



# **ADMINISTRATIVE MANUAL**

**SEPTEMBER, 2021**



**DR. HILLA LIMANN  
TECHNICAL UNIVERSITY**

**DR. HILLA LIMANN TECHNICAL UNIVERSITY**

**WA, GHANA**



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**SEPTEMBER, 2021**

## **FOREWORD**

This manual has been prepared to acquaint employees and potential employees of Dr. Hilla Limann Technical University (DHLTU) about the policies, procedures, benefits, opportunities, and responsibilities while employed by the DHLTU. The manual includes summary of key policies, procedures and standards governing employment at the Dr. Hilla Limann Technical University. Employees will be requested to read it carefully and acknowledge in writing that they have received it and have understood it.

The Provisions in this Manual shall apply to all staff of the University and shall serve as a guide for Management. The Administrative Manual shall be updated as and when there are new procedures and policies of the University.

Dr. Hilla Limann Technical University is a public tertiary education institution established by the Technical Universities Act, 2020 (Act 1016) as amended. The University was converted from a Polytechnic (Wa Polytechnic) to a Technical University in April, 2020 in tandem with the Technical Universities (Amendment) Act, 2020 (Act 1016).

Dr. Hilla Limann Technical University provides tertiary education in the fields of Engineering, Manufacturing, Science and Technology, Technical/Vocational Education and Training, Applied Arts, and Commerce. The University further provides opportunities for skills development, applied research and publication of research findings

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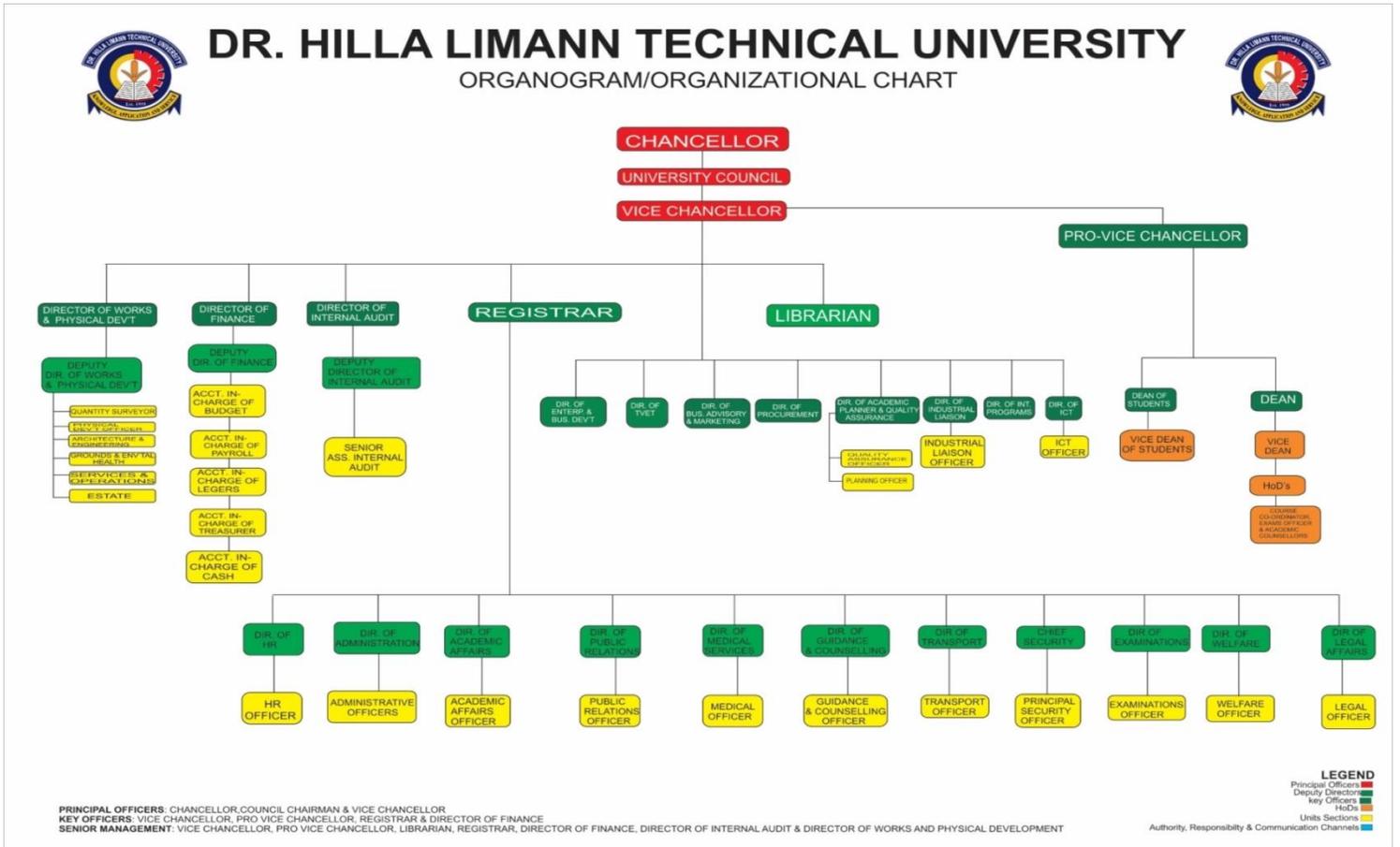
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## **ACRONYMS/ABBREVIATIONS**

DHLTU	Dr. Hilla Limann Technical University
HND	Higher National Diploma
ICT	Information and Communication Technology
DAPQA	Directorate of Academic Planning and Quality Assurance
DIPIL	Directorate of International Programmes and Institutional Linkages
DWPD	Director of Works and Physical Development
UAPB	University Appointments and Promotions Board
SDSC	Staff Development and Scholarships Committee
GETFund	Ghana Education Trust Fund

# ORGANISATIONAL STRUCTURE



## **SECTION ONE**

### **GENERAL ADMINISTRATIVE PRINCIPLES**

#### **1.0 Application**

The provisions in this Manual shall apply to all staff of the University and shall serve as a guide for both Management and staff of the University. The Manual shall be updated as and when there are new provisions enacted by statutory bodies and / or new procedures and policies of the University.

#### **Vision of the University**

The Vision of the University is to become a world class center for applied technology and career-focused education for rural poverty reduction and national development.

#### **Mission**

The Dr. Hilla Limann Technical University is a Government Institution developed to providing quality tertiary education through offering three-year Higher National Diploma (HND), Degree and non-formal short term programs and courses.

The University aims at becoming a leader in providing courses in a variety of subject areas using competency based learning, especially in Engineering, Applied Science and Technology, Applied Arts and Management to meet the needs of business and industry, the service sector and society at large. With a motto ‘Knowledge, Application and Service’, the University is committed to:

- Becoming a Center of Excellence for competency-based teaching and learning in selected areas in Engineering, Applied Science and Technology, Applied Arts and Management.
- Offering continuing education opportunities to fulfill the needs of all stakeholders.
- Establishing sustainable partnerships with industry
- Facilitating the development of entrepreneurs
- Providing equitable training opportunities for women and other disadvantaged sections of society
- Facilitating the development of positive student attitude and behavior
- Increasing awareness about the causes, preventions of HIV/AIDS, and the avoidance of stigmatization of people living with HIV/AIDS

- Establishing strong linkages with alumni for institutional development
- Mobilizing, developing and effectively managing both human and financial resources
- Organizing staff development programs including computer literacy and ICT

### **Core Values**

The core values of the University are: Quality, Equality, and Transparency, Team spirit, Innovativeness and Environmental sustainability.

