# C. K. TEDAM UNIVERSITY OF TECHNOLOGY AND APPLIED SCIENCES (CKT-UTAS), NAVRONGO

## CRITERIA FOR APPOINTMENTS AND PROMOTIONS OF SENIOR MEMBERS

## AUGUST 2020

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# PART I – SENIOR MEMBERS (ACADEMIC)

## 1.0 GENERAL PROVISIONS FOR APPOINTMENTS

### 1.1. Procedure for Full-Time Appointments

1.1.1. All fresh full-time appointments shall be by interview.

1.1.2. Applicants seeking appointment to teaching positions must obtain and complete in quadruplicate, the University's Application for Appointment Form from the Registrar and attach the following:

(a) Transcripts of academic qualifications and photocopies of certificates
(b) Detailed, updated curriculum vitae
(c) At least two recent passport-sized photographs
(d) Names of at least three referees one of whom should have known the candidate as a student.

1.1.3. On receipt of the completed forms by the Registrar,

(a) The Registrar must verify and authenticate the publications, documentations and certificates of the applicant
(b) The Registrar shall forward the forms to the appropriate Head of Department after satisfying himself/herself that all relevant documents have been provided by the applicant.

1.1.4. The application shall be considered by the Department Appointments and Promotions Committee, made up of academic staff not below the rank being sought. The Committee shall within two weeks, interact with the applicant to verify the qualification, content, as well as the relevance of his/her expertise to the achievement of the objectives of the Department and submit a report duly signed by all members to the Head of Department. The report of the Departmental Committee shall be forwarded to

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the Dean by the Head of Department.

1.1.5. On receipt of the report from the Head of Department, the Dean shall refer the report, together with all the specified documents, including, at least, two Referees' reports on the candidate, to the Faculty Appointments and Promotions Committee for consideration.

1.1.6. The Faculty Appointments and Promotions Committee shall forward its report duly signed by eligible members to the Registrar.

1.1.7. On receipt of the Faculty Appointments and Promotions Committee's report, the Registrar shall present the candidate, together with all reports on him/her, to the University's Appointments and Promotions Board for interview.

1.1.8. The decision of the Appointments and Promotions Board shall be communicated to the candidate after the interview process.

## 2.0 QUALIFICATIONS FOR APPOINTMENT

### 2.1. Assistant Lecturer/ Assistant Research Fellow

2.1.1. These are not career grades in the university. However, in special cases, a candidate with M.Phil. or its equivalent qualification may be considered. In the case of a Clinician, he/she must be a member of any of the professional colleges or their equivalent, i.e., MGCP or MGCS etc.

2.1.2. A candidate appointed under such conditions must take steps to obtain a Ph.D. at least, within six years after appointment before he/she may be considered for upgrading to the next higher rank of Lecturer/Research

Fellow. Candidates who fail to move to the next rank will not be eligible to apply for renewal of contract appointment.

## 2.2. Junior Assistant Librarian

2.2.1. A candidate seeking appointment as Junior Assistant Librarian must possess M.Phil. (Information Studies, Librarianship, Information Science, Information Management) or any equivalent qualification.

2.2.2. A candidate appointed under such conditions must take steps to obtain a Ph.D. at least, within six years after appointment before he/she may be considered for upgrading to the next higher rank of Assistant Librarian. Candidates who fail to move to the next rank will not be eligible to apply for renewal of contract appointment.

## 2.3. Age Limit for Appointment

The age limit for fresh appointment to Assistant Lecturer, Assistant Research Fellow or Junior Assistant Librarian rank for those without Ph.D. as specified above is 35 years.

## 2.4. Lecturer/Research Fellow

2.4.1. A candidate seeking appointment as Lecturer/Research Fellow must possess a Ph.D. (or its equivalent) in the relevant field of specialisation. In a case of a Clinician, he/she must be a fellow of any college or its equivalent, i.e., FGCS, FWACS, FWACP or its equivalent professional body. Evidence of publication, and post-qualification experience in an analogous institution of higher learning is an added advantage.

2.4.2. Appointment to this rank shall be for six years.

2.4.3. The appointment shall be reviewed before the end of the sixth year and may be renewed for a further period

of six years. At the end of the twelfth year, the appointment shall terminate unless the person can be promoted to a rank above that of a Lecturer. In exceptional circumstances, the Appointments and Promotions Board may, on the recommendation of the Faculty Appointments and Promotions Committee, extend the appointment for a further period not exceeding two years, at the end of which the appointment shall terminate unless the person can be promoted to a grade above that of a Lecturer.

## 2.5. Assistant Librarian

2.5.1. A candidate seeking appointment as Assistant Librarian must:
   (a) Possess Ph.D. (Information Studies, Librarianship, Information Science, and Information Management) or any equivalent qualification.
   (b) Have post-qualification experience preferably in analogous institution of higher learning. Evidence of publication would be an advantage.

