing.

283. Any employee, who decides to leave the employment of the University during the tenure of the advance/loan, shall be required to settle the amount in full failing which it shall be deducted from any terminal entitlements due him/her.

Policies and Regulations for Granting Salary Advances to Senior Members

284. Subject to the availability of funds, the University may grant a senior member a salary advance at rates and under terms determined by the University from time to time.

285. Granting of salary advance shall be on application for the amount required based on specified terms and conditions.

286. Senior members shall be considered for a salary advance of maximum two (2) months' basic salary at ten percent (10%) interest, payable over a maximum period of ten (10) months and subject to availability of funds.

287. Salary may be advanced to senior members for the purposes of purchasing soft furnishing, rehabilitating their motor vehicles etc.

288. Senior members desiring significantly high amounts of financing for housing, motor vehicle purchases etc. shall be advised to seek such funding from banks and other financial institutions.

Policies and Regulations for Granting Loans and Advances to Senior and Junior Staff

288. Senior and junior staff may be granted advance/loans at rates and under terms in line with Government policy and subject to availability of funds.

289. Granting of salary advance/loans shall be subject to availability of funds and on application for the amount required based on specified terms and conditions.

290. Subject to the availability of funds, the following loans/advances may be granted to senior and junior staff based on prevailing Government policy and terms and conditions applicable:

- Motor car/motor cycle/bicycle loan
- Furniture or fridge loan
- Working tools loan
- Course advance
- Salary advance
- Staff education advance
- Housing Rent advance

291. Information on the terms and conditions under which salary advance may be granted shall be made available at the Secretariats of the Director, HRODD, the Director, Finance and the Secretariats of the Deans, Heads of Department and College Secretaries.

3.2.5 INTERNATIONAL TRAVEL POLICY GUIDELINES

POLICY NO.		DESCRIPTION	PAGE
0500		International Travel Policy Guidelines	
	0501	General Travel Policies and Regulations	
	0502	International Travel Related Requirements, Expenses and Benefits	
	0503	Claiming International Travel Benefits and Report Writing	

POLICY No. 0501	
General Travel Policies and Regulations	
Subject Area	International Travel Policy Guidelines
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)
- University of Ghana International Travel Policy Document
- University of Ghana Financial Regulations and Governance

PURPOSE

This part of the document focuses on the University of Ghana's policy on international travel and is drawn from its policy document on international travel available on its website. Employees should refer to the University of Ghana Local Travel Policy and the University of Ghana Financial Regulations and Governance for guidelines on local travel. The purpose of the policy is to:

- Provide information on the general policies and regulations which guide business and other authorised travel for employees of the University.
- Clarify the regulations, procedures and processes for obtaining the travel authorisation that employees require before travel outside Ghana.
- Define various types of travel and roles /responsibilities for employee travel.
- Provide information on the sources of funding for the different categories of travel.

POLICY STATEMENT

1. The University of Ghana shall put in place policies and regulations which ensure that travel benefits and arrangements are in place to enable employees assigned to work or engage in other approved official duties or business outside their place of primary assignment, reach their destination safely, in reasonable comfort and in a cost-effective manner.

2. All aspects of employee travel shall be governed by the highest level of integrity, ethical standards, transparency and accountability that govern all the University's operations.

3. The University is committed to minimising its costs and ecological footprint in terms of travel. As such, all employees are encouraged to take advantage of the enhanced ICT on the campus and use video/teleconferencing as well as software such as Skype wherever possible in order to minimise the need for travel outside the country.

4. As a general principle, all travel must be approved and booked well in advance in order to obtain the most cost-efficient and value-for-money fares available from the University's approved travel agencies.

5. All employees shall bear in mind at all times and in all places, their key role as ambassadors for the University and ensure that their actions promote and safeguard the credibility of the University.

6. Employees are expected to use approved travel funds in the most efficient and cost-effective manner.

7. It shall be the responsibility of any employee undertaking a trip to ensure that he/she complies with the policies and regulations related to travel and the responsibility of heads of directorates/ departments/units and line managers to ensure that all employees under their supervision comply with all policies and regulations related to travel.

Definition of Types of International Travel

8. International travel includes travel to all countries excluding Ghana but including African/ West African countries.

9. For the purposes of this policy, University of Ghana Business Travel shall be defined as official travel approved by the Vice-Chancellor or his/her designate to transact business that promotes the mission of the University. University of Ghana Business Travel shall be grouped into the four categories defined below:

    - **University of Ghana Representational Travel:** This includes travel where employees are invited/requested or obliged to represent the University at international meetings/fora, or to undertake specific assignments such as meetings with important persons/organisations in order to conduct business that will benefit the University. Such invitations/requests would normally come from or through the Vice-Chancellor and would be funded from the Central Administration travel budget allocation.

- **Employee Development Travel:** This includes travels for conferences and meetings where employees would normally make a presentation on their work; training workshops/short courses and research related travels. Funding for this category of travel may be obtained from the following key sources:
- External funding from meeting organisers/funding agencies
- University of Ghana Budget Allocation for Conferences
- University of Ghana School Development Funds
- University of Ghana Employee Development Funds
- Approved Departmental/Unit Travel Budgets.
- **Project Related Travel:** This includes travels related to donor-funded projects and contract/commissioned research. Funding for such travels would normally be agreed prior to project commencement and included in the project budget. It would also normally be guided by project/donor specific rules and regulations.
- **External Board and Committee Travel:** This includes travel where employees of the University, by virtue of their academic and/or professional standing, have been appointed to boards and committees of international organisations. Employees would normally be expected to obtain funding for such travels from the international organisation.
- Domestic travel refers to travel within Ghana, and international travel to all countries excluding Ghana but including African/West African countries.

Travel Grant for Intra-Africa Scholarship Collaboration

10. In exceptional circumstances, and under well-regulated conditions and clearly specified regulations related primarily to consistently outstanding performance, the University may make an intra-Africa travel grant available to a senior member once every four years on application to the Vice-Chancellor. Such travel shall be for the main purpose of intra-Africa collaboration for the promotion of scholarship.

11. In order to qualify for such a grant, the senior member in addition to possessing a track record of consistently high performance over a minimum period of four years, shall be required to state his/her case in writing as to how the travel grant, if approved, shall promote partnerships for scholarships, exchange programmes and study tours.

12. Such travel shall normally be to a destination outside the senior member's normal place of permanent residence, during the long vacation and for a period of at least 14 days.

13. A senior member who receives this grant but fails to give a minimum service of four years subsequently shall be required to refund the allowance granted to him/her in full.

Travel Request and Authorisation

14. All employees must obtain travel authorisation before travelling out of the country, whether for private or business purposes, in order to qualify for benefits under group personal insurance. Requests for travel shall consist of completed Travel Request Forms which should reach the final approving authority at least two clear weeks before the employee is scheduled to travel. The Travel Request Form may be downloaded from the University website.

15. The following categories of employees shall travel outside Ghana only on authorisation by the Vice-Chancellor or his/her designate:

    - Pro Vice-Chancellors
    - College Provosts
    - University Registrar
    - Deans
    - Heads of Department
    - Heads/Directors of Research Centres
    - Directors
    - University Librarian

16. All other employees in academic units, including technical and administrative staff, shall obtain approval for travel from the Provost in the case of Colleges, and the Dean in the case of Schools. Travel authorisation requests shall be routed through the Head/Director of the relevant unit.

17. All other employees in administrative/professional units shall obtain travel authorisation from the Registrar. The travel requests shall be routed through their immediate supervisor.

18. Depending on the category into which he/she falls, the employee shall make a written request to his/her head of directorate/department/unit/line manager for recommendation and subsequent authorisation by the Vice-Chancellor/Registrar through the Director, HRODD for central administration based positions**or** through the College Provost/Dean through the College Secretary for college based positions.

Duration of Approved Travel

19. The duration of stay for any trip approved by the University shall be as determined by the itinerary/work plan for the assignment only. There shall be no unauthorised extension of stay on an official assignment to accommodate personal business at the University's expense.

Class of Travel and Air Fares for Various Categories

20. Information on the class/mode of travel shall be in accordance with rules and regulations laid down by the University from time to time.

21. The underlisted categories of employees would normally travel business class on authorized University representational travel, depending on the availability of funds:

    - Chancellor and other Council members travelling on the University's assignments.
    - Vice-Chancellor
    - Pro Vice-Chancellors
    - University Registrar
    - College Provosts
    - Deans and Directors
    - Director, Finance
    - University Librarian

22. For all other employees, University funds shall be used to cover only economy class fares. However, an employee may choose to upgrade his/her ticket from personal funds or with air- miles.

23. The class of travel of spouses of employees whose position entitles them to travel with their spouse on specific official travels shall be the same as the employee is entitled to. Written approval shall be required from employee's immediate supervisor (authorising authority) for spouse to accompany employee before expenditure on the spouse's ticket is authorised.

24. Employees entitled to business class travel shall not downgrade their ticket in order to use the difference between business and economy class ticket prices to purchase tickets for spouses and other family members.

25. Within the class of travel, employees are expected to explore options for and purchase the cheapest tickets available. Trips should be planned ahead wherever possible in order to take advantage of lower airfares. Employees are encouraged to check available fares on-line before contacting travel agents.

26. Where trips are funded from University sources, employees are encouraged to use the University approved Travel Agents unless they can demonstrate availability of cheaper fare options from other sources.

27. Where employees choose to travel by road to neighbouring countries, the rules and regulations outlined in the University of Ghana Local Travel Policy regarding mileage claims shall apply. In all cases, the cost of the road travel shall not exceed the cost of an economy air ticket for the trip.

POLICY No. 0502	
International Travel Related Requirements, Expenses and Benefits	
Subject Area	International Travel Policy Guidelines
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Conditions of Service for Senior Members of the University of Ghana
- 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)
- University of Ghana International Travel Policy Document
- University of Ghana Financial Regulations and Governance

PURPOSE

This part of the document deals with international travel related requirements and the expenses/benefits associated with business travel undertaken by employees of the University of Ghana.

POLICY STATEMENT

1. The University of Ghana shall make information on international travel related requirements such as visas, vaccinations, travel insurance; permissible expenses and various allowances/ benefits which may be made available to employees authorised to undertake university related travel readily available to them to guide related action and decision making.

External Travel Related Expenses

2. **Visas:** Employees travelling outside Ghana shall ensure that they have valid visas and all other travel documents required for their destination. The University shall arrange to pay for visas of employees undertaking approved University business travel through the Public Affairs Directorate.