### **Niche Area: Industrial Art**

## **1.1 UNIVERSITY GOVERNANCE**

### **1.1.1 The University Council**

The Council of the University is the governing body and the highest policy and decision making body of the University. Subject to the provisions of the Technical Universities Act, 2016 (Act 922); the Technical Universities (Amendment) Act 2018 (Act 974) and the Technical Universities (Amendment) Act, 2020 (Act 1016), there shall be a Governing Council of the University which shall be the highest decision-making authority of the Technical University.

### **1.1.2 Academic Board**

There shall be an Academic Board as provided for by the Technical Universities Act. The Academic Board is the organ of governance charged with the responsibility of determining academic work of the University. It is chaired by the Vice-Chancellor.

## **1.2 PRINCIPAL OFFICERS OF THE UNIVERSITY**

### **1.2.1 The Chancellor**

There shall be a Chancellor of the University as provided for by the Technical Universities Act, Act 2016 (Act 922) who shall be the Head of the University. He / She shall be appointed in the manner as prescribed in **Schedule F** of the University Statutes.

### **1.2.2 The Vice-Chancellor**

The Vice-Chancellor is the administrative head of the University and is accountable to the Governing Council. The Vice-Chancellor shall be responsible for organising and conducting the academic, financial and administrative business of the University.

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

- Pro-Vice-Chancellor
- Directorate of Academic Planning and Quality Assurance (DAPQA)
- Directorate of International Programmes and Institutional Linkages (DIPIL)

- Directorate of Information and Communication Technology
- Directorate of Health Services
- Procurement Directorate
- Directorate for Business Development
- Industrial Liaison Director
- Research and Academic Programmes Development Directorate
- Technical and Vocational Education and Training Directorate
- Office of the Dean of Students
- Centres
- Faculties /Schools

### **1.2.3 Pro Vice Chancellor**

The Pro Vice-Chancellor shall assist the Vice-Chancellor in the overall management and administration of the University.

### **1.2.4 Registrar**

The Registrar is the Chief Operating Officer of the University under the Vice- Chancellor. The Registrar shall assist the Vice-Chancellor in the administration of the University. He/She is the Secretary to the Governing Council as well as all Statutory Committees. The Registrar shall be responsible to the Vice-Chancellor in the discharge of administrative duties.

The following Officers shall operate under and be responsible to the Registrar in the performance of their duties and responsibilities and together with the Registrar shall constitute the Registry:

- (a) Academic Affairs Director
- (b) Human Resource Director
- (c) Transport Officer
- (d) Career Guidance and Counseling Director
- (e) Sports Officer
- (f) Public Affairs Director
- (g) Legal Affairs Director

- (h) Welfare Officer
- (i) Chief Security
- (j) General Administration Director

Such Other Officers as the Vice Chancellor may determine

### **1.2.5 The University Librarian**

The University Librarian provides leadership in advancing the University's teaching, research and innovation mission through a clear vision of the library's role, comprehensive strategic planning and incorporation of emerging technology, sound fiscal management and engagement of all members of the University Community. The University Librarian shall report to the Vice-Chancellor.

The University Librarian oversees the activities of the following divisions:

- Acquisition Unit
- Technical Service Unit
- Circulation/Referencing Unit
- Classification/Cataloging Unit
- Administrative/ PR Unit

### **1.2.6 Director of Finance**

The Director of Finance is the head of the Finance Office of the University. He/She is the Chief Accounts Advisor to the Vice-Chancellor. The Technical University Director of Finance shall be responsible to the Vice-Chancellor for the Financial Administration of the University in accordance with the Public Financial Management Act, 2016 (Act 921). He/she shall also submit periodic reports to the Council on the status of plans and projections necessary for the preparation of budgets for succeeding years.

The following Officers shall operate under and be responsible to the Director of Finance in the performance of their duties and responsibilities:

- Accountant in charge of Payroll
- Accountant in charge of Budget
- Accountant in charge of Legers
- Accountant in charge of Treasures
- Accountant in charge of Revenue/Cash
- Accountant in charge of Students Records

### **1.2.7 Director of Internal Audit**

The Director of Internal Audit is responsible for the Internal Audit of the University. The Director of Internal Audit shall, in accordance with the Internal Audit Agency Act, 2003 (Act 658) and in conformity with standards and procedures provided by the Agency, set up under the Act, carry out periodic internal audit of the University and submit reports thereof to the Audit Committee through the Vice - Chancellor of the University.

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

- Operational Audit
- Financial Audit

### **1.2.8 Director of Works and Physical Development (DWPD)**

The Director of Works and Physical Development who shall, under the Vice- Chancellor be responsible for the overall development and maintenance of the physical environment of the University and the provision of essential services in an efficient and effective manner.

The Director of Works and Physical Development oversees the activities of the following divisions:

- The Physical Development Works and Housing
- Development Office
- Architecture and Engineering

- Quantity Surveying
- Grounds and Environmental Health
- Services and Operations
- Environmental Health Services
- Estate Organisation

### **1.3.0 CONTRACT OF EMPLOYMENT**

Every employee (Whether temporary or permanent) will receive a written contract of employment before they assume duty. This is a legal document which summarizes details of the terms and conditions of the employment. The employee will be required to send a writing acceptance of the offer with a Medical Examination Form duly signed by an accredited Medical Officer.

### **1.4.0 APPOINTMENTS**

#### **1.4.1 Appointment Procedures**

- a) The appointment, promotion, transfer, dismissal and disciplinary control of all employees are vested in the Vice-Chancellor acting on behalf of the University Council.
- b) To be eligible for appointment, a candidate must have the requisite qualifications and/or experience as laid down from time to time in the Scheme of Service.
- c) Vacancies shall normally be advertised.
- d) An applicant seeking employment from the University must state:
  - i) his age;
  - ii) his home town;
  - iii) whether he has previously been employed by any Technical University or by the Government of Ghana, and if so, why he left;
  - iv) whether he has ever been convicted of a criminal offence;
  - v) the name of spouse if married;
  - vi) the name and address of next of kin;
- e) All staff appointments shall be made through an interview conducted by a properly constituted Appointments Committee as prescribed by in the Statutes of the University.

- f) All new employees must be medically examined and passed as fit for work by a registered Medical Officer.
  
- g) The following procedure will be followed in the appointment of members of staff:
  - i) Open advertisement of vacancy in line with Scheme of Service.
  - ii) Shortlisting of applicants by Departmental Board upon receipt of applications.
  - iii) Verification of shortlisted applications by the University Appointments and Promotions Committee.
  - iv) Submission of shortlisted applications with written recommendations to the Registrar for onward submission to University Appointments and Promotions Board (UAPB).
  - v) Invitations for Interviews
  - vi) Selection of suitable candidates by UAPB
  - vii) A formal offer of appointment shall be issued stating clearly the terms and conditions of the appointment.
  - viii) Personal record files shall be created at the Human Resource Directorate for all new employees which shall be regularly updated.
  - ix) All new employees shall complete a personal records form on assumption of duty.

#### **1.4.2 Effective Date of Appointment**

The effective date of an appointment shall be the date the employee assumes duty.