## 2.6. Senior Lecturer/ Senior Research Fellow

2.6.1. A candidate seeking appointment as Senior Lecturer/Senior Research Fellow must have been on the same rank at a university or an analogous institution with comparable standards. Or must:
   (a) Satisfy the academic qualifications specified for Lectureship under 2.4.1 above
   (b) Have at least four years post-qualification teaching/research experience in an analogous institution of higher learning
   (c) Have at least six (6) refereed publications in his/her area of specialisation as a Lecturer and nine (9) publications in the case of a Research Fellow.
   (d) Have two positive external assessors' reports out of a total of three external assessors' reports

on their research work/publications.

## 2.7. Senior Assistant Librarian

2.7.1. A candidate seeking appointment as Senior Assistant Librarian must have been on the same rank at a university or an analogous institution with comparable standards. Or must:

(a) Satisfy the academic qualifications specified under 2.5 above.

(b) Have at least four years post-qualification experience in an analogous institution of higher learning

(c) Have at least nine (9) refereed publications in Information Studies or Librarianship or Information Science.

(d) Have two positive external assessors' reports out of a total of three external assessors' reports on their research work/publications.

## 2.8. Associate Professor/Deputy Librarian

2.8.1. A candidate seeking appointment as Associate Professor/Deputy Librarian must have been on the same rank at a university or an analogous institution with comparable standards. Or must:

(a) Satisfy the academic qualifications specified for Senior Lecturer/Senior Research Fellow under 2.6 and Senior Assistant Librarian under 2.7 above,

(b) Have taught in an analogous institution of higher learning for a minimum of four years as Senior Lecturer, or worked as Senior Assistant Librarian for a minimum of four years in a university or analogous institution, in the case of a Deputy Librarian,

(c) Have at least ten (10) or fifteen (15) refereed publications since his/her last appointment as Senior Lecturer or Senior Research Fellow/Senior Assistant Librarian respectively,

(d) Produce evidence of any other research/professional activity,

(e) Have two positive external assessors' reports out of a total of three external assessors' reports on their research work/publications.

2.8.2. A candidate who has been a Lecturer/Research Fellow or Assistant Librarian for at least nine (9) years may apply for appointment as Associate Professor/Deputy Librarian. Such a candidate must have at least sixteen (16) refereed publications since appointment as Lecturer or twenty-four (24) refereed publications in the case of Research Fellow/Assistant Librarian. Conditions in 2.8.1 (e) shall also apply in this case.

2.8.3. The appointment shall be by tenure.

## 2.9. Professor/Librarian

2.9.1. For appointment to the rank of Professor/Librarian, a candidate must have been on the same rank at a university or an analogous institution with comparable standards. Or must:

(a) Satisfy the academic qualifications specified for the rank of Associate Professor/Deputy Librarian in 2.8 above.

(b) Have a minimum of four (4) years teaching/research experience as Associate Professor in a University or a comparable institution. In the case of Librarian, the candidate must have worked for a minimum of two years in a university or analogous institution as Deputy Librarian.

(c) Have at least ten (10) or fifteen (15) refereed publications since his/her last appointment as an Associate Professor or Deputy Librarian respectively. An Associate Professor who was originally employed

in the category of Research Fellow is required to submit at least fifteen (15) refereed publications since his/her last appointment.

(d) Have two positive external assessors' reports out of a total of three external assessors' reports on their research work/publications.

2.9.2. The appointment shall be by tenure. In the case of the University Librarian, the appointment shall be for four years renewable for up to four years if that is not beyond the statutory retiring age.

## 3.0 PROBATION PERIOD

All newly appointed persons with less than one-year university teaching experience shall serve a probation period of not less than one year. Newly appointed persons with at least one-year university teaching experience shall serve a probation period of one semester.

### 3.1. Mentorship

If the Appointment and Promotions Board approves an application, the appointee may be assigned a Mentor, not below the rank of the applicant, for the period of his/her probation.

## 4.0 CONFIRMATION OF APPOINTMENT

All appointments on probation (other than temporary appointments) shall be subject to confirmation at the end of the probationary period.

### 4.1. Procedure for Confirmation of Appointment

4.1.1. Within one week of the end of the probationary period, the appointee's Mentor shall submit a report in accordance with the approved guidelines for reporting on appointees on probation to the appointee's Head of Department.

4.1.2. On receipt of the Mentor's report, the Head of Department shall, in not more than one week, attach his/her completed

assessment form on the Mentee and submit the two to the Dean of Faculty/School.

4.1.3. Where the Mentee is above the rank of the Head of Department, the Mentor's report shall be submitted to the Dean of the Faculty/School who then shall complete his/her assessment on the Mentee.

4.1.4. The Dean shall present the two reports to the Faculty Appointments and Promotions Committee for consideration.

4.1.5. Following the Faculty Appointments and Promotions Committee consideration, the Dean shall within a week, forward the report to the Registrar.

4.1.6. In case of Professorial rank, the Dean shall within one week of receiving the Mentor's report and Head of Department's Assessment, forward such documents directly to the Registrar without consideration by the Faculty Appointments and Promotions Committee.