3. For all other travel, it shall be the responsibility of employees to arrange to pay for their visas. The visa cost may be claimed from the sponsor where the rules and regulations allow such expenditure. Employees may seek the assistance of the University's Public Affairs Directorate on visa applications.

4. **Vaccinations:** Employees should check the international health requirements of their destination countries and ensure that they have the necessary vaccinations. The University shall reimburse the cost of vaccinations for employees undertaking approved business travel. For all other categories of travel, the cost of vaccinations may be claimed from the sponsoring agency where the rules and regulations allow such expenditure.

5. **Travel Insurance:** In addition to the general medical cover provided by the University, all employees are required to ensure that they have adequate travel insurance cover, including full medical coverage for all travels. The University shall provide travel insurance cover for employees who are required to undertake authorised business travel.

6. **Warm Clothing Allowance:** A warm clothing allowance at a rate to be determined periodically, is payable, on application, to an employee travelling to a temperate country on official duties for a period of three or more months during the winter period (September to March for the Northern hemisphere and April to September for the Southern hemisphere). The allowance is payable once every five years.

Per Diem/Daily Subsistence Allowance (DSA)

7. Employees undertaking authorised business travel shall be entitled to payment of per diem/daily subsistence allowance (DSA) at rates guided by the International Civil Service Commission DSA Report. These are updated on a regular basis and prevailing rates may be obtained from the Finance Directorate. The rates payable depend on the travel destination and shall be abated depending on the facilities provided as follows:

(i)	No accommodation or meals provided	Full rate of DSA payable.
(ii)	Free accommodation provided without meals	Two-thirds of the DSA rate payable.
(iii)	Free meals provided without accommodation	Two-thirds of the DSA rate payable
iv)	Free meals and accommodation	One- third of the DSA rate payable provided

8. Travel days shall be included in the calculation of the DSA if the combined duration of the outward and inward flights exceeds ten hours. One additional day shall be allowed for trips where the duration of the outward and inward flights combined is more than ten hours but less than 18 hours; and two additional days for trips where the duration of the outward and inward fights combined is 18 hours or more.

9. Per diem allowance/DSA is paid to cover accommodation, meals as well as all other incidental expenditures such as telephone and taxi fares and recipients would not be required to provide returns on how the per diem allowance is spent. However, employees are obliged to consider issues of security, health and safety and choose appropriate hotels recommended by the destination country hosts.

10. Care must be taken not to choose cheaper hotels for the sake of cost saving. Where the travel includes substantial inter-city train/bus travel, the costs may be claimed separately from the sponsor.

11. Per diem allowance for all other categories of University business travel shall depend on the provisions stipulated in the funding agreement and where applicable, guided by the rules and regulations of the sponsoring agency. The application for travel allowances shall be supported by relevant documents including proof of funding in the project budget for the travel. Travel allowances may only be claimed before a trip. Once the trip is completed, costs may be reimbursed on the basis of actual expenditure and submission of receipts.

Travel Advance

12. A travel advance may be authorised as accountable imprest by the controller of the budget from which a specific travel is funded for an employee undertaking business travel. This will be to cover costs not included in the Per Diem/DSA (for example, in-country bus/train fares, official telephone calls); or to persons undertaking other categories of University business travel to cover travel costs approved by the funding agency.

13. All travel advances must be accounted for within one week of return from the trip. Receipts must be submitted for all expenditure above a threshold to be determined from time to time by the Finance Committee. Expenditure below the defined threshold that is not covered by receipts may be listed with dates and signed by the employee.

14. Travel advance shall not be authorised for an employee with an outstanding travel advance to account for.

POLICY No. 0503	
Claiming International Travel Benefits and Report Writing	
Subject Area	International Travel Policy Guidelines
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Manual on Conditions of Service for Senior Members of the University of Ghana
- Conditions of Service for Senior Staff of the Public Universities of Ghana (2003)
- Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008)
- University of Ghana International Travel Policy Document
- University of Ghana Financial Regulations and Governance

PURPOSE

This part of the document provides guidelines on claiming international travel related benefits and writing reports for authorised, University Representational Travel (business travel) undertaken by employees of the University.

POLICY STATEMENT

1. The University of Ghana shall provide employees with policy guidelines for claiming specified international travel related benefits and report writing on such travel.

Travel Allowance and Expenses Claims

2. Travel allowance and expense claims shall be submitted to the Finance Directorate in the case of travels funded from the Central Administration or Departmental Travel Budgets. In the case of travels covered

by externally funded projects, University of Ghana School Development and University of Ghana Conferences Fund, requests for travel allowance and expense claims shall be submitted to the External Funds Unit of the Office of Research, Innovation and Development (ORID).

3. All travel claims and expenditure returns shall be submitted on the University's Travel Expense Claim Form which may be downloaded from the University website.

4. Funds provided for business travel shall be used only for officially approved travels. For travels funded from project/grant funds, employees must refer to the Travel Policy of the donor/funding agency for specific requirements and be guided by them.

Reporting on International Travel

5. Employees who undertake business travel are required to submit a report to the Vice-Chancellor within two weeks of return from the trip. Those who undertake other categories of University business travel are encouraged to submit trip reports to their immediate supervisors on their return and wherever appropriate, share lessons learnt from their travel with colleagues.

Guidelines for Accounting for and Claiming International Travel Expenses

6. Reimbursement of business related travel expenses shall be done using the University of Ghana Travel Expense Claim Forms which must provide full details of the nature of the expense, the purpose for which it was incurred and the date on which it was incurred.

7. Subject to the provisions of **Policy No. 0502**; Sections **12** and **13** under "Travel Advance" all claims must be supported by signed and stamped receipts and must be submitted to the Finance Directorate/Unit for processing through the employee's head of directorate/department/unit, within one week (five working days) of return from travel.

8. Except in the case of a group taxi/bus fare or other such situation where a receipt covers more than one person, employees can claim their own expenses only, but cannot make claims for expenses incurred by an accompanying employee on their behalf.

9. Should an employee fail to account for funds advanced him/ her within the five working days stipulated, he/she shall be given an additional 48 hours to do so and shall be put on notice that failure to account for the funds within the extra time provided shall result in the full amount outstanding being deducted from his/her salary.

10. Only original receipts shall be used in support of claims. Where such documentation is not available, it should be specifically stated on the expense claim form with reasons.

11. The Finance Directorate/Unit shall retain the processed expense claim forms together with the supporting documents in a file for employees who have travelled.

3.2.6 EMPLOYEE RELATED RULES AND REGULATIONS

POLICY NO.		DESCRIPTION	PAGE
0600		Employee Related Rules and Regulations	
	0601	General Employee Related Rules and Regulations	

POLICY No. 0601	
General Employee Related Rules and Regulations	
Subject Area	Employee Related Rules and Regulations
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- HR Business Process Document for the Compensation & Reward (C & R) Unit, HRODD
- Manual on Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This part of the manual provides information on rules and regulations considered important by the University to maintain discipline, order and productivity in the work environment. All employees are required to acquaint themselves with them and ensure strict compliance as failure to do so shall result in sanctions not excluding dismissal through due process.

Information contained in this part of the manual **must** be read together with provisions in the Conditions of Service for Senior Members **,** the Conditions of Service for Senior Staff of the Universities in Ghana **or** Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana, whichever is applicable to an employee of the University especially because the list of rules and regulations in this section is not exhaustive.

POLICY STATEMENT

1. The University shall ensure that rules and regulations are put in place and enforced at executive and other levels of senior management to ensure that good and acceptable work practices and a productive working environment are institutionalised and maintained.

2. In putting appropriate rules and regulations in place and enforcing them, executive/senior leadership of the University shall hold themselves accountable not only for ensuring that the highest level of exemplary leadership by example is exhibited, but that the core values of the University are upheld and woven into the cultural fabric of work and social life within the University Community.

3. In carrying out their mandates and duties therefore, all employees shall be guided by the core values of the University as listed and described below:

   (i) **Integrity:** All employees shall demand the highest standards of themselves to earn the trust of others.

   (ii) **Commitment:** All employees shall be committed to knowledge generation that positively impacts the lives of those within and outside the University Community.

   (iii) **Respect:** All employees shall provide others with a world class experience that demonstrates the University's value for the diversity and contribution of the members of the University Community.

   (iv) **Loyalty:** All employees shall demonstrate a strong resolve to give back selflessly to the University.

Policy Guidelines on Miscellaneous Rules and Regulations

Absence from Duty for Various Reasons

4. Absence shall be regarded as the time during which an employee is not at his/her place of work during working hours. This may be due to illness, accident, study leave, maternity leave, labour dispute or other. Vacation and official holidays and absences shall not be considered as absences.

5. No employee may leave his/her place of work during normal working hours without permission. Absence from duty without reasonable cause is an offence under the University's rules and regulations. An employee may be dismissed or have his/her appointment terminated after due warning for habitually absenting him/herself from work without permission.

6. Employees absent from work for any reason are to notify their respective heads of directorate/ department/unit at the first available opportunity. Unexplained absence and persistent lateness may justify dismissal after warnings have been issued in accordance with agreed/laid down procedures.

Absence from Duty Due to Ill-Health

7. Details of rules and regulations on absence from duty due to ill-health are as documented in the part of this manual on "Regulations and Entitlements on Absence from Duty on Health Grounds" contained in **Policy No. 0403**; Sections **118** to **135**.

8. Employees unfit for duty due to illness must submit a medical certificate in line with the requirements of the University's policy on absence from duty on health grounds referred to above. The certificate,

which should confirm that they are not fit for duty for a stated period, must be submitted to their line manager or supervisor for endorsement as the first point of action.

9. The endorsed medical certificate must then be transmitted to the HRODD **or** College Secretariat through the Head of Directorate/Department/Unit for record keeping purposes.

10. An employee who absents him/herself from duty on grounds of ill-health without being certified by a university medical officer or a registered medical practitioner, to be unfit for duty shall be considered as absent without permission.

Rules and Regulations on Leaving the Place of Work

11. Employees must not leave their place of work without prior permission from their line manager/supervisor. They are required to request permission from their heads of directorate/ department/unit before leaving the work place.

Rules and Regulations on Absence from the Work/Duty Station

12. Employees should inform their line managers/supervisors of lateness or any other occurrence likely to result in absence from their work/duty stations for any length of time, giving reasons for lateness. Persistent lateness to work without notice is not acceptable and shall attract disciplinary action such as warnings as a first point of action.