#### **1.4.3 Temporary Appointment**

- a) In the case of temporary staff, the length of appointment shall not exceed three months. In the case of staff employed for specific assignment, the duration of the appointment should not exceed the life of the assignment.
- b) Temporary employees shall be paid a monthly salary.
- c) The University shall pay SSNIT contributions for all temporary employees.
- d) A temporary employee who has been engaged and who has worked satisfactorily for twelve (12) consecutive months may be recommended by the Head of Department

concerned for permanent appointment. Such an appointee shall not be required to serve a probationary period. This provision will however, not apply to persons engaged in temporary circumstances for the duration of specific research or another project.

- e) Temporary Employees who have been engaged by the Technical University shall contribute towards the Social Security Fund under the appropriate Law establishing the Fund.

#### **1.4.4 Appointments Requiring Search Committees**

Appointment to the following positions shall be through Search Committees only:

- i. The Vice-Chancellor
- ii. The Librarian
- iii. The Registrar
- iv. Director of Finance
- v. Director of Internal Audit
- vi. Director of Works and Physical Development

#### **1.4.5 Appointments through Elections**

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

The Deans of Faculties/Schools;

The Vice-Deans of Faculties/Schools

#### **1.4.6 Criteria for Appointment of Non-Academic Deans/Directors/Heads of Department**

(1) In considering the appointment of a Director or Head of Department, the candidate nominated shall be required to satisfy the following criteria for satisfactory performance:

- (a) Ability to improve teaching, research and service of staff under his control.
- (b) Ability to make substantial contribution for the advancement of the Department/Centre.

- (c) Implementation of a shared vision for the Department/Centre.
- (d) Substantial improvements in administrative procedures.
- (e) Mentorship and human resource development.
- (f) Quality of participation on Boards/Committees.
- (g) Quality of decision-making.
- (h) Good human relations.
- (i) Prudent financial management.

#### **1.4.7 Appointments by Vice-Chancellor**

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

- i. Directors of Academic Units
- ii. Dean of Students and Vice Dean of Students
- iii. Heads of Department, Heads of Institutes/Centres

#### **1.4.8 Document to be provided with first appointment**

On first appointment, a Senior Member will be issued with an appointment package which should include the following:

- i) Appointment letter
- ii) Conditions of Service Manual
- iii) Regulations & Statutes of the University
- iv) Act, Law or Legal instrument setting up the University
- v) Handbook on Appointments & Promotions
- vi) Students Handbook
- vii) Administrative Manual
- viii) Code of Conduct and all other relevant policies of the University

## 1.5 PROBATION

- Probationary period shall form the earliest part of the waiting period for employees into the University upon appointment. The probationary period for employees are:

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

## 1.6 PROMOTIONS

- Individuals on their own initiative or at the invitation of the Heads of Department/Centre/Unit/Section or the Registrar may apply for promotion as provided for in the Scheme of Service.
- Promotion shall normally proceed from one rank to the immediate next rank i.e. from Lecturer to Senior Lecturer to Associate Professor to Professor; for the non-academic Senior Member, Assistant Registrar to Senior Assistant Registrar. Promotions to Deputy Registrar and equivalent grades and above are filled by appointment.
- Notwithstanding the normal progression as stated above any Senior Member of the Technical University may apply at any time to be promoted or appointed to next rank for which he considers himself qualified in accordance with the Appointments and Promotions Criteria.

- In the specific case of Senior Members in the administrative professional grades, promotion to the position of Senior Assistant Registrar or equivalent position would not normally be made within the initial contract period of six (6) years.
- An application accompanied by curriculum vitae, indicating the position sought and the area of discipline concerned shall be submitted to the University Appointments and Promotions Board through the Head of academic/administrative unit with a covering letter copied to the Registrar.
- Application for promotion supported by materials for assessment may not be processed unless they were received at least six (6) months to retirement.
- The Head of an academic/administrative unit shall refer each application supported by materials for assessment to the Faculty Board/Registrar for its comments and recommendations within one (1) month of receipt of the documents.
- Each application is then submitted for evaluation by two (2) external assessors who shall be persons of good standing in the applicant's field, normally of the status of Professor or equivalent but not employed by or in any way connected with the University.
- Promotion to the grade of Senior Lecturer shall be considered on the basis of good performance in the following:
  - i. Scholarship;
  - ii. Research contribution to knowledge;
  - iii. Teaching and student mentoring and supervision;
  - iv. Academic leadership;
  - v. Inventiveness;
  - vi. Industry collaboration;
  - vii. Technology innovations;

- viii. Extension work/service; and
  - ix. Creative and artistic productions/works.
- 1.5.1 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 during the first six (6) year contract. Exceptional technology innovations will however be considered.
- 1.6.2 Promotion to the grade of Associate Professor shall be on the basis of 1.5.1 above as well as outstanding scholarship in the candidate's field of teaching, skills development and research and contribution to socioeconomic growth of the country.
- 1.5.3 Promotion to the grade of Professor shall be on the basis of 1.5.1 above as well as internationally acknowledged scholarship in the candidate's field of teaching and research and outstanding contribution to technology development and innovation.
- 1.6.4 Promotion to the administrative/professional grades shall be based on evidence of continuing performance in respect of the following:
- i) Grasp of administrative procedures/regulations and organizational ability;
  - ii) Leadership;
  - iii) Initiative and reliability;
  - iv) Good understanding of the mission and mandate of the University;
  - v) Sense of responsibility;
  - vi) Capacity, expertise and relevant education in one's chosen functional area; and
  - vii) Relevant publications and administrative monographs.
- 1.6.6 Assessment of an application based on the criteria set in 4.13 above shall require a report by the applicant on his/her contribution to the work of the Technical University to which may be attached memoranda (other than confidential material) to be reviewed as appropriate by the Head of Department/Centre/Unit/Section, Registrar and the University Appointments and Promotions Board.

1.6.7 In all cases, the effective date of promotion shall be the date on which an application was submitted, provided that the material required for assessment would also have been received by the same date. Any additional material submitted subsequently for assessment will affect the dating of the application.

## **1.7 POST RETIREMENT CONTRACT**

### **1.7.1 Guidelines for Post-Retirement Contract Appointment**

1. All Post-Retirement Contract Appointments shall be in keeping with the Constitution of Ghana and the enabling Regulations/Guidelines set forth by the Council of the University.
2. Post-Retirement Contract Appointment shall, under normal circumstances, be reserved for Retired Tenured Staff (Professional category).
3. Post-Retirement contract appointments to the University, like any other appointments, are the preserve of the Council of the University and discretions for such purposes reside ONLY with the Council.
4. The terms and conditions for post-retirement contract appointments are the sole prerogative of the Council of the University and are subjected to review by same without notice.
5. All members of staff applying for post-retirement contract appointment with the University shall consider such offers as a privilege, with all conditions pertaining thereto, and not as of right.
6. All Applications for Post-Retirement Contract Appointment shall follow the normal procedures for Appointment as laid down by the University.
7. The University shall develop a Succession Policy Plan across board, and also intensify its search for young and new Staff with vigour so as to reduce its total dependence on Retired Contract Staff.
8. As part of its staff training and capacity building programmes, the University shall promote graduate studies and encourage the mounting of quality and sustainable graduate programmes of study in all Departments of the University.

9. The University shall seek other forms of cooperation and collaboration through its Linkages and from its own resources for Scholarships, Fellowships and Awards for Overseas Staff Development Programmes.