4.1.7. On receipt of the Faculty Appointments and Promotions Committee's report, the Registrar shall ensure that the report   is in order before preparing it for consideration by the University Appointments and Promotions Board.

## 4.2. Unsatisfactory Reports after Probation

At the end of probationary period under 3.0 above, if the report (s) is/are found to be unsatisfactory, the period of probation may be extended for up to one more academic year.

## 4.3. Satisfactory Reports

4.3.1. If the reports are satisfactory, the decision of the University Appointments and Promotions Board shall include confirmation of the appointment for up to the first six years, with effect from the date of appointment, to mark the end of the appointee's first contract appointment or in the case of professorial rank, to be considered for

tenure.

4.3.2. The decision of the University Appointments and Promotions Board shall be communicated to the appointee.

## 5.0 RENEWAL OF CONTRACT APPOINTMENT

All non-tenured appointments are subject to renewal at the end of an existing contract period.

### 5.1. Procedure for Renewal of Contract Appointment

5.1.1. At least six months to the end of his/her existing contract, the appointee should apply in writing, indicating his/her intention to renew the contract or otherwise.

5.1.2. The following contract periods shall apply in relation to publications:

(a) Without any publication during the contract period: contract should be renewed for two years.

(b) One publication: contract should be renewed for four years.

(c) Two or more publications: contract should be renewed for six years.

5.1.3. Any application under 5.1.1 above shall specify the number of years for which the appointee intends the contract to be renewed (e.g., 2, 4 or 6 years).

5.1.4. Applicant must indicate the publication in his/her updated C.V and also attach copies to the application.

### 5.2. Mode of Application for Renewal of Contract

5.2.1. An appointee seeking renewal of his/her contract appointment shall submit his/her application addressed to the Chairman, Appointments and Promotions Board,

through the Head of Department and Dean of Faculty/School.

5.2.2. A candidate seeking renewal of post-retirement contract must, in addition to the application, obtain the Performance Indicators Form for Renewal of Post-retirement Contract from the Registrar and have it completed by the Head of Department or Dean concerned with his/her comment.

5.2.3. Applications for renewal of post-retirement contracts shall be assessed on the criteria below, which shall be subject to periodic review:

(a) Postgraduate courses taught.

(b) Undergraduate courses taught.

(c) Masters' students being supervised.

(d) Masters' students graduated.

(e) Doctoral students being supervised.

(f) Doctoral students graduated.

(g) Contribution to revision or development of postgraduate programmes/courses.

(h) Junior academics being mentored.

(i) Presentations at seminars/workshop for graduate students, staff, general academic and public fora.

(j) Grants/projects attracted to the University.

(k) General Contribution to the University.

5.2.4. The Head of Department, on the receipt of the application, shall attach his/her report on the appointee to the application and submit it for consideration by the Department Appointments and Promotions Committee.

5.2.5. If the Department Appointments and Promotions Committee finds the report satisfactory, the Head of Department shall refer same to the Dean of Faculty/School. A maximum of two months shall be

allowed for the processing of documents between the department and the Faculty/School.

5.2.6. On receipt of the application together with the Department Appointments and Promotions Committee's report, the Dean shall refer same for consideration by the Faculty/School Appointments and Promotions Committee.

5.2.7. The Faculty/School's Appointments and Promotions Committee, after its consideration, shall submit its report, duly signed by only eligible members, to the Registrar to be considered by the University Appointments and Promotions Board.

5.2.8. In the case of Professorial rank, comments and recommendation on the candidate shall be forwarded to the Registrar directly without consideration at the Department or Faculty/School level.

5.2.9. On receipt of the Faculty Appointments and Promotions Committee's report, the Registrar shall ensure that the report is in order before preparing same for consideration by the Appointments and Promotions Board.

## 6.0 GENERAL PROVISIONS FOR PROMOTIONS

### 6.1. General Procedure for Promotion

6.1.1. Candidates applying for promotion should obtain application forms from the Registrar.

6.1.2. Completed application forms including requisite supporting documents such as updated curriculum vitae, list of publications/ articles, together with their hard/soft copies (as the case may be), should be submitted to the Head of Department.

6.1.3. The Head of Department shall, within three weeks after receiving such an application, convene a Department

Appointments and Promotions Committee to consider the application.

6.1.4. After the initial consideration by the Department Appointments and Promotions Committee, the Head of Department shall, within two weeks, forward the application to the Dean of the Faculty/School for consideration by the Faculty/School Appointments and Promotions Committee.

6.1.5. The Dean of Faculty/School shall call a special meeting to discuss applications within three weeks of receiving such an application.

6.1.6. The Faculty/School Appointments and Promotions Committee shall consider the applications together with supporting documents and make appropriate recommendations to the Registrar for consideration by the University Appointments and Promotions Board.

6.1.7. Where the rank being sought is higher than that of members of the department and/or Faculty Appointments and Promotions Committee, the application shall be forwarded to the next level directly without consideration at the Department and/or Faculty/School level.