Working Hours

13. An employee shall normally be required to work for not more than the statutory forty (40) hours per week stipulated by labour regulation. The actual working hours for an employee shall be laid down by the University from time to time.

Overtime

14. Overtime, weekend and holiday work may sometimes be necessary to cope with excess workload as decided by heads of directorates/departments/units. All employees are expected to cooperate where such work is required.

15. Notwithstanding section 13 above therefore, employees may be required to work a reasonable number of extra hours outside their normal working hours with or without overtime payment.

16. Where a member of staff is authorised to work after the stipulated hours fixed by the rules and regulations of the University, the additional hours worked shall be regarded as overtime work and shall be governed by the regulations/guidelines provided below.

17. Holidays are not to be considered as working days, so should be regarded as overtime if any work is done on those days. Overtime duties shall however be payable **only** if such duties have been authorised by a head of directorate/department/unit of the staff claiming the overtime.

18. Where no overtime is paid, the staff concerned may be excused from duty for similar periods at times to be determined by his/her head of directorate/department/unit.

19. In exceptional circumstances however, cash payment for overtime worked shall be made to all permanent or temporary staff who are required to work in excess of the normal daily/weekly hours.

20. Under such circumstances, all grades of staff who are required to work more than one (1) hour a day beyond the prescribed minimum working hours shall be entitled to overtime. Overtime payments in any one month shall however not exceed 75% of a staff member's salary.

21. Senior members shall not be entitled to overtime payments.

22. Overtime payment for work done on Saturdays, Sundays and Public Holidays shall be at double the time for extra hours worked. For overtime done on work days the rate of payment shall be time and half.

23. Given the importance the University attaches to productivity, efficiency and the management of overtime costs, heads of directorate/department/unit shall ensure that overtime work is approved only in exceptional cases.

24. Heads of directorate/department/unit must furthermore, wherever possible, adopt shift systems which ensure that overtime work required by staff in departments/units which must necessarily provide services every day of the week (such as staff who work in the areas of security and healthcare), is kept to a minimum.

25. In order to motivate achievement of the University's cost management, efficiency and productivity objectives, overtime cost management related targets/KPIs shall form an integral part of the objectives/KPIs of all senior members who manage teams.

26. To qualify to carry out overtime duties, Part 1 of an "Overtime Approval Form" requesting the information itemised below shall be filled, approved and signed by the line manager/immediate supervisor and the Head of Directorate/Department of the staff required to work extra hours before such work may be undertaken.

    (i) Details of specific job to be carried out

    (ii) Estimated output if quantifiable

    (iii) Estimated time/period of work

    (iv) Name of supervisor /line manager requesting overtime

    (v) Name of head of directorate/ department authorising overtime

    (vi) Date approved

27. To qualify for payment of overtime, Part 2 of the "Overtime Approval Form" confirming that the work to be carried out has actually been carried out shall be completed by the supervisor/line manager who requested the overtime and approved for payment by the Head of Directorate/ Department/Unit of the claimant.

Rules and Regulations on Employee Conduct/Behaviour in the Workplace

28. All employees of the University shall conduct themselves in a professional manner to facilitate achievement of the University's objectives and contribute towards a collegial work environment.

29. The behaviour of academic senior members shall be guided by the document on Code of Conduct for Academic Senior Members. Similar codes of conduct shall be developed for other categories of employees in the near to medium term.

Inter and Intra Directorate/Departmental Cooperation, Team Work and Collaboration

30. Every employee must seek to clearly understand what his/her individual and team objectives are and how they fit into the wider objectives of the University.

31. Effective communication between employees in a directorate/department /unit whose activities impact those in other directorates/departments/units along the internal customer – supplier chain must be ensured. This is to enable employees work together as competent, committed and capable teams/units, whose individual and team objectives are synchronised with the University's strategic goals and objectives.

Internal Customer-Supplier Relations

32. Employees should be considered to have equal rights and responsibilities as required by the laws of Ghana. There should therefore be no favouritism of any kind shown to any individual by reason of their sex, race, tribe, religion or any other affiliation.

33. Employees should treat co-employees with all the respect, support and attention they deserve especially when it comes to meeting their requests for information, documents, resources and any input they require to carry out their duties/tasks in timely manner.

34. Employees should endeavour not to do anything that is detrimental to their relationship with their colleagues, superiors and subordinates. In this regard, good interpersonal skills must be exhibited in all dealings with other employees.

Guidelines on Personal Conduct

35. All employees of the University are expected to conduct themselves in a manner befitting their position and status as members of the University Community, and to carry out their duties and responsibilities promptly and efficiently. They are furthermore expected to take personal responsibility for their own conduct and behaviour.

36. As part of the requirements of acceptable personal conduct, employees shall not engage in any of the offences/practices listed under Sections **59** and **60** of this policy, and any others provided in other documents of the University.

37. Employees are expected to comply with the guidelines/directives in their Codes of Conduct where these have been provided by the University.

Guidelines on Internal Communications

38. The University shall practice an open communications policy. This means that executive, senior management and other levels of leadership shall endeavour to make employees fully aware of relevant matters concerning the progress/development of the University and the welfare of its employees.

39. There shall be notice boards at vantage points within the University and specific "employees only" sites on the University's website on which employees will be given access to information on a need-to-know basis.

40. There shall be planned meetings, fora, workshops etc. to disseminate useful information regularly during the academic year.

41. Heads of directorates/departments/line managers shall be required to circulate all relevant documents, including those on existing and new policies, regulations etc. to their subordinates on time.

42. Depending on the level of seniority/grade of the recipient, all letters/correspondence on appointments/engagement, employee benefits, disciplinary procedures and actions, transfers etc. shall be forwarded to employees only after the Vice-Chancellor; Registrar; Director, HRODD and Head of Directorate **or** the College Provost; College Secretary and Head of Department have been provided with prior information on the contents or have confirmed receipt of their copies where applicable.

Guidelines on External Communications

43. The University shall determine a specified set of publics for which all communications to any person(s) seeking or providing information to or from the University must go through the Public Affairs Directorate. This shall include the print and electronic media etc. and shall be notwithstanding the fact that the Offices of the Vice-Chancellor, Registrar, Academic Affairs, Finance Directorate and HRODD etc. routinely interact with Government Agencies.

44. No employee shall communicate any information gained in the course of his/her official duty either directly or indirectly with the electronic print media or any unauthorised person unless specifically authorised to do so.

45. Any communication with the media/press shall go through the Officer Responsible for the Public Affairs Directorate.

46. Employees shall not author anonymous publication in the form of letters, articles etc., or be party to any such publication. They shall furthermore not discuss any matter in any publication concerning the University and bearing their signature, in a manner calculated to undermine readers' confidence in the University.

Guidelines on External User/Client Relations

47. In dealing with external users/clients of the University's services/facilities, employees shall:

    (i) Handle customer complaints courteously, promptly and fairly.

    (ii) Offer every courtesy and assistance to users/clients and visitors.

    (iii) Not solicit for any assistance (money, gift or any type of favour) from users/clients and visitors.

    (iv) Treat information about users/clients as confidential.

    (v) Endeavour to render prompt services to users/clients and give them feedback if unable to deliver services as promised.

    (vi) Endeavour to remember users/clients names and other relevant information about them as much possible.

    (vii) Refrain from being involved in heavy drinking, fights, or any such actions with users/ clients outside office/office hours, which will bring the image of the University into disrepute.

Guidelines on Discipline

48. Every employee is expected to abide by all University rules and regulations and to comply with and obey all reasonable orders and directives issued by the University or their line managers/supervisors from time to time.

49. Employees are furthermore required to carry out their duties and responsibilities in accordance with common sense and a good knowledge of what constitutes proper and improper conduct.

50. Detailed examples of what constitutes improper/offensive conduct are provided in Statute **42** of the Basic Laws of the University of Ghana titled "Non-Academic Offences".

51. Other specific examples are provided in the Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008) under Article **33**, titled "Misconduct".

52. Employees are advised to familiarise themselves with the contents under reference and be guided in their conduct /actions by the contents therein.

General Provisions on Disciplinary Procedure

53. Heads of directorate /department must take responsibility for offering appropriate support and advice to their subordinates to ensure correct conduct and adequate/effective implementation of disciplinary procedure.

54. On recognising unacceptable conduct (an offence) by a member of their team, line managers/supervisors shall follow the steps for disciplinary procedure provided in Sections **57** to **58** below. The procedures must be followed carefully and consistently in order to result in consistently satisfactory conduct.

55. Such satisfactory conduct shall be facilitated by line managers/supervisors ensuring that employees experience consistent consequence management action which makes them fully aware that where improvement does not result from warnings and cautions, application of disciplinary procedure may ultimately lead to termination of employment.

56. Breaches of discipline through misconduct could lead to action resulting in dismissal, either summarily or with notice after due process under the University's disciplinary procedures.

General Rules and Regulations on Disciplinary Procedure

57. The general rules and regulations provided below outline the simplified steps to be followed in situations where an employee commits a disciplinary offence. They shall be read and interpreted in consonance with the Conditions of Service for Senior Members of the University **or** the Unified Conditions of Service for Unionised Senior and Junior Staff of the Public Universities in Ghana, whichever is applicable. They are as follows:

    (i) When an employee commits an offence (misconduct) he/she shall be queried for an explanation of his/her conduct.

    (ii) If the employee fails to answer the query within a stipulated time it shall amount to insubordination to authority or to a more senior officer.

    (iii) After answering the query, the University shall cause an investigation to be conducted (if necessary) and make recommendation (through its disciplinary committees). As to what appropriate disciplinary action should be taken, Disciplinary committee meetings/ hearings shall be convened for this purpose.

    (iv) Where the offence committed requires a thorough investigation, the employee shall be suspended on two-thirds of the rate of his/her salary, whichever is applicable.

    (v) While under investigation the employee shall cooperate fully with the investigators. Failure to cooperate may lead to the employee being sanctioned.

    (vi) During investigation of an offence, the employee shall be allowed to defend himself with the assistance of an employee or a Union executive representing him if he/she so desires.

    (vii) If no case is proved against the employee he/she shall be paid the part of the salary withheld during the period of suspension.

    (viii) All records relating to disciplinary action should be filed, properly secured and appropriately maintained in department and personal files.

58. Depending on the nature and gravity of an offence, disciplinary action shall not be meted against any employee who is alleged to have committed an offence unless the person has been given an opportunity to defend him/herself through writing (by responding to a query), face to face with his/her line manager/supervisor, or through a disciplinary committee constituted for the purpose, and/or a warning(s).