### **1.7.2 Post-Retirement Contract Appointment for Tenured Staff (Professorial Staff Category)**

1. Consideration for Post-Retirement Contract Appointment shall satisfy the following requirement:
  - a. Evidence of Departmental Needs
  - b. Approved Teaching Load
  - c. Graduate Teaching and Graduate Thesis Supervision
  - d. Research and Development Activities
  - e. Mentorship programmes for young faculty/Staff
  - f. Medical Certification;
2. Evidence of the need for Post-Retirement Contract shall be provided and justified by the Head of Department concerned.
3. Professional grade staff / Associate Professors and Professors will be eligible for post-retirement contact until the age of 70. The initial contract shall be for 5 years up to the age of 65 and then afterwards, contract shall be offered on a two-years plus two years plus one year basis, subject to need and good health.
4. Senior Lecturers will be eligible for post-retirement contract on a two years plus two years plus one year basis only up to the age of 65, subject to need and good health.
5. Post-Retirement Contract Appointment after Age 65 on Part-Time basis may be offered YEARLY for up to AGE 70, subject to Departmental Needs Staff/Departmental Performance Assessment after the 5-Year initial service period and Medical Certification.

### **1.7.3 Post-Retirement Contract Appointment for Non-Tenured Staff (Non-Professorial Staff Category)**

1. Staff in the Non-Professorial Category shall not ordinarily and necessarily attract Post-Retirement Contract Appointment unless time, place and/or other exigencies so dictate.

2. Post-Retirement Contract Appointment for Non-Professorial Category shall be subjected to documented and substantiated evidence in respect of the following and/or other purposes:
  - a. Critical Departmental Staffing Needs;
  - b. Appropriate Teaching Load;
  - c. Graduate Teaching and Thesis Supervision;
  - d. Evidence of Research and Development Activity; and
  - e. Medical Certification.
3. Full-Time Post-Retirement Contract Appointment for Staff at the **SENIOR LECTURER/EQUIVALENT** Grade may be offered for up to **THREE YEARS** on yearly basis, subject to satisfactory performance and current Departmental needs.
4. Post-Retirement Contract Appointment on **PART-TIME** basis may be offered to Senior Lecturer/Equivalent Grade for up to **TWO YEARS** on yearly basis, terminating at age 65.
5. In exceptional circumstances and/or where laid-down conditions permit, Full-Time Post-Retirement Contract Appointment for Staff at the **LECTURER/EQUIVALENT** Grade may be offered for **ONE YEAR** in the first instance, and renewable for **ONE** additional year, **ONLY**, subject to satisfactory performance at the end of the First year, and current Departmental needs. Post-Retirement Contract Appointment on **PART-TIME** basis may be offered to a **LECTURER/ EQUIVALENT** Grade for **ONE YEAR ONLY**, terminating at age 63.

## **SECTION TWO**

### **HUMAN RESOURCE RELATED POLICIES**

#### **2.0 Rights and Benefits of Employees**

##### **Purpose**

This section of the manual provides guidelines on miscellaneous allowances and benefits which may be payable to eligible employees upfront or re-imbursed later. Information contained in this section must be read in conjunction with provisions in the Conditions of Service.

##### **Policy Statement**

The miscellaneous allowances and benefits for senior members are based on existing guidelines and at rates determined and published from time to time. Allowances may differ due to the nature, scope and level of responsibility attached to special roles. 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 with approval and published periodically.

#### **2.1 ALLOWANCES**

Various allowances are determined by the Government/University Council from time to time.

##### **2.1.1 Acting Allowances**

A Senior Member who acts in a higher position for at least three (3) months shall be paid allowances attached to the higher position.

For the avoidance of doubt, where a Senior Member acts in any position for at least three (3) months, where under these rules he would not otherwise have been entitled to the allowances attached to the position, he shall be paid the difference between the acting officer's salary and minimum salary point of the acting post or 20% of the monthly basic salary whichever is higher.

### **2.1.2 Responsibility Allowance**

Payable to designated officials as provided in their contract of appointment or in recognition of responsibilities additional to their normal scope of work.

### **2.1.3 Entertainment Allowance**

Payable to designated officials for the purpose of providing entertainment on behalf of the Technical University.

### **2.1.4 Extra Teaching Load Allowance**

Means teaching above the normal load. For the avoidance of doubt, the normal load is twelve (12) hours per week of semester. The Senior Member is to apply through the Head of academic/administrative unit for the payment of such allowances at the end of each semester.

### **2.1.2 Extra Marking Allowance**

Means marking above the normal load. For the avoidance of doubt, the normal load is 140 cumulative scripts. The Senior Member is to apply through the Head of academic/administrative unit for the payment of such allowances at the end of each semester.

### **2.1.3 Invigilation Allowance**

Payable to Staff who invigilate during University examinations. The amount payable shall be determined from time to time.

### **2.1.4 Departmental Duty Allowance**

Payable to Lecturers for such departmental activities as academic advisory, examination duties, departmental workshops and seminars upon submission of a report to the head of department. The amount payable shall be approved by the University Council from time to time.

### **2.1.5 Sitting Allowance**

Payable to a Senior Member who attends University Meetings. Appropriate sitting allowances shall be approved by the University Council from time to time.

### **2.1.6 Per Diem Allowances**

A range of allowances payable to Senior Members as reimbursable and out-of-pocket payment to cover work away from one's normal work station.

### **2.1.7 Risk Allowance**

Payable to a Senior Member who engages in hazardous duties such as laboratory scientists, geologists, medics on dangerous diseases etc. The categories of senior members who shall be entitled to this allowance shall be determined by the University Council from time to time. The rate would be 25% of the basic monthly allowance.

### **2.1.8 Book Allowance**

Payable to Senior Members at rates negotiated from time to time.

### **2.1.9 Research Allowance**

Payable to Senior Members at rates negotiated from time to time.

### **2.1.10 Industrial Attachment/Internship Allowance**

Payable to Senior Members and Senior Staff who undertake approved short duration internships in industry to update their practical knowledge and skills or conduct joint research with industry partners. The rates shall be negotiated and approved by the University Council.

### **2.1.11 Project Supervision Allowance**

Payable to Lecturers who supervise final year students' projects. The amount payable shall be approved by the University Council.

### **2.1.12 Additional Duty Allowance**

Payable to Senior Members who have been assigned additional duties in writing for a position other than his own for more than twenty-one (21) days and not more than six (6) months. The rate is 10% of monthly basic salary.

### **2.1.13 Call-in Allowance**

Payable to Senior Members who are not entitled to over time allowance and who are call to work after close of work or on weekends. Call-in allowance shall be paid only for the performance of work which has received prior written approval of Management. 10% of the daily rate multiplied by the number of hours worked.

### **2.1.14 Kilometric Allowance**

It shall be paid to cover fuel, wear and tear of the vehicle of the Senior Member whose work requires the use of a vehicle but is requested to use his own vehicle for official trips. The rate shall be as approved from time to time.

### **2.1.15 Funeral Grant**

It shall be paid on the death of a Senior Member, his spouse, biological or legally adopted child as in the records of the University. The rate shall be as approved from time to time.

### **2.1.16 Protective Clothing**

Protective clothing shall be provided by the University to Senior Members who work in the Laboratories and workshops.