6.1.8. On receipt of the Faculty Appointments and Promotions Committee's report, the Registrar shall ensure that the report is in order before preparing same for consideration by the Appointments and Promotions Board.

6.1.9. In all cases, the Dean of the Faculty/School, in consultation with the Head of Department shall nominate five external assessors for consideration and approval by the Vice Chancellor.

**6.2. Assessment Procedure**

6.2.1. The assessment shall cover the following three areas:
(a) Teaching

(b) Promotion of knowledge (Research/Book publication)
(c) Service to community

6.2.2. To be eligible for promotion an applicant must pass in each of the areas in 6.2.1 above.

6.2.3. Each of the three areas of attainment shall, for the purpose of promotion, be assessed to be at one of the following four levels:
(a) *High* Performance
(b) *Good* Performance
(c) *Average* Performance
(d) *Inadequate* Performance

6.2.4. The numerical weighting (as a percentage) of the four levels in 6.2.3 shall be as follows:

(a) *"High"* if the total points scored is 70 – 100

(b) "*Good*" if the total points scored is 60 – 69

(c) "*Average*" if the total points scored is 50 – 59

(d) "*Inadequate*" if the total points scored is below 50

6.2.5. To be eligible for promotion to any of the ranks, the minimum scores in the three performance areas in 6.2.1 shall be as follows:
(a) An average of "*High*" performance on the minimum number of required publications for the rank being applied to in the Promotion of Knowledge category, and
(b) At least "*Good*" performance in the other two categories (Teaching and Service to Community).
(c) For promotions to Senior Lecturer the Pass Mark shall be "Good". For promotions to Associate Professor and Professor the Pass Mark shall be "High".

### 6.3  Evaluation of performance in Teaching
#### 6.3.1   Indicators for Assessment
The following indicators shall be taken into consideration in evaluating Teaching:

(a)  Lecture/Teaching load

(b)  Regularity and Punctuality at lectures.

(c)  Preparation of lecture materials (lecture notes, handouts, power point slides etc.)

(d)  Provision of learning experience for students (practical, field trips etc.)

(e)  Evidence of ability to complete the syllabus on schedule.

(f)  Quality of Examination Questions and marking schemes.

(g)  Punctuality in setting Examinations Questions and marking of examination scripts.

(h)  Supervision of project works and theses of undergraduate and postgraduate students respectively.

(i)  Student assessment of applicant's teaching and supervision.

#### 6.3.2   Weighting
Each of the above indicators shall be weighted as follows:

|               | Points |
|---------------|--------|
| Excellent     | 10     |
| Good          | 6      |
| Average       | 4      |
| Below average | 3      |

### 6.4  Evaluation of performance in the Promotion of Knowledge
#### 6.4.1  Indicators for Assessment
In assessing the performance in promotion of knowledge, the following factors and indicators shall be taken into

consideration:

(a) Research
(b) Publications arising out of research
(c) Inventions arising out of research
(d) Development of technology or products arising out of research
(e) Grants obtained

*For the purpose of clarity only the following shall be considered and counted towards the number of publications:*

- Refereed Journal papers
- Published Books in the areas of specification for higher education
- Chapters in published books in the areas of specification for higher education
- Conference Papers published in refereed conference proceedings/peer reviewed documents on exhibition
- Patented inventions and technologies or products

### 6.4.2 Weighting
As indicated in Section **6.3.2.**

## 6.5 Evaluation of performance in Service to Community
Applicants should show evidence of having used their academic and professional expertise to serve the following area:

- University
- Local community
- National
- International community
- Curriculum development

### 6.5.1 Weighting
As given in S**ection 6.3.2.**

## 6.6 Assessment Procedure
**6.6.1** All publications shall be assessed externally.

### 6.6.2  Grading of Assessments

6.6.2.1  External Assessors shall quantify their assessments in percentage terms such as 50%, 70%, 80%, etc., and give corresponding letter grades.

6.6.2.2  The external assessors' assessment should be scaled down to 50%. Out of the remaining 50%, candidates should be assessed by the departments in two parts:

(a) 15% for service to the community, i.e., involvement in activities within and outside the University to be scored as follows:

| | |
|---|---|
| Very active | 11 – 15 |
| Active | 6 – 10 |
| Less Active | 0 – 5 |

(b) 35 % for teaching in the department to be scored as follows:

| | |
|---|---|
| Excellent | 31 – 35 |
| Very Good | 26 – 30 |
| Good | 21 – 25 |
| Fair | 16 – 20 |
| Poor | 0 – 15 |

6.6.2.3 A candidate should earn at least 50% of the marks under 6.6.2.2 (b) for his/her papers to be considered.

6.6.2.4 The Departmental Committee's assessment shall be brought    to the Faculty Appointments and Promotions Committee for consideration and approval.

6.6.2.5 By the weighting system outlined above, a candidate needs to score an average of 60% or 70% or above in the papers submitted for promotion to the ranks of Senior Lecturer and Associate Professor/Professor respectively.