Types and Gravity of Offences

59. Without prejudice to the provisions in the Basic Laws of the University of Ghana and Article 33 of the Unified Conditions of Service for Unionised Senior and Junior Staff of Public Universities in Ghana on what constitutes misconduct or improper/offensive conduct, the underlisted shall constitute "Minor Offences":

Minor Offences

(i) Politicking in the office.

(ii) Leaving the work place or duty station/ post without permission.

(iii) Reporting to work late.

(iv) Violation of health and safety rules.

(v) Spreading malicious or false and detrimental information.

(vi) Unexcused/excessive tardiness.

60. The underlisted shall similarly constitute "Major Offences":

Major Offences

(i) Carelessness which results in financial cost to the University.

(ii) Falsifying information on an employment application.

(iii) Refusal to take legitimate instructions from superior.

(iv) Persistent Failure to complete work assignment on expected dates.

(v) Stealing or embezzlement of university funds.

(vi) Sexual harassment.

(vii) Falsifying University documents.

(vii) Disclosing confidential information of the University to the press, service users/clients, visitors or any outsider without permission.

(viii) Persistent poor performance.

(ix) Possession of alcohol or narcotics, fire arms etc.

(x) Driving a University vehicle under the influence of alcohol.

(xi) Persistent breach of University policies, rules and regulations

(xii) Actions likely to bring the University into public disrepute.

(xiii) Willfully damaging university property

(xiv) Working for a competitor.

(xv) Inciting employees against the University.

(xvi) Engaging in private business during working hours.

(xvii) Repeatedly committing a minor offence.

(xviii) Any other acts of gross misconduct.

Sanctions for Misconduct/Disciplinary Offences

61. Without prejudice to the Statutes relating to discipline, the University shall have the power to treat misconduct on the part of any employee as a matter of contract and may deal with such misconduct in accordance with the provisions of their contracts of employment and/or the collective agreement as the case may be, or generally under the Labour Act, 2003 (Act 651).

62. Alternatively, the University may sanction an employee who has committed a disciplinary offence with any of the following sanctions depending on the circumstances and gravity of the offence committed, the list of which is not exhaustive. Sanctions shall include but not be limited to any of the following disciplinary measures/actions:

(i) Written warnings.

(ii) Suspension without pay and discharge.

(iii) Demotion in rank or grade.

(iv) Interdiction.

(v) Surcharge. (Fines which may be deducted directly from the salary or other emoluments)

(vi) Termination

(vii) Summary dismissal. (Outright dismissal without notice)

(viii) Any other disciplinary measures as may be instituted by the University from time to time.

63. In the particular case of unionised staff of Public Universities in Ghana, the following sanctions shall apply in the event of disciplinary proceedings in respect of misconduct or unsatisfactory service:

(i) Warning or reprimand

(ii) Withholding of increment

(iii) Suspension from duty without pay for a period not exceeding fourteen days.

(iv) Demotion in rank or grade.

(v) Interdiction

(vi) Termination of appointment.

(vii) Dismissal without notice (summarily)

Rules and Procedures Relating to Discipline

64. The following rules and procedures relating to discipline have reference to information available in the Basic Laws/Statutes of the University of Ghana; Statute **43 (1) – (3),** excerpted and paraphrased as follows:

65. There shall be disciplinary boards or committees for each of the categories of members of the University recognised by the Basic Laws/ Statutes namely, senior members, junior members, and senior and junior staff.

66. A disciplinary board or committee shall investigate an allegation of misconduct referred to it by the Disciplinary Officer or the Registrar and shall make appropriate decisions on the charges including sanctions.

67. The Registrar or other authorised University official shall cause an allegation of misconduct referred to it by the Disciplinary Officer to be investigated.

68. Where investigations disclose misconduct, disciplinary proceedings shall be instituted before the appropriate disciplinary board or committee by the Disciplinary Officer.

69. For the avoidance of doubt, it shall not be necessary to conduct an investigation of misconduct where the University is already in possession of the relevant evidence. The persons identified in the evidence shall be charged directly before the appropriate disciplinary committee by the Disciplinary Officer.

70. Where a disciplinary action concerns a person who is a member of the relevant committee, the Vice-Chancellor shall replace that person with a suitably qualified alternate.

71. A disciplinary board established to deal with matters of discipline affecting senior members (academic) shall comprise:

    (i) A Chairman elected by the Academic Board on the advice of the Vice-Chancellor.

    (ii) The Dean of the Faculty of Law or a representative of the Faculty of Law of the rank of at least a senior lecturer.

    (iii) Three senior members elected by the Academic Board.

72. A disciplinary board established to deal with matters of discipline affecting other employees of the University shall normally be composed in accordance with the relevant collective agreement, but where this is absent shall comprise:

    (i) Three senior members, at least one of whom shall be a senior member of the Faculty of Law and one of whom shall be designated as Chairperson by the Registrar.

    (ii) Two members of the relevant staff association.

The Registrar shall provide secretarial services to the disciplinary boards.

73. The University shall appoint a Disciplinary Officer not below the rank of an Assistant Registrar who shall be responsible for prosecuting persons accused of breaching the provisions of any enactment.

74. No charge shall be laid except with the approval of the Vice-Chancellor. A charge shall be in writing, addressed to the employee alleged to have committed the offence, and signed by or under the authority of the Disciplinary Officer. It shall contain a statement of the offence or breach with sufficient detail and shall be filed with the Registrar. The Registrar shall promptly notify the Chairman and the Secretary of the Disciplinary Board.

75. Upon receipt of a charge by the Chairman and the Secretary of the Disciplinary Board which appears to be in proper form, the Chairman shall convene proceedings immediately and give appropriate notice of a date, time and place for the hearing to be given the accused. The Chairman shall ensure that the proceedings are conducted with due despatch.

76. The Vice-Chancellor shall implement the decisions of the Disciplinary Boards or Committees in accordance with the Statutes of the University.

Rules and Regulations Governing Grievance

77. An employee who feels that his/her employment rights or entitlements have been adversely affected due to any of the underlisted perceptions may be considered to be aggrieved:

    (i) Violation, misapplication or misinterpretation of the terms of his/her employment contract, terms and conditions of service or the University's policies, regulations or procedures.

    (ii) An allegation that a labour law has been or is being violated.

78. The University shall ensure that all grievances are dealt with as speedily as possible and that no employee or his/her representative shall perceive that they have been victimised in any manner whatsoever, as a direct result of lodging a complaint or initiating grievance procedure.

79. No employee shall be discriminated against or otherwise treated unfairly for filing a grievance, testifying or assisting in the investigation process pursuant to a grievance procedure.

80. All employees shall however take note that any employee who misuses the grievance procedure, and for example, knowingly misrepresents facts in filing a grievance or during investigation of a grievance, shall be subject to disciplinary action under the University's rules and procedures related to discipline.

81. Every effort shall be made to investigate and resolve grievance issues referred to an employee's head of directorate/department within five (5) working days. In the event of failure to resolve the issue within the stipulated time, it shall be referred to the Director, HRODD for Central Administration based employees **or** to the Dean of School/Director of Institute in collaboration with the College Secretary for College based employees.

82. If referred to the Director, HRODD **or** the Dean of a School/Director of an Institute in collaboration with the College Secretary, efforts shall be made to resolve the matter within two (2) working days. The aggrieved employee shall have further recourse to take the matter up with the Registrar/College Provost and subsequently with the Vice-Chancellor.

83. Depending on whether or not a resolution of the issue is achieved based on the Vice-Chancellor's intervention; the issue may be referred to the appropriate disciplinary board/committee which shall aim at reviewing/hearing and determining the matter within a maximum period of one month.

84. The decision on the matter by the Disciplinary Board/Committee shall be final subject to review and validation by the University's Legal Counsel and implementation by the Vice-Chancellor in accordance with the relevant Statutes of the University.

Guidelines on Grievance Procedure

85. In the event of any grievance, the employee shall as a first step, take up the matter with his/her line manager /unit head by asking questions or discussing problems/concerns with him/her to explore whether their responses may effect a prompt resolution. Should the above not be sufficient to address the issue at hand, the following procedures shall be followed:

86. If the employee is dissatisfied with the Line Manager's decision, he/she shall appeal to the Head of Directorate/Department who shall collaborate with the Director, HRODD **or** Dean of School/ Director of Institute in collaboration with the College Secretary as the case may require, for assistance in resolving grievances within a maximum of seven working (7) days.

87. If the grievance remains unresolved, the aggrieved employee shall have the right to appeal to the Registrar with a written submission on the outcome of the investigations and attempts at resolution already conducted. The written submission shall state the specific policy, regulation, or procedure alleged to have been misinterpreted, misapplied or violated, the effect on the grievant and the relief requested.

88. Should the grievance still remain unresolved, the employee shall have the right to appeal to the Vice-Chancellor who shall be furnished with the written submission on the matter. Based on whether or not the Vice-Chancellor's intervention in the matter results in a resolution or otherwise, he/she may refer the issue to the appropriate disciplinary committee/board whose decision on the matter shall be final subject to review and validation by the University's Legal Counsel.

89. All decisions on the grievance made at the Registrar and Vice-Chancellor's level shall be communicated to the employee through the Director, HRODD to his/her Line Manager **or** through the Dean/College Secretary to his/her Head of Directorate/Department as the case may require.

90. Unionised senior and junior staff employees who feel that attempts at redress at the Vice-Chancellor/Committee level is still unsatisfactory, may decide what further course of action to take.

Appeals/Employment Dispute Settlement

91. The University of Ghana Appeals Board is the body mandated to deal with any issues an employee may have with disciplinary measures meted out (taken) against him/her.

92. The Appeals Board shall hear and determine on appeal matters related to purported breaches of employment contracts by the University, and shall endeavour to resolve disputes arising out of such matters within a maximum period of one month.

3.2.7 POLICIES AND GUIDELINES ON BASIC OFFICE ADMINISTRATION AND EMPLOYEE HEALTH AND SAFETY

POLICY NO.		DESCRIPTION	PAGE
0700		**Policies and Guidelines on Basic Office Administration and Employee Health and Safety**	
	0701	Basic Office Administration	
	0702	Policies and Regulations on Employee Health and Safety and Work Environment Management	
	0703	Rules and Regulations on Office Security	

POLICY No. 0701	
Basic Office Administration	
Subject Area	**Policies and Guidelines on Basic Office Administration and Employee Health and Safety**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This part of the manual provides information on administrative policies designed to guide employees in HR/Administration Units of the University in carrying out their responsibilities for the management of offices and office equipment/logistics as part of their routine duties. They are designed to help promote proper management and care of office equipment/logistics and to facilitate the health, safety and security of all employees while at the work place.