### **2.1.17 Fuel Allowance**

Payable to Senior Members who have been given official responsibility by the University. The rate shall be as approved from time to time.

### **2.1.18 Utility Allowance**

Payable to Senior Members to cover for utility bills. The rate shall be as approved from time to time.

### **2.1.19 Day Trip Allowance**

Payable to Senior Members who do a round trip covering 300 km by road or 600 km by air the same day at 75% of the Per Diem Allowance.

### **2.1.20 Security Allowance**

Payable to recipients of owner occupier allowance. Rates shall be as determined from time to time.

## **2.2 MISCELLANEOUS ALLOWANCES**

### **2.2.1 Warm Clothing Allowance**

A Senior Member traveling to a temperate country on University business would be entitled to warm clothing allowance at a rate to be determined by the University from time to time. This allowance is to be paid only once in every three (3) years – frequency of travel notwithstanding.

### **2.2.2 Vehicle Maintenance Allowance**

Payable to Senior Members who own cars and must be used in the performance of their duties. The vehicles must be registered in their names. In all cases, approval must be obtained from the Registrar. Payment of the allowance stops if the vehicle for which the allowance is paid ceases to be road worthy for over three (3) months.

### **2.2.3 Off-Campus Allowance**

Payable to Senior Members who do not live on campus at rates to be determined by the University from time to time.

### **2.2.4 Long Service Award**

Payable to Senior Members who have served the University over periods such as ten (10) years, twenty (20) years, thirty (30) years and forty (40) years at rates to be determined by the University Council from time to time.

### **2.2.5 Baggage Expense**

A Senior Member who is granted a passage will be entitled to payment of freight for baggage at rates and in accordance with regulation determined from time to time. Baggage shall not be taken to include motor vehicles. The University does not accept responsibility for the cost of packing, carting and insurance of baggage.

A Senior Member who is granted this facility by the University and who does not serve a minimum period of two (2) years following provision of the facility shall be required to refund the whole amount.

### **2.2.6 Benefits Related to subsidized Education**

The University shall provide good quality, subsidized education for children/wards of employees enrolled at all levels of the University.

In providing this benefit, the University shall recognize a maximum of two (2) children/wards. Not more than two (2) wards shall be eligible for this benefit.

The Fee Subsidy shall be applicable to **ONLY** registered Biological Children of **FULL TIME STAFF** of the University;

Staff applying for the fee Subsidy shall fill the appropriate **FORMS** obtainable at **the Registrar's Office (Human Resource Directorate)** and submit same to the Registrar, for necessary action.

### **2.3.0 LOAN FACILITIES**

Subject to the availability of funds, the University may grant a Senior Member, on application any of the following loans at rates and under terms determined from time to time.

- a) Car loan
- b) Car rehabilitation loan
- c) Furniture loan

- d) Fridge loan
- e) Housing loan
- f) Salary advance
- g) Rent Advance

## **2.4.0 LEAVE**

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

- a) Annual leave
- b) Study leave with pay
- c) Study leave without pay
- d) Casual leave
- e) Examination leave
- f) Special leave
- g) Leave of absence
- h) Sick Leave
- i) Maternity Leave
- j) Vacation Leave
- k) Sabbatical Leave
- l) Secondment
- m) Part-time Study Leave
- n) Compassionate Leave
- o) Leave of Absence for Association activities

### **2.4.1 Annual Leave**

Staff on permanent employment earn annual leave based on their rank/category. Annual leave shall be approved to take effect over a specified period. Annual Leave is earned. New

employees qualify for leave after working for a minimum of six (6) months on a continuous basis. Earned leave is calculated for new members of staff on a pro-rata basis.

- i. Senior Members - 42 working days
- ii. Senior Staff - 42 working days
- iii. Junior Staff (Clerk 1 and above) - 34 working days
- iv. Junior Staff (Clerk 2 and Below) - 32 Working days
- v. Cleaners, Laborers and Apprentice - 25 Working days

Teaching Senior Members are entitled annually to eight weeks' leave (vacation leave) to be taken during vacations. No such leave can be earned in a year in which a senior member takes a sabbatical/study leave/leave of absence. Leave may not be deferred to accumulate.

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

#### **2.4.2 Study Leave with Pay**

- a) A staff holding permanent appointment in the University may apply for study leave with pay. Such a staff should meet the following conditions for eligibility:
  - i. Must apply for the facility;
  - ii. Must have worked continuously for three (3) years;
  - iii. Must submit an admission letter from an established institution of learning;
  - iv. The institution must be offering certificates recognized by the nation's accrediting agencies.
  
- b) Employees granted paid study leave cannot apply for paid maternity leave.

- c) Employees who proceed on study leave have to return to the service of the University for at least the number of approved years of studies plus one (1) year.
- d) Study leave awardees who fail to return to post after the study leave shall be sanctioned for the investment made in them and the accompanying loss of teaching, research or administrative time from the staff.
- e) The losses occasioned by a staff member's failure to return from study leave shall be deducted outright from any benefits accruing to those who resign or vacate posts after study leave. Legal means may be used to recover any funds from study leave defaulters.
- f) A staff granted study leave with pay must complete a bond form.

### **2.4.3 Study Leave without Pay**

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

- a) When the application for leave with pay is unsuccessful;
- b) When the applicant has not served the minimum three (3) years waiting period but feels that the admission cannot be deferred or missed;
- c) When the applicant feels that the benefits from early graduation far outweighs the benefits from an approved study leave with pay option;
- d) When the HOD's assessment shows that the applicant's absence would not adversely affect the functions of the Department;

- e) When the applicant seeks to pursue a programme that is not approved by the University or does not relate to the duties of the applicant as a staff;
- f) In making an application for extension of study leave (with/without pay), the employee concerned should observe the following:
  - i. Serve at least three months' notice; and
  - ii. State, with confirmation from the supervisor, the work that has been carried out so far, as well as what remains to be completed and the time within which the remainder of the work is expected to be finished.

#### **2.4.4 Casual Leave**

- g) Casual leave is permission granted to a member of staff to solve an urgent personal problem outside the programmed leave roster.
- h) Casual leave may be granted to a member of staff on as many occasions as the member of staff makes a good case for them.
- i) A request for casual leave may be doubted, however, the leave may be approved to be deducted from earned or future earned leaves.
- j) Heads of Department who approve casual leaves shall inform the Registrar about the approval so given, following the laid down channels of communication.
- k) In all cases, applicants shall apply stating the urgent problem and the time, and number of days needed to solve the problem.

- l) Where practicable, a written approval shall be obtained by the applicant before embarking on the casual leave.
  
- m) Casual leave shall be deducted from Annual Leave.

#### **2.4.5 Examination Leave**

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

#### **2.4.6 Compassionate Leave**

Compassionate leave may be given to staff in cases of:

- h) Personal grief – death of close relatives or associates;
  - ii) Motor accident involving staff or relative;
  - iii) Fire or sickness involving close relatives; and
  - iv) Natural disaster such as flooding or bush fires or earthquake.