### 6.6.3 Use of Modules for Promotion

From Lecturer to Senior Lecturer, a maximum of two modules will be accepted for consideration in addition to other publications. In this context, a Module refers to course contents organised in a systematic manner for easy comprehension by students.

### 6.6.4 Promotion of Research Staff

For staff in research departments or institutes, the minimum number of publications required shall be one-and-half (1½) of that which is expected from the teaching staff.

### 6.6.5 Teaching/ Research Experience

6.6.5.1 From Assistant Lecturer to Senior Lecturer – minimum of 6 years Teaching/Research experience including one (1) year PhD post qualification Teaching/Research experience

6.6.5.2 From Lecturer/Research Fellow to Senior Lecturer/Senior Research Fellow - minimum of 4 years Teaching/Research experience

6.6.5.3 From Senior Lecturer/Senior Research Fellow to Associate Professor - minimum of 4 years Teaching/Research experience

6.6.5.4 From Associate Professor to Professor - minimum of 4 years Teaching/Research experience

**6.6.5.5** In all cases, Teaching/Research experience does not include period of Full-time studies, Post-doctoral studies and sabbatical leave.

## 6.7 Publications for Promotion
### 6.7.1 Definition of Publications

6.7.1.1 The following shall be accepted as publications:

(a) Books and parts of books published or evidence of

acceptance for publication
- (b) Articles in scholarly/refereed journals
- (c) Research/consultancy/technical reports.

6.7.1.2 In the assessment of the above publications, premium will be placed on refereed publications.

6.7.1.3 For the purposes of assessment, a paper not published in refereed journals and books shall be defined as:
- (a) Peer reviewed technical reports from institutes, centres, multilateral agencies (e.g., UN System), bilateral agencies (e.g., DFID, USAID, DANIDA) and other Local and International organizations (e.g., PPAG, Care, Plan) shall attract two points.
- (b) Commissioned reports published by the above agencies or accepted for publication under the auspices of the agency involved shall attract two points.
- (c) A paper presented at a local or international seminar/workshop which has been published in a conference proceeding, shall attract one point if not refereed. If refereed, it shall attract three points.

## 6.7.2 Publications and their Values

6.7.2.1 One published book shall count as three papers and attract nine points.

6.7.2.2 Co-authored book shall attract a maximum of six points.

6.7.2.3 Joint book publications should be credited to the co-authors in the following manner:

- (a) One chapter contributed in a book shall count as one paper and attract three points.

- (b) Two or more chapters contributed in one book shall count as two papers and attract six points.

6.7.2.4 An applicant will need a cumulative minimum of 15, 36 or 60 points for an application to be considered for promotion to Senior Lecturer, Associate Professor and Professor respectively.

## 6.7.3 Refereed and Unrefereed Publications

6.7.3.1 A refereed publication is any publication which has been published in a refereed journal/book.

6.7.3.2 An unrefereed publication shall include research, consultancy and technical reports.

## 6.7.4 Assessment of Publications for Promotion

6.7.4.1 **Assessment of Publications**
All papers submitted in support of promotion shall be externally assessed. For promotion to the rank of Senior Lecturer the applicant must be the first author of at least one (1) of the minimum number of required publications. For promotion to the rank of Associate Professor and Professor the applicant must be the lead or corresponding author of at least one third (1/3) of the minimum number of publications required.

6.7.4.2 **Definition of External Assessor**
An External Assessor is defined as an assessor who is an academic or a professional of repute and who is/was not a member of the C. K. Tedam University of Technology and Applied Sciences, and who is not related to or known by the applicant.

6.7.4.3 **Procedure for External Assessment of Publications**
(a) Upon receipt of the application for promotion from the candidate, subject to the availability of assessors and their willingness to undertake the assessment, the Dean in consultation with the Head of Department shall submit

five names together with the application and other relevant documents to the Office of the Registrar.

(b) On receipt of the documents, the Registrar shall submit the documents, together with the guidelines for assessment to the assessors for the assignment.

(c) In the case of Professorial rank, the Dean shall forward the application to the Registrar with his or her comments. The Registrar shall first seek the Vice-Chancellor's approval of three of the nominated assessors, after which he/she shall submit the documents, together with the guidelines for assessment to the approved assessors for consideration.

(d) On completion of their assessment, the assessors shall forward their reports together with the documents to the Registrar. In the case of Professorial rank, the application shall be processed for consideration by the Appointments and Promotions Board.

(e) The School/Faculty Appointments and Promotions Committee or the Appointments and Promotions Board's decision shall be communicated to the applicant to end the procedure. For Professorial rank, approval shall be sought from the University Council.