POLICY STATEMENT

1. The University of Ghana shall provide its employees who are accountable for Human Resources and Administrative deliverables with policies, regulations, guidelines and systems to support them in carrying out their administrative duties in a professional manner. Such policies, regulations, guidelines and systems shall also be designed to enable the creation of a work environment conducive to the health, safety and security of all employees.

Care and Maintenance of University Property

2. Employees are expected to maintain their offices and any equipment, uniforms, tools, vehicles or other such items provided by the University for use in carrying out their work clean and in good working order at all times.

3. Office equipment, vehicles and other such assets must be handled with care and used according to the manufacturer's instructions. They must be cleaned and maintenance-serviced at prescribed intervals. Any defects or malfunctions must be reported to the Head of Directorate/Department through the Line Manager/Supervisor immediately.

Economy in the Use of University Facilities and Logistics

4. To minimise power consumption, lights and air conditioners must be switched off when not in use. This should be done especially during lunch break periods, when leaving the office for extended periods and at the end of the working day. This does not apply where air conditioners are required to keep other equipment in good operating condition.

5. Economy should be exercised in the use of telephones. On no account should overseas calls be made for personal reasons, from offices where international phone lines are available unless authorised by the line manager or supervisor.

6. Telephone expenses for directorates/departments/units shall be monitored on a monthly basis with a view to ensuring that there are no cost overruns relative to budget. Where cost overruns persist, stringent cost management initiatives must be put in place by accountable officers to curb such incidences.

7. Employees may have to use their own mobile phones or land lines for official work. Claims for reimbursement of telephone expenses may be made only when such usage has been agreed in advance with their line managers and authorised by their heads of directorate/departments.

8. Stationery and office supplies shall be kept in secured storage areas/cabinets, under lock and key and the care and management of the most senior Assistant Registrar/Administrative Assistant in all Secretariats. Only employees he/she delegates to shall be given access to the storage areas/cabinets.

9. Not more than three months' supply of office stationery and office supplies shall be requested for and stored in the Secretariat of an office at any point in time.

10. Records of stationery and office supplies received from the Procurement Unit and usage thereafter shall be kept by the employee tasked with the responsibility of providing users with the required resources. There shall be monthly stocktaking of all stationery and office supplies.

11. All requests for stationery and office supplies by users shall be logged, signed for by the requisitioner and signed off by the Head of the Department/Directorate/Unit in whose Secretariat the resources are being used.

12. All employees shall practice the judicious usage of stationery, particularly A4 sheets, notepads, paper files, folders and envelopes. The practice of making double-sided photocopies using A4 sheets especially for voluminous documents shall be actively cultivated to keep expenses on use of A4 sheets across the University's Secretariats at 50% of potential expenses.
13. All Senior, Principal and Chief Administrative Assistants shall be required to prepare monthly reports including Budgeted vs Actual Expense sheets for stationery/office supplies/other consumables, utilities such as telephone/electricity/water and transportation/fuel etc.
14. Budget vs Actual Expense KPIs shall be set for all HR/Admin employees with some level of responsibility for managing the University's resources to drive efficiency in their use.

Handling of Correspondence and Other Documents

15. All correspondence and documents shall be categorised as in-coming or out-going mail. Correspondence and other documents coming into HR/Admin Secretariats shall be received by the senior-most Administrative Assistant who shall log them into an In-Coming Mail Register. Information to be logged into that register shall include the following:

    (i) The name and address of the author, whether from within or outside the University

    (ii) The name, job title and office of the addressee

    (iii) A brief description of the type of correspondence/document

    (iv) The name/signature and address of the person making the delivery

    (v) The name/signature and job title of the person receiving the delivery

    (vi) The date and time of delivery

16. An Out-Going Mail Register shall similarly be opened for out-going mail. Copies of all out-going mail shall be retained and appropriately filed in line with a well-designed filing system. Under no circumstance shall correspondence/documents be sent out without retaining a copy. Furthermore, no correspondence or documents shall be sent out of a directorate/department/unit without prior approval/sign-off by its head.

17. Employees tasked with delivering out-going mail shall ensure that the following information is logged into the Out-Going Mail Register anytime a delivery is to be made:

    (i) The name and address of the author, whether from within or outside the University

    (ii) The name, job title, institution/office of the addressee

    (iii) A brief description of the type of correspondence/document

    (iv) The name/signature and address of the person making the delivery

    (v) The name/signature and job title of the person receiving the delivery

    (vi) The date and time of delivery

POLICY No. 0702	
Policies and Regulations on Employee Health and Safety and Work Environment Management	
Subject Area	**Policies and Guidelines on Basic Office Administration and Employee Health and Safety**
Responsible Officer(s)	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- Conditions of Service for Senior Members of the University of Ghana
- 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)

PURPOSE

This part of the manual provides information and guidelines on the roles and responsibilities of the University of Ghana and its employees for ensuring that all employees, contracted third parties, service providers and visitors carry out their duties or business in a healthy, safe and conducive work environment.

POLICY STATEMENT

1. The University of Ghana shall consider it a very important duty of care to put policies, regulations and systems in place to ensure that its employees, contracted third parties, service providers and visitors to its offices and campuses are enabled to carry out their duties or business in a healthy, safe and conducive work environment.
2. In carrying out its duty of care regarding health, safety and work environment, the University shall set related goals and objectives and shall assign clear and specific roles and responsibilities to various committees, teams and individuals for ensuring structured and professional accountability for delivery of those goals and objectives.

Roles and Responsibilities for Health Safety and Work Environment Management

3. The maintenance of health and safety within the University shall be the collective responsibility of the University, Heads of Directorate/Departments, Line Managers/Supervisors and Employees.

The Role of the University

4. The University shall ensure that Health Safety and Environment Committees and Sub-Committee are set up and tasked with achieving its Health Safety and Environment goals and objectives which shall be set to ensure a safe, healthy and environmentally conducive work environment. In furtherance of the above, the University shall ensure the following among others:

Structural Physical and Environmental Safety in and Around University Buildings/Offices

5. As part of its roles and responsibilities for ensuring health, safety and environmental friendliness, the University shall ensure that:

   (i) Buildings and offices are structurally safe and continue to be so based on adherence to regular maintenance schedules drawn up by accountable officers.

   (ii) All structures are made as safe as possible by sealing cracks in buildings and roofs and painting buildings and offices at regular intervals.

   (iii) All buildings and offices are well ventilated, air conditioners provided as much as is necessary and practicable and lighting systems are suitable and sufficient.

   (iv) Access to and from employees place of work including office floors, stairs and corridors are properly designed and kept safe at all times e.g., stairs should have proper hand rails etc.

Protection of University Buildings/Offices and Employees from Fire Outbreaks

6. All buildings must have firefighting equipment which should be maintained and kept in good working condition through regular servicing. They must be so placed as to be readily available for use. A fire protection agency must be contracted to service fire-fighting equipment quarterly.

7. Fire-fighting equipment must be made available at appropriate locations near all storage areas and in offices. Routine fire drills must be organised regularly to acquaint all employees with procedures to follow in the event of a fire outbreak.

8. Any stocks of highly inflammable material must be kept either in fire-resistant cabinets or in a safe and secure place away from other items in storage.

9. It must be ensured that adequate means of escape have been provided in case of a fire outbreak. Escape routes must be properly marked, maintained and kept free from obstruction at all times.

Medical Examination of New Appointees and Medical Screening of Employees in Service

10. All employees being newly appointed into the University must be medically examined by a university medical officer and declared fit and in good health before appointment.

11. Depending on the availability of resources, serving employees may be medically examined by a university medical officer from time to time, as part of a free medical screening process which will be part of the benefits employees may be given.

The Role of Heads of Directorate & Departments/Line Managers and Supervisors for Health and Safety

12. Heads of Directorates/Departments, Line Managers/Supervisors must be charged with identifying obsolete furniture and equipment, structural defects, fire and other hazards and reporting these to Health Safety and Environment Champions in their Directorates/Departments/Units.
13. Floors should be kept free from any obstruction at all times; and from water, oily, soapy or other substance likely to cause persons to slip.

The Role of Employees for Health and Safety

14. Every employee shall be responsible for ensuring safety in his/her work area and promoting good personal health through the following practices:

    (i) Safe operation of office, other equipment, vehicles and other assets with moving parts in the course of duty.

    (ii) Promptly identifying any situation or condition in the work environment likely to cause danger to fellow employees or him/herself and considering such situations as potential hazards which must be reported to his/her supervisor or line manager and subsequently to the Head of Directorate/Department for immediate action.

    (iii) Observing high standards of personal hygiene at all times.

    (iv) Ensuring that no used and unwashed cutlery/crockery or food/food particles are left in offices overnight and that waste paper baskets in offices do not contain left-over food or other which is left overnight.

The Role of Health Safety and Environment Management Committees Sub-Committees and Champions

15. The University shall constitute a Health, Safety and Environment Management Committee which will have representation from the Central Administration and the Colleges within the University. It shall be charged with advising Executive Management on how best to achieve the health and safety goals and objectives to be set by the University.

16. The key objectives of the Health, Safety and Environment Committee shall include but not be limited to the following:

    (i) Ensuring that all employees work in a safe, healthy and conducive environment which creates a sense of security, general well-being and productivity within the work place.

(ii) Ensuring that the University puts in place and enforces Health, Safety and Environment Regulations in compliance with the provisions of the Factories, Offices and Shops Act, 1970 (Act 328) or any amendment thereof.

17. The Committee shall have oversight responsibility for ensuring that the following tasks/activities are carried out by Health, Safety and Environment Sub-Committees to be constituted from nominees at the Central Administration and the Colleges. A Sub-Committee shall be composed of not more than seven (7) members.

18. Each Sub-Committee shall elect a Health, Safety and Environment Champion in all directorates/departments/units of the University, who would be charged with creating constant awareness of, and stimulating employee interest in the need for their involvement in Health, Safety and Environment issues.

19. The Health, Safety and Environment Champion shall work with and on behalf of the Sub- Committee to ensure that the University's Health, Safety and Environment objectives are achieved through processes and procedures including but not be limited to the following:

(i) Ensuring regular inspection of all University premises and carrying out regular snap checks in and around offices to make sure that the highest level of sanitation and cleanliness is maintained and that any structural defects on buildings/offices are detected and corrected in timely manner.