#### **2.4.7 Leave of Absence**

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

- b) Leave granted shall be for up to two years in the first instance and may, in exceptional cases, be renewed for up to a further period of two years, so that the total period of leave shall in no case exceed a continuous period of four years.
- c) If, in the judgment of the Vice-Chancellor, on the advice of a Dean or the Registrar, the granting of leave of absence and/or its extension is not in the best interest of the University, it shall be denied.
- d) While a Senior Member is on leave of absence, the general University regulations on housing and other perquisites shall apply to him.
- e) A Senior Member who is granted leave of absence may, subject to the terms of the grant, resign/retire by giving at least six months' notice. The resignation/retirement shall take effect from the date the leave was granted.
- f) 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.
- g) A Senior Member who does not return directly to the service of the University after the leave shall be deemed to have vacated post, unless he had resigned/retired in accordance with these regulations and the letter of grant.

#### **2.4.8 Sick Leave**

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

#### **2.4.9 Maternity Leave**

- a) Maternity leave is leave approved for pregnant female employees to nurture their pregnancy and the new-born child for a period as prescribed by the Labour Law.

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

#### **2.4.10 Vacation Leave**

For the avoidance of doubt, Senior Members (teaching) shall enjoy their annual leave whenever University students are on holidays.

### **2.4.11 Sabbatical Leave**

- a) Senior Members may be granted sabbatical leave upon application.
- b) An employee desiring to proceed on sabbatical leave must apply through the HoD and Dean to the Registrar for transmission to the Research, Conference and Scholarships Committee.
- c) The HoD and Dean/Director of the applicant must also indicate in writing the soundness of the request and an assurance that the University will not suffer in the absence of the applicant.
- d) Senior Members qualify for sabbatical leave after teaching/administrative work or researching continuously for six (6) years.
- e) A paid study leave grant shall be treated as an interruption or break in service for sabbatical leave entitlement.
- f) Senior Members who serve six (6) years continuously shall be entitled to one (1) year sabbatical leave and ten (10) years uninterrupted service shall qualify for two (2) years' sabbatical leave.
- g) Senior Members who proceed on one (1) year sabbatical leave have to return to the service of the University at least for two (2) years and those on two (2) year's sabbatical leave have to return to serve the University for at least three (3) years.
- h) Senior Members shall return to the service of the University after the sabbatical leave. The obligatory service after sabbatical leave is determined as the number of years of the leave period enjoyed plus one year. Staff on sabbatical leave may apply for one-year leave of absence without pay to complete teaching, research or

administrative programmes before returning to their employment. Members on one (1) year leave without pay after enjoying sabbatical leave must return to post after the one-year extension has lapsed.

- i) Sabbatical leave awardees who fail to return to post after the sabbatical leave shall be sanctioned for the investment made in them and the accompanying loss of teaching, research or administrative time from the staff.
- j) The losses occasioned by a Senior Member's failure to return from sabbatical leave shall be deducted outright from any benefits accruing to them. Legal means may also be used to recover any liability from sabbatical leave defaulters.
- k) Where sabbatical leave beneficiaries vacate their posts after the leave, the University shall withhold all benefits due the staff.

**Additional general principles governing study/sabbatical leave include:**

- a) The granting of study/sabbatical leave of any kind will be subject to the staffing position and the programme of work of a department. Study/sabbatical leave will not be granted merely because it has been earned under conditions of service. The University will, however, ensure that as much as possible, study/sabbatical leave is not withheld for unduly long periods.
- b) A Senior Member who intends to take study/sabbatical leave should consult his Head of Department in the early stages of his plans (at least six months' notice should normally be given to the Head of Department) and thereafter submit an application to the Vice-Chancellor using the approved 'Channels of Communication'.

- c) Such an application should include a statement of what the applicant expects to do, how long he estimates that the proposed programme of work will take him, the time he wants to take the study/sabbatical leave and any other necessary information.
- d) The Head of Department will forward the application through the Dean of the faculty with his detailed comments to the Vice-Chancellor.
- e) No study/sabbatical leave or leave of absence will normally be granted within two academic years of recruitment or of return from study/sabbatical leave.
- f) Where study leave of more than one year has been granted, the employee concerned should send annual progress reports on his work to the Vice-Chancellor through his Head of Department.

#### **2.4.12 Part-Time Study Leave**

- a) A Master's degree holder appointed Assistant Lecturer, who wishes to pursue a part-time programme leading to a doctoral degree within his discipline, maybe granted study leave with pay, provided the applicant has the support of the Dean of his Faculty and the Head of his Department. Since the programme would be on part-time basis, the applicant and his Head of Department would be required to ensure that his schedule of work is not interfered with.
- b) Leave granted under the terms of part-time study programmes shall not affect the eligibility of Senior Members for Sabbatical Leave.
- c) An applicant wishing to pursue a programme of study not directly related to his discipline may be considered for leave under the terms governing leave of absence without pay.

#### **2.4.13 Leave of Absence for Association activities**

- Where a staff is officially nominated by the association to attend courses, conferences and meetings or accompany association officials on tours of the association, the University shall permit the staff to attend.
- The University shall grant such leave with pay.
- When meetings of a Standing Joint Negotiation Committee and Delegates meetings are convened, the staff attending such meetings shall be regarded as being on duty and shall be paid Travelling and Transport allowances, Night subsistence allowance and/or Out-of-Station Allowance

#### **2.5.0 SECONDMENT**

- a) A Senior Member who wishes to be seconded to an institution should have the said institution write formally to the Vice-Chancellor requesting and making the case for the secondment. The Senior Member is also required to write to the Vice-Chancellor at the same time requesting the said secondment.
- b) The Technical University will then satisfy itself that the secondment will ultimately be in the interest and to the advantage of both the Senior Member and the University. The Vice-Chancellor shall confer with the Senior Member and his Head of academic/administrative unit etc. If there are no reasons to refuse the secondment, an approval letter will be issued by the Vice-Chancellor, stating the duration of secondment and any other terms associated including any payments required to be made by the institution to the University.
- c) A seconded Senior Member still remains an employee of the University and must conduct himself bearing cognizance of this. Salaries and other emoluments shall however, be the responsibility of the organization to which the Senior Member has been seconded. In this regard, a Senior Member on secondment which is not at the instance of the University has to vacate his University residence within three (3) months of taking up the new appointment.

- d) Time spent on secondment cannot count towards calculation of sabbatical leave and other leave provisions – except in the situation where the secondment was at the direct instance of the Technical University.
- e) A Senior Member is expected to return to the service of the University on completion of the secondment. Any extension would have to be discussed and negotiated provided that the total period spent on secondment does not exceed five (5) years. In the event that the secondment and or any extension requested would keep the Senior Member away from the University for more than five (5) years (sixty (60) calendar months or ten (10) semesters) the Senior Member would be required to resign his position. Failure to do so would amount to vacation of post.
- f) A Senior Member whose request for secondment is refused but who proceeds on such secondment would be deemed to have vacated his post.
- g) All requests for secondment or extension of secondment must always allow or factor in a six (6) month notice period.

## **2.6.0 GENERAL GUIDELINES ON FURTHER STUDIES**

- A. Applicants shall meet the conditions for prioritization before they are awarded scholarship.
- B. Other applicants who have secured other forms of scholarships on their own shall meet the conditions thereof before being granted such leaves.
- C. The award of scholarship shall be contingent upon the availability of funds.
- D. The course or programme to be pursued by staff shall be relevant to the Department/Unit.
- E. All Heads shall ensure that only qualified applicants are recommended to the SDSC.
- F. All staff shall notify the SDSC for approval before proceeding for further studies. Staff who fail to notify the SDSC, shall have his/her application for promotion rejected when they submit certificate for promotion or re-designation.
- G. Any staff that goes on study without prior written approval of the SDSC shall be deemed to have vacated his/her post.