### *To the External Assessor:*

*Kindly indicate the score obtained for each of the candidate's publication using the table below. In addition, please indicate clearly whether or not the candidate is suitable for promotion.*

| REMARKS | SCORE | GRADE LETTER |
|---|---|---|
| High | 70 – 100 | A |
| Good | 60 – 69 | B |
| Average | 50 – 59 | C |
| Inadequate | Below 50 | D |

*Your remarks for each publication assessed must indicate clearly the*

*strengths and weaknesses of the publication for which you are giving it the particular score/grade*
**RECOMMENDATION:**

## 7.0 PROMOTION CRITERIA

### 7.1. Promotion from the grade of Assistant Lecturer/Assistant Research Fellow to Senior Lecturer/Senior Research Fellow

7.1.1. A candidate (who started as Assistant Lecturer/Assistant Research Fellow) seeking promotion to the rank of Senior Lecturer in this category must:

(a) Possess a Ph.D. in the relevant field of specialization and must have been upgraded to the rank of Lecturer/Research Fellow

(b) Have at least six years teaching/research experience in the University or analogous institution as an Assistant Lecturer with at least one year being post Ph.D. qualification teaching/ research experience

(c) Have at least six or nine publications in relevant area of specialization since appointment as Assistant Lecturer or Assistant Research Fellow respectively.

### 7.2. From Lecturer/Research Fellow/Assistant Librarian to Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian

7.2.1. A candidate seeking promotion to the rank of Senior Lecturer or analogous rank in this category must:

(a) Have been engaged in university teaching, research and community service as a Lecturer/Research Fellow/Assistant Librarian for at least four years

(b) Have at least six (for lecturer) or nine (for Research Fellow/Assistant Librarian) refereed publications or

evidence of acceptance of publications by an Editorial Board

(c) Satisfy other conditions as provided under 2.6.1 and 2.7.1 where applicable.

## 7.3. Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian to Associate Professor/Deputy Librarian

7.3.1. A candidate seeking promotion to the rank of Associate Professor/Deputy Librarian must satisfy the following conditions:

(a) **Associate Professor:** - must have been engaged in university teaching, research, and community service as a Senior Lecturer/ Senior Research Fellow for at least four years and must have at least ten (10)/fifteen (15) refereed publications to their credit after promotion to the rank of Senior Lecturer/Senior Research Fellow.

(b) **Deputy Librarian:** - must have served as Senior Assistant Librarian for at least four years in a Library of the University or analogous Institution of Learning and must have at least fifteen (15) refereed publications to his/her credit after promotion to the rank of Senior Assistant Librarian.

(c) In an exceptional situation, a Lecturer/Research Fellow/Assistant Librarian may apply for promotion to the rank of Associate Professor/Deputy Librarian. Such a person must have served for at least eight (8) years since his/her last appointment as Lecturer/Research Fellow/Assistant Librarian and has twice the number of refereed publications in the respective category.

## 7.4. Associate Professor to Professor

7.4.1. Candidates seeking promotion to the rank of Professor must satisfy the following conditions:

(a) Must have been an Associate Professor for at least four years

(b) Must have at least thirty (30) refereed publications, ten (10) of which must be published after his/her appointment as Associate Professor.

### 7.5. Accelerated/Exceptional Promotions

7.5.1. A candidate seeking promotion under the Accelerated/ exceptional promotion criteria in the University must:

(a) Serve for at least half (½) of the minimum number of years required for regular promotions;

(b) Submit at least one and a half (1½) times, the number of publications for the position applied for;

(c) Participate actively in the programmes/activities of the Department/Faculty/School/University and also engage in extension/community services;

(d) Fulfil all the other conditions for normal promotions (e.g., assessment reports by Students/Heads/External Assessors).

7.5.2. An individual shall benefit only once from the accelerated/ exceptional promotion package.

### 7.6. Promotion of Senior Members (Academic) on Study Leave

7.6.1. A senior member who qualifies (i.e., serves the required duration) for promotion and applies before embarking on study leave shall have his/her application processed. If he/she is successful, the effective date of the promotion shall be the date of application.

7.6.2. A senior member who serves the required duration for promotion but did not apply may also apply while on study leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the study leave.

7.6.3. A senior member who did not serve the minimum duration required for promotion before going on full time study leave does not qualify to apply while on study leave. He/she may apply for promotion only after he/she returns to post and completes the required duration.

7.6.4. A senior member on part-time study leave may also apply for promotion when he/she obtains the minimum duration of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.

**7.7. Promotion of Senior Members (Academic) Due to Retire**
Senior members who are due to retire from the University may submit their applications for promotion at least six (6) months before the date of retirement. Applications submitted outside this limit shall not be considered.

## 8.0 POST-RETIREMENT CONTRACT APPOINTMENT

(a) Subject to medical fitness, only senior members who are not below the rank of Senior Lecturer/Senior Research Fellows and analogous ranks shall be eligible to be considered for post-retirement contract appointment. The duration of the contract shall be determined by the Appointments and Promotions Board.

(b) Post-retirement contract appointment shall not exceed a period of five (5) consecutive years for Senior Lecturer, and ten (10) years for professorial rank.

## 9.0 EXCEPTIONAL CASES

The criteria outlined above are intended to be used as a guide. The University's Appointments & Promotions Board may consider exceptional cases on their merit.