(ii) Liaising with all directorates/departments in connection with their Health, Safety and Environment needs and advising them on acceptable standards.

(iii) Writing regular reports to the Health, Safety and Environment Committee on Health, Safety and Environment issues which need to be addressed and action plans to ensure continued compliance with Health Safety and Environment Laws and Regulations.

POLICY No. 0703	
Rules and Regulations on Office Security	
Subject Area	Policies and Guidelines on Basic Office Administration and Employee Health and Safety
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- Conditions of Service for Senior Members of the University of Ghana
- Conditions of Service for Senior Staff of the Public Universities in Ghana (2003)
- Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008)

PURPOSE

This part of the manual provides information on regulations and guidelines for the management of the security of the employees and assets of the University of Ghana, and for ensuring that all its employees, contracted third parties, service providers and visitors operate in a safe, secure and welcoming environment.

POLICY STATEMENT

1. The University of Ghana shall put systems in place to ensure the security of its employees and assets, as well the security of contracted third parties, service providers and visitors to its offices and campuses. It shall ensure reasonably controlled access to its offices and other buildings, while making sure that service providers and visitors are professionally handled and made to feel welcome to carry out their business with the University.

Access to Office Buildings

2. Access to offices shall be strictly controlled. Keys to all doors in office buildings shall be kept with security personnel at the entrance to office buildings

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3. Employees shall sign in for and collect keys to offices; and shall sign out for and return key to offices at the security posts. Request may be made to use the office buildings outside normal business hours provided office keys are signed for in line with laid down procedure.
4. Before an employee goes on annual leave, he/she must return all keys in his/her possession to the employee to whom he/she is handing over, or to the Head of Directorate/Department/Unit. All keys must be signed for and handed back when an employee leaves an office building.

Dealing with Visitors - General Guidelines

Following are general procedures for handling visitors:

(i) Visitors shall generally be allowed into office buildings only between the hours of 12.00-2.00 p.m. daily. Employees may be required to meet visitors at the security gate and escort them to meeting rooms or their offices only in instances where there are no meeting rooms available and for business purposes only. Under no circumstance must visitors be seen loitering around office buildings unattended.

(ii) Visitors wishing to see employees outside normal working hours shall be screened at the security gate and made to speak to the employee being sought after (where telephone facilities are available) before being allowed access.

(iii) All visitors to the University's premises shall be accorded maximum respect and shall be given the recognition due valued or potential service users or clients.

(iv) Visitors shall be asked politely by the security guard, to sign in a visitors' note book and sign out in same way on their way out.

(v) Visitors must next be provided with a Visitor's ID tag (if available) and directed to the directorate/department where the employee they wish to see has his/her office. They may be professionally received there by the receptionist in units where there are reception areas.

(vi) Should the receptionist (where available) be absent at any point in time, visitors must be asked politely to wait at the reception.

(vii) It is important to ensure that no unauthorised visitor goes beyond the security area (if any). The security guard shall communicate any problem encountered with visitors in trying to manage access to specific areas of the University to his/her supervising officer as soon as practicable.

(viii) The supervising officer of the security unit shall in turn communicate same to the most senior Assistant Registrar/School Administrator on location, who shall forward the complaint to the head of the directorate/department or other senior member based on the gravity of the problem.

Handling Official Visitors

(i) When attending to visitors, the security personnel shall where telephone services are available, enquire from the employee being sought after whether he/she wishes to see the visitor.

(ii) If the response is in the affirmative, the visitor shall be directed to the designated office.

(iii) Should a visitor wish to see another employee after the original visit, the first employee who was visited shall direct him/her to the designated office.

(iv) All visitors must be politely asked to sign in and out or the visitors note book and follow the procedure previously outlined.

(v) Under no circumstance must visitors be allowed onto office premises after 5.00 p.m., at which time the security gate (if any) should be locked at all times thereafter.

3.2.8 GENERAL RECORDS MANAGEMENT

POLICY NO.		DESCRIPTION	PAGE
0800		**General Records Management**	
	0801	Management of HR/Administrative Documents/Records	

POLICY No. 0801	
Management of HR/Administrative Documents/Records	
Subject Area	**General Records Management**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- Internal Audit Agency Act 2003 (Act 658)
- Public Records and Archives Administration Act, 1997 (Act 535)
- Financial Administration Act, 2003 (Act 654)
- Financial Administration Regulations, 2004 (LI 1802)
- State Property and Contract Act, 1960 (CA6)
- The State Secrets Act, 1962 (Act 101)
- Limitation Decree, 1972 (N.R.C.D 54)
- Conditions of Service for Senior Staff of the Universities in Ghana (2003)
- Unified Conditions of Service for Unionised Staff of the Public Universities in Ghana (2008)

PURPOSE

This part of the manual provides guidelines on professional management of HR/Administrative documents/records. It deals with the policies, regulations and guidelines for the creation/use; storage; update/retrieval; appraisal and retention/archival/disposal of HR/Administrative and other records at the central administration and college secretariats.

POLICY STATEMENT

1. The University of Ghana shall establish and implement regulations and guidelines for the management of HR/Administrative documents/records throughout their life cycle including their creation/use; preservation/storage; appraisal/classification and retention/archival/disposal.
2. All legal/regulatory requirements for the proper identification, retention, disposal, maintenance and preservation of the University's HR and Administrative records shall be adhered to.
3. Unlawful alienation, alteration, removal or any unauthorised destruction of records, including all forms of mutilation is prohibited.
4. Ignoring the requirements for HR and Administrative records management stated in this and other policy documents shall result in punitive sanctions.

General Policies and Regulations on Management of HR/Administration Documents/Records

5. The following policies and regulations mandate the institution of proper processes and procedures for the handling of HR/Administrative documents/records throughout their life cycle consisting of the underlisted stages:
    - Creation/use
    - Preservation/storage
    - Updating/retrieval
    - Appraisal/classification
    - Retention/archival/disposal

Creation of HR/Administrative and Other Documents/Records

6. All documents/records generated, handled, used or kept daily by employees in one form or another shall be managed in accordance with pre-determined schedules. Such documents/records include those on paper, film/video; electronic documents and data including email and documentation on personal computers.
7. Procedures which compel the logging of challenges encountered during the use of all systems which create or generate records such as the Integrated Tertiary Software (ITS), together with scheduled evaluation and reviews of the performance of such systems shall be documented with a view to reducing or eliminating those challenges.
8. The creation of records shall be based on the University's primary activities which are listed below according to the directorates/departments/units/activities which produce them.

Administrative Records

9. General correspondence and subject files, organisational charts, strategic planning documents, travel arrangement documents, reports and statistics, administrative committee documents and university council and board documents, legal records such as contracts, legal opinions and intellectual property records, policies and procedures and risk management documents.

Human Resources Records

10. These include senior member/faculty and staff appointment letters, employee records, promotion, tenure, awards, recognition, pension, benefits, employee discipline, grievances, job descriptions, salary administration, work schedules and leave management documents.

Finance Records

11. These include accounts payable and receivable, purchasing card transactions, banking, budgeting, investments, financial audits, procurement, payroll and taxation.

Public Affairs/Communications Records

12. These include information/data on donors, alumni affairs, government and inter-institutional relations, events and celebrations, media relations, marketing, outreach, publications, images, speeches, and the website.

Research Management Records

13. Records created while managing research work conducted by university employees or students. Such activities include research ethics, research grants and contracts administration, research centres and institutes and research with technology.

Student Management Records

14. Records generated while managing students, such as records of their application, admissions, financial aid/scholarships, continuing education, grievances, discipline and appeals.

Teaching and Learning Records

15. Records generated in the course of teaching and learning including academic calendars, academic programme reviews and accreditation, co-operative and continuing education programmes, course management, student work and its evaluation, exchange programmes, internships and practical, professional development and training, and class and examination schedules.

Student Hall/ Campus Services Records

16. These include documents/data/records on non-academic services to students and other members of the University Community, ancillary services, athletics, recreation and tolling.

Governance Records

17. University Council, Boards and Committees documents.

Health, Safety and Security Records

18. These include records/documents on conflict management and human rights, health and counselling, occupational health and safety, access and key control, and security/police services documents.

Information Management Records

19. These include records/documents on freedom of information and privacy, information systems management, information security, libraries/archives/galleries, and records management.

Property and Facilities Records

20. These include documentation on buildings, capital construction projects, space management, asset management, utilities, equipment and supplies and plans.

Uses of HR/Administrative and Other Documents/Records

21. In creating and using documents/records in the course of their work, all employees must be mindful of the inherent value of those documents/records to enable them make informed judgement on how to manage them. Various kinds of inherent value include:

    - ***Administrative value:*** This is based on records being a repository of knowledge on how respective units at the central **or** college administration have carried out their mandate.
    - ***Fiscal value:*** This is based on records demonstrating how respective units at the central **or** college administration have utilised their financial resources.
    - ***Legal value:*** This shows how records can help protect the rights of the various units at the central **or** college administration and its employees from legal issues which may arise.
    - ***Evidential and Informational value:*** These values are derived from records which confirm the occurrence of events.
    - ***Research and Historical value:*** These values are derived from records which provide the raw materials for research, technological and cultural history and which preserve a legacy for the future at the various units of the central administration or college administration.
    - ***Reputation:*** Documents/records enable a lower risk of reputational damage.
    - ***Efficiency and Effectiveness***: Well-managed records contribute to improved working practices and efficiencies and create a tidy and professional working environment.

Storage, Retrieval and Updating of Records

22. All HR/Administrative and other documents/records at the central **or** college administration stored in various forms including hard copy paper and microfiche, electronic database and electronic files, must be stored in a way that maintains their trustworthiness and availability.

23. Employees responsible for creating, using, storing, retrieving, appraising/classifying, updating, retaining/disposing of documents/records must collaborate to ensure that documents/records have the following characteristics:

    - ***Reliability:*** The records must be a full and accurate representation of the transactions, activities or facts to which they attest.
    - They must subsequently be stored and secured in such a manner as would make them dependable in the course of subsequent transactions or activities.
    - ***Authenticity:*** When it becomes necessary, it should be possible for the records to be proven to be what they claim to be; to be created or sent by the persons claiming to have created or sent them in the first instance; and to be proven that they were created or sent at the time claimed.
    - ***Integrity:*** The records remain complete and unaltered.
    - ***Usability:*** The records can be located, retrieved, presented and interpreted.