### **2.6.1 Application Procedure for Study Leave**

- A. Applicant who intend to go for further studies shall give one year prior notice to the SDSC through his/her Head in writing.
- B. Upon receiving admission, applicants shall apply to SDSC for approval through their Heads and attach the admission letters.
- C. Applicant who is granted study leave shall complete and submit a bond form to the Human Resource Unit before proceeding to school.
- D. If approved, the funding terms shall be discussed and agreed to.
- E. If approved the applicant shall proceed to carry out enrollment and payment of school fees.
- F. Applicants on study leave with sponsorship shall pay fees and submit original receipts for onward submission to GETFund for reimbursement.
  
- G. Study leave may not be granted to a staff for a second time unless he/she has fulfilled all obligations pertaining previous granted study leave.

### **2.6.2 Criteria for Selection of Applicants for Study Leave**

All Faculties/Schools/Units shall consider the following before prioritizing their staff for further studies.

- A. All courses/programmes of applicants for further studies shall be relevant to the Unit/Department of the applicant.
- B. Whether the absence of the applicant would affect work in the Unit/Department.
- C. Applicant would have served his/her bond before (if any)
- D. Number of years served after the last study leave (if any)
- E. Length of service to the Institution.
- F. Number of years left for applicant to go on compulsory retirement.
- G. Equitable distribution of scholarships across all Departments in the Institution (applicable to School Boards and SDSC).
- H. When the dates of previous study leaves/appointments of two or more applicants tie, their date of assumption of duty or dates of acceptance letters to their appointments shall suffice.
- I. Where there is a further tie, there shall be **Yes** or **No** ballot in the presence of applicants

## **SECTION 3**

### **DISCIPLINE CRITERIA**

#### **3.1 Misconduct**

Misconduct is any act or omission likely to render an employee liable to disciplinary action. The contravention or failure to observe staff regulations without reasonable cause shall be regarded as misconduct.

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

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

#### **3.1.1 PRESS AND BROADCASTS**

- a) Disciplinary action shall be initiated against any employee who is the author of any anonymous publication, in the form of letters, articles, using social media or any other media or is party to any such publication, or who in any publication bearing his signature discusses any matter concerning the University in a manner calculated to undermine confidence in the University.

- b) No employee, unless specifically authorized, shall communicate either directly to the Press, or to any unauthorized person any information gained in the course of his official duty.

### **3.1.2 The Disciplinary Procedure for Senior Members/Senior Staff:**

- (1) When a Senior Member/Senior Staff is served with notice to appear before a Disciplinary Board/Committee, he/she shall, within ten (10) working days after the service of the said notice on him/her, furnish the Board with his defence to the allegations leveled against him/her.
- (2) Where the Senior Member/Senior Staff fails to submit his/her response within the stipulated period the Disciplinary Board/Committee shall proceed with the enquiry.
- (3) Where no adverse findings have been made against a Senior Member/Senior Staff, the Vice Chancellor shall communicate to him/her within seven (7) days upon receipt of the Disciplinary Board/Committee's report.
- (4) Where the Senior Member/Senior Staff had been suspended, he shall be restored to his former position forthwith, and if on interdiction, arrears of salary shall be paid accordingly.
- (5) Depending on the gravity of the offence committed by the Senior Member/Senior Staff Council may cause him/her to be interdicted pending the finality of investigations.
- (6) The Senior Member/Senior Staff has been interdicted shall be paid two-thirds (2/3) of his/her salary while on interdiction.
- (7) It is the duty of the Vice-Chancellor to ensure that the case is determined as expeditiously as possible, and he/she shall report to Council, at its next meeting.
- (8) The Vice-Chancellor of the University may delegate any part of the Vice Chancellor's authority in respect of discipline as shall seem appropriate.
- (9) The following are the penalties that may be imposed for breaches of discipline:
  - (a) Dismissal.
  - (b) Termination of appointment.
  - (c) Suspension for stated period without pay.
  - (d) Reduction in rank or grade.

- (e) Interdiction.
  - (f) Stoppage of increment.
  - (g) Forfeiture of pay for stated period.
  - (h) Withholding an increment.
  - (i) Reprimand.
  - (j) Warning.
  - (k) Withholding/stoppage of annual salary increment
  - (l) Postponement of promotion
- (10) These penalties shall be treated as major penalties which shall be imposed only by the Vice-Chancellor in consultation with Council.
- This applies only in the case of Senior Members. For Senior Staff and Junior Staff the Vice Chancellor shall be responsible for administering both major and minor penalties.

### **3.1.3 Discipline of Junior Staff:**

- (a) It shall be the responsibility of the Vice-Chancellor, on the advice of, and in consultation with the Head of Human Resource and Head of Department, to provide for the discipline of staff;
- (b) The Vice-Chancellor may delegate his authority in relation to disciplinary processes as he/she deem fit and appropriate.
- (c) The Vice-Chancellor shall appoint an ad hoc committee on which a representative of the junior staff association shall serve.
- (d) The offending staff concerned must be given:
  - i. Notice in writing stating the grounds on which disciplinary action is being taken against him/her;
  - ii. Reasonable opportunity to defend himself/herself.
  - iii. The provisions relating to interdiction, as applied to Senior Members shall also apply to the Junior Staff.

### **3.2. Penalties**

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

#### **3.2.1 Minor Penalties**

Minor penalties or sanctions in the University:

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

##### **3.2.1.1 Reprimand**

- i. An employee may be reprimanded verbally or by a formal letter.
- ii. When a Head of Department (HoD) queries an act or omission, the resulting explanation shall be filed away when satisfactory. If the explanation is not satisfactory, the staff shall be reprimanded verbally and/or in writing.
- iii. All written queries should be copied to the Registrar.

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

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

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

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

#### **3.2.1.3 Postponement of Promotion**

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

#### **3.2.1.4 Withholding of salary**

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

### **3.3 Major Penalties**

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

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

vii. Deferment of increment

### **3.3.1 Dismissal**

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

### **3.3.2 Termination of Appointment**

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

### **3.3.3 Suspension**

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

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

An employee can be sanctioned to lose part of his pay. This means that the employee would probably have worked and earned the pay but part will be deducted as punishment for some misconduct. If an employee habitually comes late and is sanctioned to forfeit pay for two (2) days, he works during the days he was late but is penalized by the loss of two (2) days' pay.

### **3.3.5 Reduction in Rank**

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

### **3.3.6 Interdiction**

a. An employee charged with a criminal offence, whether within or outside the University shall be interdicted by the Vice-Chancellor

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

### **3.3.7 Deferment of Increment**

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

## **SECTION FOUR**

### **GENERAL ADMINISTRATIVE GUIDELINES**

#### **4.0 Handing and Taking Over Formalities**

- a. Proper handing and taking over notes must be prepared in all cases of internal reshuffling, postings, resignations and retirements.
- b. The handing over notes must cover all inventories, for example, paper files, books, stores, staff lists and capital items such as computers, cabinets, photocopiers, clocks, vehicles, equipment and other movable items.
- c. The handing over notes should also cover one's impressions about the duties he/she is leaving behind and the challenges involved or likely to come up with time.
- d. Any officer who fails to diligently prepare handing over notes shall be recalled at his/her own expense to prepare a more detailed report if questions over propriety arise later.
- e. Losses or shortages of University property detected within a month after taking over which cannot be traced in the handing over notes shall be placed at the doorsteps of the person who handed over.
- f. The Officer handing over shall be held liable for deficiencies or shortage between stocks and physical items at the time of the handing/taking over.
- g. Copies of handing/taking over notes must at all times be submitted to any superiors who need to know. Handing over notes between HoDs, Deans, Faculty Officers, Directors must be copied to the Vice-Chancellor, Registrar, Director of Finance, the Director of Internal Audit, Director of Works and Physical Development and other relevant officers.
- h. There shall be a file on handing/taking over which captures the history of incumbency of positions in the University.