# PART II – SENIOR MEMBERS (NON-ACADEMIC)

## 1.0 GENERAL PROVISIONS FOR APPOINTMENTS

### 1.1. Procedure for Full-Time Appointments

**1.1.1.** All full-time appointments into administrative positions shall be by interview.

**1.1.2.** Applicants seeking appointment to administrative positions must obtain and complete in quadruplicate, the University's Application for Appointment form from the Registrar. The following documents must accompany the completed forms:

(a) Transcripts of academic qualifications and photocopy of certificates
(b) Detailed, updated curriculum vitae
(c) Four recent passport-sized photographs
(d) Names of at least three referees.

## 2.0 QUALIFICATIONS FOR APPOINTMENT

### 2.1. OFFICE OF THE REGISTRAR

#### 2.1.1. Junior Assistant Registrar

(a) For appointment to the grade of Junior Assistant Registrar, candidates should possess a good first degree, and in addition, either an M.Phil. or a two-year full-time researched masters degree.

(b) Persons with good first degrees in addition to a one-year full-time researched masters degree plus a professional qualification in administration, management, communication, or public relations from a recognized and major professional body may be considered.

(c) The appointment shall be for two years and the

candidate/staff shall be promoted to Assistant Registrar after satisfactory performance within the two years. Where the performance of the staff is not satisfactory within the first two years, he/she shall be required to do an additional one year in the grade of Junior Assistant Registrar. If by the end of the third year, the performance of the staff is still unsatisfactory, his or her appointment shall be terminated.

### 2.1.2. Assistant Registrar

2.1.2.1. A candidate seeking appointment as Assistant Registrar must:

  (a) Satisfy the academic qualifications as specified for Junior Assistant Registrar in 2.1.1 above.

  (b) Either have performed satisfactorily in the grade of Junior Assistant Registrar for a minimum of two years or should have a minimum of four years relevant post qualification experience in an analogous institution or establishment.

2.1.2.2. Possession of a doctorate degree in the relevant field of specialisation and evidence of publications would be an added advantage.

### 2.1.3. Senior Assistant Registrar

2.1.3.1. A candidate seeking appointment as Senior Assistant Registrar must:

  (a) Satisfy the academic qualifications specified for Junior Assistant Registrar under 2.1.1 above

  (b) Have served as Assistant Registrar or equivalent rank in a university or analogous institution for a minimum of four years

  (c) Have at least six publications/position papers/memoranda/ reports in his/her area of specialisation

  (d) Show evidence of significant impact in administration in an analogous organisation.

### 2.1.4. Deputy Registrar

2.1.4.1. A candidate seeking appointment as Deputy Registrar must:

(a) Possess an MPhil or two-year MBA or equivalent professional qualification

(b) Have served as Senior Assistant Registrar or equivalent rank in an analogous institution for a minimum of four years

(c) Have at least ten publications/position papers/ memoranda/ reports in his/her area of specialisation, two of which must be refereed publications.

(d) Favourable reports from two external assessors on the candidate's memoranda, reports, papers, publications, etc., will be required. One of the external assessors will sit in the interview.

### 2.1.5. Registrar

The post of Registrar shall be filled by appointment only. The Appointments shall be made in accordance with the relevant university statute.

### 2.1.5. Assistant Legal Officer

A candidate must:

(a) Possess a Bachelor of Law Degree

(b) Possess a Barrister of Law Certificate

(c) Have two years post-graduate qualification at the bar or in a relevant position

(d) Be a registered member of a related professional body.

### 2.1.6. Assistant Head (Junior High/Primary Schools/Kindergarten)

A candidate seeking appointment as Assistant Head of any of the University Basic Schools must possess an M.Phil. and/or equivalent qualification with a minimum of six years relevant experience in teaching and educational administration.

### 2.1.7. Head (Junior High/Primary Schools /Kindergarten)

A candidate seeking appointment as Head of any of the University Basic Schools must possess an M.Phil. and/or equivalent qualification with a minimum of ten years relevant experience in teaching and Educational Administration. The candidate must be of the rank of Assistant Director or equivalent grade and/or above in an analogous institution.

### 2.1.8. Sports Coach
A candidate applying for the position of Sports Coach must possess an M.Phil. in Physical Education or equivalent professional qualification with a minimum of two years relevant experience. The candidate must be knowledgeable in sports organisation in a university or analogous institution.

### 2.1.9. Manager of Printing Press
A candidate applying for the position of Manager, Printing Press must possess a Bachelor's degree in Publishing Studies or in a related area, a postgraduate qualification in a relevant area, or an M.Phil. in Publishing Studies (Printing Option). He or she must have a minimum of four years post-qualification experience in the printing/publishing industry.

### 2.1.10.  Head of Security
A candidate applying for the position of Head of Security must possess a postgraduate degree or equivalent professional qualification with a minimum of four years relevant post-qualification experience in the security service. Attainment of the rank of Major in the army or Deputy Superintendent in the police service may be an advantage.