Filing, Labelling and Preparing Records for Storage

24. Records generated during day to day activities shall be stored within the offices of employees whilst personal HR records must be kept in central, secured locations in the HRODD/College/ School Secretariats with restricted access.

25. All records shall be labeled to indicate the type of record and its retention and disposition requirements. Labeling of records shall be done to clearly identify the record and any other relevant information pertaining to it. The design and development of all IT filing and storage systems and applications must address and incorporate records management requirements.

26. E-mail messages created or received by employees or third parties in the units of the central or college administration which have any of the intrinsic values of records including:

    - Actions generated via e-mail
    - Employee performance plans
    - Other e-mails in connection with official business activity may be retained in electronic formats in files and handled in accordance with approved records retention schedules.

27. Valuable information contained in e-mails may be retained in electronic formats other than e-mail, provided the electronic formats have schedules aligned with records management policies and procedures for paper records.

28. The same policies and procedures on retention, archival and disposal requirements that apply to paper records shall also be applicable to electronic records.

29. Filing systems which are appropriate for the functional and operational needs of the various Units at the central **or** college administration and its employees shall be established using standards which are uniform, economical and efficient.

30. Records and filing systems shall be stored in a suitable environment to prevent damage, deterioration and loss. They shall be arranged and grouped functionally to provide for rapid filing, ready reference, and prompt disposal if approved.

31. All units of the central **or** college administration shall keep and maintain records of their records management activities in their official files. Records showing files that have been transferred, archived, disposed of or destroyed shall be kept.

32. The following steps shall be taken to ensure that the reliability, authenticity, integrity and usability of stored documents/records are maintained at all times.

    (i) All filing rooms and filing cabinets shall be properly locked and secured using dual access keys.

    (ii) All employees shall be sensitised on the importance of seeking appropriate authorisation for access to files, failing which prescribed sanctions shall apply (please see below).

    (iii) Unauthorised retrieval of records shall be treated as a severely sanctionable offence.

    (iv) A senior member not below the grade of Assistant Registrar shall be given oversight responsibility for records management.

    (v) Procedures for checking the contents of files before and after they are taken out of storage shall be instituted. Such checks shall be recorded and signed off by the Assistant Registrar or other senior member of the same grade.

    (vi) A schedule shall be prepared for updating all types of information, manual and electronic. As with storage of records, contents of files shall be checked and signed for before and after files have been removed to update records.

    (vii) Short to medium-term plans shall be put in place to digitise and secure all personal records at regular intervals - at least every quarter.

Appraisal and Security Classification of Records

33. A records security classification schedule shall be planned and put in place to guide decision making on information creation, handling, protection, retention, archival and disposal.

34. Records shall be classified as unrestricted, internal only, confidential or secret. Following are guidelines for classification of documents/records:

- Documents/records containing information on marketing material, job advertisements, information shared on the University's website and any other material which can be shared with the public without any restrictions and without having any negative impact shall be classified as ***unrestricted***.
- Information which can be shared with only employees at the various units of the central **or** college administration including job descriptions, internal memos and phone directories shall be classified as ***internal only***.
- Information which is shared with only employees within the various units at the central **or** college administration who need access in order to perform their duties; for example personal bio-data, performance appraisals, departmental budgets, salaries etc. shall be classified as ***confidential.***
- Information which must only be shared with specific employees who are authorised by university authorities to access such information, for example sensitive audit records shall be classified as ***secret***.

Retention/Archival and Disposal of Records

35. Decisions shall be taken from time to time as to which documents/records should be retained for how long and which ones should be archived or disposed of based on their classification, useful life and regulatory requirements where applicable.

36. Retention/archival and disposal schedules shall be established for all records based on the preservation requirements for administrative, legal, fiscal and historical purposes, which shall be determined by the University from time to time.

37. The schedules for retention/archival and disposal shall define and categorise records by subject matter and type as to whether permanent or temporary. The schedules shall provide instructions on what to do with records when they are no longer needed for day to day operations.

38. Retention/archival schedules shall be defined for the various categories of records including the following:

    - Organisation and administrative records
    - Human Resources (HR) or personnel records
    - Legal and technical records
    - Property and supply records
    - Employee Relations (ER) records
    - Procurement records etc.

Sanctionable Records Management Offences

- The following are records management offences for which punitive action shall be taken. All employees of the University are to take careful note of them and ensure compliance. They are that:

(i) The unlawful alienation, alteration, removal or unauthorised destruction of records, including all forms of mutilation is prohibited.

(ii) Records and their management are subject to review, audit, and investigation by appointed officers of the central administration or college secretariats.

Ignoring the requirements stated in this and related policy documents shall have grave/dire consequences under Statute **42** of the Basic Laws of the University of Ghana titled "Non-Academic Offences" and any other disciplinary provisions on gross misconduct contained in an employee's terms and conditions of service.

- Misconduct of the nature described above may result in punitive actions such as:

(i) Legal costs, fines and penalties.

(ii) Disciplinary actions not excluding loss of job.

(iii) Prosecution and incarceration.

3.2.9 INFORMATION TECHNOLOGY SECURITY POLICIES & REGULATIONS

POLICY NO.		DESCRIPTION	PAGE
0900		**Information Technology Security Policies & Regulations**	
	0901	HR/Admin and Other Information Technology Security Systems	

POLICY No. 0901	
Computer and Information Control	
Subject Area	**Information Technology Security Policies & Regulations**
Responsible Officer	Registrar/Director, HRODD
Approval	University Council
Original Issued	
Revised	

REFERENCE DOCUMENTS

- University of Ghana Act, 2010 (Act 806) and Statutes
- Internal Audit Agency Act 2003 (Act 658)
- Public Records and Archives Administration Act, 1997 (Act 535)
- Financial Administration Act, 2003 (Act 654)
- Financial Administration Regulations, 2004 (LI 1802)
- State Property and Contract Act, 1960 (CA6)
- 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)
- The State Secrets Act, 1962 (Act 101)
- Limitation Decree, 1972 (N.R.C.D 54)

PURPOSE

This part of the manual deals with policies and regulations which guide the security and protection of HR/Administrative and other sensitive and valuable information such as employee records, financial data, audit reports etc. at the central administration and college secretariats.

POLICY STATEMENT

1. All HR/Administrative technological systems and information shall be considered valuable assets of the University of Ghana which must be protected from misuse, unauthorised manipulation and destruction. Such protection measures shall be physical and/or software based.

Regulations on Ownership of Software

2. Any computer software developed by employees of the University or third parties; or which are licensed for use by the University, shall be the property of the University of Ghana and must not be copied for use at home or any other location, unless otherwise specified by the license agreement.

Regulations on Installed Software

3. All software packages that reside on computers and networks within the University of Ghana must comply with applicable licensing agreements and restrictions.

Regulations on Virus Protection

4. Malware detection systems approved by Chief Information Technology Officer (CITO) shall be deployed to ensure electronic files are appropriately scanned.

5. Users must not be able to disable or turn off authorised host malware defenses.

Regulations on Access Controls

6. Physical and electronic access to confidential and internal information and computing resources shall be controlled.

7. To ensure appropriate levels of access by all users of the University's computing resources, a variety of security measures shall be instituted as recommended by the CITO and approved by the University of Ghana IT Steering Committee.

8. Mechanisms to control access to confidential and internal information shall include but not be limited to the following methods:

9. ***Authorisation:*** Access shall be granted on a "need to know" basis and shall be authorised by the employee's line manager/immediate supervisor and the head of directorate/department/unit.

10. ***Identification/Authentication:*** Unique user identification (User ID) and authentication shall be required for all systems that maintain or access confidential and/or internal information. Users shall be held accountable for all actions performed on the system with their User ID. At least one of the following authentication methods must be implemented:

    - Strictly controlled passwords
    - Biometric identification, and/or
    - Tokens in conjunction with a PIN.

11. Users must secure their authentication credentials (e.g. password, token) such that it is known only to them.
    - An automatic timeout re-authentication shall be required after a certain period of no activity (maximum 15 minutes).
    - Users must log off or secure the system when leaving it.

12. ***Data Integrity:*** The University must be able to provide corroboration that confidential and internal information has not been altered or destroyed in an unauthorised manner.

13. ***Transmission Security:*** Technical security mechanisms shall be put in place to guard against unauthorised access to data that is transmitted over a communications network, including wireless networks. The following features must be implemented:
    - Integrity controls
    - Remote access shall be appropriately controlled to ensure confidentiality and integrity of data stored on Certificate Authority (CA).

14. ***Remote Access:*** Infrastructure containing sensitive information shall be stored in an access- controlled area.

15. Confidential and/or internal information which is stored or accessed remotely shall maintain the same level of protection as information stored and accessed within the University of Ghana network.

16. ***Physical Access:*** Access to areas where information processing is carried out shall be restricted to only appropriately authorised employees and individuals.

17. The following physical controls must be in place at all times:

    (i) Data centre infrastructure shall be installed in an access-controlled area. The area in and around the computer facility must afford protection against fire, water, damage and other environmental hazards such as power outages and extreme temperature situations.

    (ii) File servers containing confidential and/or internal information shall be installed in a secure area to prevent theft, destruction or access by unauthorised individuals.

    (iii) Workstations or personal computers (PCs) must be secured against use by unauthorised persons.

    (iv) Local procedures and standards on secure and appropriate workstation use shall be developed and physical safeguards must include procedures that will:
    - Reduce the possibility of unauthorised access to sensitive information located at workstations.
    - Grant workstation access to those who need it in order to perform their job functions only.
    - Establish workstation location criteria to eliminate or minimise the possibility of unauthorised access to protected information.

- Employ physical safeguards by locating workstations in controlled access areas or installing covers or enclosures to preclude casual access to information.
- The use of automatic screen savers with passwords to protect unattended machines shall be encouraged.
- Facility access controls shall be implemented to limit physical access to electronic information systems and the facilities in which they are housed, while ensuring that properly authorised access is allowed.