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

#### **4.1 Channels of Communication**

- a. All members of staff are free to consult the Vice-Chancellor, the Registrar, on any matters affecting their Units, Departments, Faculties/Schools and Directorate.
- b. All official letters from Heads of Department to the Vice-Chancellor should be routed through the Dean of the Faculty/School.
- c. Letters from members of staffs of Administrative/Professional Departments to the Vice-Chancellor, the Registrar or Directors should be routed normally through the Head.
- d. Notwithstanding the normal channels of communication stated in this section, in exceptional circumstances, staff may write directly to appropriate offices.
- e.. Heads of Department should comment fully on letters sent through them by the Departmental staff to the Vice-Chancellor. This is necessary to facilitate decision making.
- f. Correspondence with the Registrar and Directors/Deans should be copied to the Vice-Chancellor.

## **4.2 ILL-HEALTH PROCEDURE**

The ill-health procedure of the University shall be as follows:-

- When a Staff suffers from an illness which causes his/her absence from duty for a continuous period of seven days, then at the end of this period he/she is required, to furnish the Vice-Chancellor with a medical report from a registered Medical Practitioner.
- If the report certifies that the continued absence from duty is necessary, the Staff may be relieved of his/her obligation to discharge his duties without the loss of salary for periods not exceeding a total of six months. Thereafter the Staff will receive half salary for another six months. At the end of the period, he/she will be referred to the Governing Council for a decision.

## **4.3 EMPLOYEE RECORDS**

- The University is to keep scrupulous records on each Senior Member. Such records are to be housed at the Human Resource Directorate.
- The Senior Member may on application to the Vice-Chancellor/Registrar review the contents of the file kept on him or her.
- The Senior Member shall ensure that the file is updated annually with details such as changes in family circumstances, commendations, performance assessment records etc.

## **4.4 OFFICE HOURS**

An employee will normally be required to attend duty for not more than the statutory number of hours per each working week. For the avoidance of doubt, working hours shall be from 8.00 a.m. to 5.00 p.m. every working day. There shall be one hour break from 12:00pm to 1:00pm. The Policy of

the University is that all workers report on time to work on regular basis and remain at post during working hours. The Policy indicators are **Punctuality, Regularity and Availability**.

#### **4.5. Travelling of Staff outside Duty Station**

Any staff of the University travelling outside his or her duty station must obtain a written permission from his/her immediate supervisor before embarking on the trip. The University shall not be liable for any member of staff who travels without the requisite permission.

Absence from duty without written permission for ten (10) or more working days shall be considered as a vacation of post and be treated as such.

Copies of all letters/memos granting permission shall be lodged with the Offices, of the Registrar or the Vice-Chancellor as the case may be.

The channel of request for permission shall remain as follows:

##### **4.5.1 Travelling Within Ghana**

###### **4.5.1.1 Departmental Level**

All staff wishing to travel for a short period shall obtain written permission from the appropriate Head of Department (Academic and Non-Academic).

###### **4.5.1.2 Faculty/School Level**

Heads of Department shall obtain written permission from the Dean of the Faculty/School concerned before travelling.

###### **4.5.4.3. University Level**

Deans of Faculty/School, Dean of Students, Directors of Directorate, Registrar, Director of Finance, Director of Internal Audit, Director of Works and Physical Development and University Librarian shall obtain written permission from the Vice-Chancellor before travelling.

#### **4.6.0 Foreign Travel (Outside Ghana)**

All staff wishing to travel outside Ghana shall obtain written permission from the Vice-Chancellor through the appropriate Head of Department. All Heads of Department have to seek permission from the Vice-Chancellor through the appropriate Deans. All Deans shall obtain travel permission from the Vice-Chancellor.

## **SECTION 5**

### **5.1 Performance Management**

#### **5.1.1 Purpose**

This section 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 strategic goals and objectives.

#### **5.1.2 Statement on the Performance Appraisal System**

1. The University 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.

### **5.1.3 Components of the University's Performance Management System**

1. 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.
2. 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.

### **5.1.4 Performance Management for Different Categories of Employees**

- The performance management process and tools for senior members and none academic, shall differ only in the objectives set for individual employees based on their specific jobs and the managerial /behavioral competencies required to achieve those objectives.
- 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.

### **5.1.5 Policies and Regulations on Performance Appraisal of Employees**

1. The University shall institutionalize an annual objective 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.
2. Individual objectives shall be derived from directorate/departmental/unit objectives, which shall themselves be based on the University's strategic objectives, drawn from its strategic plan.
3. Core competencies (managerial/supervisory skills and personal behavioral 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.

### **5.1.6 Procedure for Performance Appraisal of Employees**

1. A bi-annual performance appraisal process by which performance shall be assessed against agreed objectives and performance standards shall be institutionalized, and will take place at the middle and end of each year. All employees will be required to participate actively in the process.
2. The appraisal process shall encourage continued, all year round line manager and direct report communication on job-related and professional matters through coaching, counseling, on-the-job training and feedback on job performance.
3. In order to avoid surprises or unexpected criticism during a performance appraisal process, any positive or negative feedback related to a specific task or behavior should be noted and communicated when it occurs.
4. At the end of each academic year, a formal review of achievements in relation to the agreed objectives must be conducted and documented on standardized appraisal forms for various categories of employees. This documentation shall include an assessment and rating of their performance in relation to the agreed expected outcomes.

5. 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 behavioral/other competencies required to achieve those objectives.
6. 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.
7. The supervisor's performance appraisal ratings and comments shall be a basis for learning and development interventions, promotion and reward amongst others.
8. All appraisal forms shall be kept confidentially on personal files at the Registrar's office **or** the Pro Vice Chancellor's office 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.

### **5.1.7 Policies and Regulations on Objectives Setting for Employees**

1. 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 annualized strategic objectives and jobholders job descriptions.
2. 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.
3. 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.

4. Previously identified core competencies including three leadership related skills (particularly for senior members and senior staff in leadership positions) and personal behavioral attributes critical for the achievement of the performance objectives shall also be discussed and confirmed as part of the annual objectives setting process.

#### **5.1.8 Procedure for Annual Objectives Setting for Employees**

5. 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.
6. 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.
7. 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.
8. 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.
9. 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 institutionalizing the performance management system.
10. 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/ behaviors in achieving the objectives.

11. 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.
12. 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.
13. 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.
14. 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.
15. 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 Registrar to ensure that evidence-based concerns are addressed in timely manner failing which any issues must be escalated progressively to the Pro Vice- Chancellor **and /or** the Registrar.
16. Appraisal forms for employees shall subsequently be validated for completeness and compliance by the Registrar.
17. The Registrar shall exercise oversight responsibility for ensuring compliance with policies, regulations and timelines for the objectives setting and performance appraisal process.

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