18. ***Emergency Access:*** Any unit in the University whose job functions bring them into contact with confidential data must sign a non-disclosure agreement document and must establish a mechanism to provide documented emergency access to systems and applications in the event that the assigned custodian is unavailable during an emergency. Procedures must be documented to address:

    (i) Authorisation

    (ii) Implementation

    (iii) Revocation

Regulations on Equipment and Media Controls

19. The disposal of information must ensure the continued protection of confidential and internal information. Each unit shall comply with the University's established procedures in place to govern the receipt and removal of hardware and electronic media which contain confidential information into and out of their units, as well as the movement of these items within the unit. The following specifications must be addressed as part of the procedures:

    (i) ***Information disposal / media:*** Categorisation of type of information to be disposed of, whether hard copy (paper and microfilm/fiche); magnetic media (floppy disks, hard drives, zip disks, etc.) and CD ROM disks.

    (ii) ***Accountability:*** Each unit shall maintain a record of the movements of hardware and electronic media and any person responsible for such activity.

    (iii) ***Data backup and storage:*** Units must comply with backup and storage procedures prescribed by the UGCS.

Regulations on Other Media Controls

20. Confidential data must be labeled and stored with the appropriate controls as prescribed by the University's IT Security Policy. External storage media used for confidential data must meet necessary minimum security requirements to protect it from theft and unauthorised access.

21. Confidential information must never be stored on mobile computing devices (laptops, personal digital assistants (PDA), smart phones, tablet PC's, etc.) unless the devices have the following minimum security requirements implemented:

    (i) Power-on passwords.

    (ii) Auto log off or screen saver with password.

    (iii) Encryption of stored data or other acceptable safeguards approved by the CITO.

    (iv) Mobile computing devices must never be left unattended in unsecured areas.

22. Where confidential/internal information is stored on external media or mobile computing devices and there is a breach of confidentiality as a result, the owner of the medium/device will be held personally accountable and shall be subject to the terms and conditions of the University's "Information Security Policies and Confidentiality Statement" signed as a condition of employment for all employees.

Regulations on Data Transfer/Printing

23. ***Electronic Mass Data Transfers:*** Downloading and uploading PHI, confidential and internal information between systems shall be strictly controlled. Requests for mass downloads of, or individual requests for information for research purposes that include e-confidential data must be approved through due process.

24. All other mass downloads of information must be approved by the Director, HRODD or College Secretary/School Administrator and shall include only the minimum amount of information necessary to fulfill the request.

25. ***Other electronic Data Transfers and Printing:*** Confidential and internal information shall be stored in a manner inaccessible to unauthorised individuals. Confidential information must not be downloaded, copied or printed indiscriminately or left unattended and open to compromise.

Regulations on Oral Communication

26. Employees should be mindful of their surroundings when discussing confidential information. This includes the use of cellular telephones in public areas. Confidential information must not be discussed in such areas since the discussion may be overheard. Caution should be observed when conducting conversations in semi-private rooms, waiting rooms, corridors, elevators, stairways, cafeterias, restaurants or on public transportation.

27. Recording of oral conversations, meetings and other forms of oral communication must be agreed by the audience prior to the recording. It shall be an offence to record without prior notice of the audience.

Regulations on Audit Controls

28. Hardware, software, and/or procedural mechanisms such as audit trails/logs that record and examine activity in information systems that contain or use confidential information shall be mandatorily activated.

29. Procedures to regularly review records of information system activity such as audit logs, access reports, and security incident tracking reports must be implemented. These reviews must be documented and maintained for a determined period of time.

Regulations on Technical and Non-Technical Evaluation

30. Periodic technical and non-technical evaluations must be performed in response to environmental or operational changes affecting the security of electronic confidential information to ensure its continued protection.

Regulations on Contingency Planning

31. Plans, procedures and controls must be put in place to ensure that the Central Administration and College Secretariats can recover from any damage to computer equipment or files within a reasonable period of time. Each entity shall be required to develop and maintain a plan for responding to a system emergency or other occurrence (for example, fire, vandalism, system failure and natural disaster) that damages systems containing confidential or internal information. This must include developing policies and procedures to address the following:

32. ***Data Backup Plan:*** A data backup plan must be documented and routinely updated to create and maintain retrievable, exact copies of information for a specific period of time. Backup data must be stored in an off-site location and protected from physical damage. Such data must be afforded the same level of protection as the original data.

33. ***Disaster Recovery Plan:*** A disaster recovery plan which contains a process enabling units to restore any loss of data in the event of fire, vandalism, natural disaster or system failure must be developed and documented.

34. ***Business Continuity Plan:*** A plan which contains a process enabling the entity to continue to operate in the event of fire, vandalism, natural disaster or system failure shall be developed and documented.

35. ***Testing and Revision Procedures:*** Procedures requiring periodic testing of written contingency plans to discover weaknesses and the subsequent process of revising the documentation, if necessary must be developed and documented.

36. ***Applications and Data Criticality Analysis:*** The criticality of specific applications and data in support of other contingency plan components shall be assessed and documented.

Regulations on Compliance with Information Security Policies

37. The information security policies in this part of the manual apply to all users of the University of Ghana's information systems, including: employees, third parties, students, volunteers and external affiliates.

38. Failure to comply with information security policies and regulations may result in disciplinary action up to and including dismissal in accordance with applicable HR/Administrative policies and procedures, or, in the case of external affiliates, termination of the affiliation. Penalties based on Ghanaian law on information security (if any), may apply.

39. Possible disciplinary/corrective action may be taken for, but shall not be limited to the following acts of misconduct:

    (i) Unauthorised disclosure of confidential information.

    (ii) Unauthorised disclosure of a sign-on code (User ID) or password.

    (iii) Attempting to obtain a sign-on credentials (User ID and password) that belongs to another person.

    (iv) Using or attempting to use another person's sign-on code or password.

    (v) Installing or using unlicensed software on computers.

    (vi) The intentional unauthorised destruction of information.

    (vii) Attempting to get access to sign-on codes for purposes other than official business, including completing fraudulent documentation to gain access.

Regulations on Password Standards

40. The HR/Administrative information security policies and regulations contained in this part of the manual require the use of strictly controlled passwords for accessing confidential and internal information.

41. The minimum standards which must be implemented in order to ensure the effectiveness of password controls are as listed below. Users shall be personally responsible for complying with the following password standards and controls:

    (i) Passwords must not be shared with another person including IT employees unless the person is a designated officer with IT security responsibilities.

    (ii) Every password must where possible, be changed regularly – (between 45 and 90 days) depending on the sensitivity of the information being accessed.

    (iii) Passwords must have a minimum length of eight characters while password standards for the University of Ghana must be referred to at all times.

    (iv) Passwords must never be saved when prompted by any application with the exception of central single sign-on (SSO) systems as recommended by the CITO.

    (v) [= This feature must be disabled in all applicable systems.

(v) Passwords must not be programmed into a PC or recorded anywhere that someone may find and use.

(vi) Passwords must not be created using words which can be found in dictionaries or are easily guessed due to their association with the user (i.e. children's names, pets' names, birthdays, etc.

(vii) A combination of alpha and numeric characters which is more difficult to guess is recommended.

42. Where possible, systems software must enforce the following password standards:

(i) Passwords routed over a network must be encrypted.

(ii) Passwords must be entered in a non-display field.

(iii) System software must enforce the regular changing of passwords and its minimum length.

(iv) System software must disable the user identification code when more than three consecutive invalid passwords are given within a 15-minute timeframe.

(v) Lockout time must be set at a minimum of 30 minutes.

(vi) System software must maintain a history of previous passwords and prevent their reuse.

Regulations on Access to and Usage of Information Resources

43. The University shall from time to time, determine who should have access to which available information resources.

Regulations on IT Management and Security Services

44. The CITO and designated member(s) of his/her team shall be responsible for providing advice regarding IT issues, and for the maintenance of the University's Information and Communication Technology (ICT) resources to standards of acceptable reliability and security.

45. All employees shall have access to the intranet and internet facilities.

Regulations on Information Privacy

46. The University reserves the right to examine files and e-mails where necessary or when it has information or evidence that:

(i) System integrity is threatened

(ii) Security is compromised

(iii) An activity has a detrimental impact on the quality of information technology service to the University.

(iv) The system is being used for purposes which are prohibited under this and any other related policy.

(v) The system is being used for unlawful purposes.

47. All employees shall have computer accounts and access passwords. It shall be every employee's responsibility to ensure that:

(i) Passwords are selected carefully and not shared with other persons. (

(ii) Computer workstations are kept physically secure.

(iii) Computer accounts are not shared with other persons.

GLOSSARY

BEC	Business and Executive Committee
C & R	Compensation and Reward
CA	Certificate of Authority
CA&PC	College Appointments and Promotions Committee
CAB	College Academic Board
CITO	Chief Information Technology Officer
COSAC	College Staff Appointments Committee
CV	Curriculum Vitae
DSA	Daily Subsistence Allowance
EPMS	Employee Performance Management System
ER	Employee Relations
ERP	Enterprise Resource Programme
FUSSAG	Federation of University Senior Staff Association of Ghana
FW&SC	Fair Wages and Salaries Commission
GAUA	Ghana Association of University Administrators
GUSS	Ghana Universities Superannuation Scheme
HR	Human Resources
HRODD	Human Resources and Organisational Development Directorate
ICDE	Institute of Continuing and Distance Education
ICT	Information and Communication Technology
IRPO	Institutional Research and Planning Office
IT	Information Technology
ITS	Integrated Tertiary Software
JS	Junior Staff
KPIs	Key Performance Indicators
NAB	National Accreditation Board
NCTE	National Council for Tertiary Education
NHIS	National Health Insurance Scheme

ORID	Office of Research Innovation and Development
PC	Personal Computer
PDA	Personal Digital Assistants
PDPs	Personal Development Plans
PET	Performance Evaluation & Training
PIP	Performance Improvement Plan
PSWPMS	Public Sector Wide Performance Management System
PVC- ASA	Pro Vice-Chancellor, Academic and Student Affairs
PVC-RID	Pro Vice-Chancellor, Research Innovation and Development
RARC	Registrary Appointments Review Committee
RESAC	Registry Staff Appointments Committee
RPS	Recruitment, Promotion and Separation
SM	Senior Member
SMC	School Management Committee
SS	Senior Staff
SSJG & SS	Single Spine Job Grading and Salary Structure
SSNIT	Social Security and National Insurance Trust
SSO	Single Sign-On
SSPP	Single Spine Pay Policy
SSSS	Single Spine Salary Structure
TEWU	Teachers and Educational Workers Union
UAB	University Appointments Board
UGBS	University of Ghana Business School
UGEL	University of Ghana Enterprise Limited
UGRF	University of Ghana Research Fund
UTAG	University Teachers Association of Ghana
VC	Vice-Chancellor
VCG	Vice-Chancellors' Ghana