### 2.1.11.  Transport Officer
A candidate seeking appointment as a Transport Officer must possess a Master's Degree in Mechanical Engineering or an equivalent qualification. The applicant must have two years post qualification experience preferably in an analogous institution. A professional certificate in Transport and Logistics Management will be an advantage.

## 2.2. DIRECTORATES OF FINANCE AND INTERNAL AUDIT

### 2.2.1. Assistant Accountant/Assistant Internal Auditor
2.2.1.1. A candidate must possess:
  (a) A good first degree in Accountancy or Finance
  (b) A final Examinations Certificate of any of the following professional bodies:
   i. Institute of Management Accountants (CIMA, Institute of Chartered Certified Accountants (ICCA) Institute of Chartered Accountants (Ghana) (ICA, Ghana) Association of Chartered Certified Accountants (ACCA) etc. OR
   ii. A good first degree in Accountancy or Finance or equivalent professional qualification
   iii. A relevant two-year MBA in Accounting/Finance or any equivalent qualification.
  (c) In all cases, the applicant must have two (2) years post-qualification experience

2.2.1.2. A candidate appointed under (a) & (b) above must take steps to improve himself/herself professionally at most five years after appointment, to be considered for promotion to the next higher rank of Accountant/ Internal Auditor.

### 2.2.2. Accountant/Internal Auditor
For appointment to the above rank, a candidate must:
  (a) Have a good first degree in Accountancy/Finance
  (b) Be a member of any of the following professional bodies:
   i. Institute of Chartered Accountants, Ghana (ICA, Ghana)
   ii. Association of Chartered Certified Accountants (ACCA)
   iii. Chartered Institute of Management Accountants

(CIMA)
(c) Have served as Assistant Accountant/Assistant Internal Auditor for a minimum of two years in the service of the University or analogous institution or three years post- qualification experience in a relevant role.
OR
(d) Have a good first degree in Accountancy or Finance or equivalent professional qualification.
(e) Hold a two-year MBA degree in Accounting/Finance with not less than three years post-qualification experience in a university or analogous institution.
(f) Must be a qualified member of a Professional body (ICA, ACCA or CIMA)

### 2.2.3. Senior Accountant/Senior Internal Auditor

A candidate must either:
(a) Possess an M.Phil. or MBA degree
(b) Be a member of a recognised professional body
(c) Have a minimum of four years post qualification experience

OR
(d) Possess an M.Phil. or MBA degree
(e) Have served as Accountant/Internal Auditor for a minimum of four years in the service of the University or analogous institution
(f) Possess a minimum of eight years relevant post qualification experience in an industry, commerce or public service.
(g) In either case, have at least six publications/position papers/memoranda/reports in his/her area of specialisation

### 2.2.4. Deputy Director of Finance/Deputy Director of Internal Audit

2.2.4.1. A candidate seeking appointment to the above position

must:

(a) Be a member of a recognised professional body.

(b) Have served in the University or analogous institution for a minimum of five years as Senior Accountant or Senior Internal Auditor.

OR

(c) Possess a minimum of 10 years relevant post qualification experience in the industry, commerce, or public service as an Accountant.

(h) **Have at least ten publications/position papers/memoranda/reports in his/her area of specialisation**

2.2.4.2. Reports from two external assessors, one of whom shall be a member of the interview panel, shall be required.

### 2.2.5. Director of Finance/Director of Internal Audit

The post of Director of Finance or Director of Internal Audit shall be filled by appointment only. The Appointments shall be made in accordance with the relevant university statutes.

## 2.3. DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT (DPDEM)

### 2.3.1. Curator

A candidate seeking appointment as a Curator must possess a Bachelor's degree in Horticulture or related area and a postgraduate degree in Horticulture or equivalent professional qualification with a minimum of four years relevant post-qualification experience

### 2.3.2. Assistant Engineer/Assistant Architect/Assistant Planner/Assistant Surveyor/Assistant Land Economist/Assistant Estate Officer

2.3.2.1. A candidate seeking appointment as Assistant Engineer or any of its analogous ranks must:

(a) Have a minimum of B.Sc. in the relevant area of

specialisation

    (b) Be a registered member of the related professional body

    (c) Have at least two years relevant working experience.

2.3.2.2. A candidate appointed under such conditions must take steps to improve himself/herself professionally at most five years after appointment before being promoted to the next higher rank of Engineer/ Architect/ Planner/ Surveyor /Land Economist.

### 2.3.3. Engineer/ Architect/ Planner/ Surveyor/ Land Economist/ Estate Officer

A candidate seeking appointment as Engineer or any of its analogous ranks must:

    (a) Possess a B.Sc. and a postgraduate degree or its equivalent in his/her related area of specialisation

    (b) Be a registered member of the related professional body

    (c) Have two years relevant working experience.

### 2.3.4. Senior Engineer/ Senior Architect/ Senior Planner/ Senior Surveyor/ Senior Land Economist/ Senior Estate Officer

A candidate seeking appointment as Senior Engineer or any of its analogous ranks must:

    (a) Possess B.Sc. or a postgraduate degree or its equivalent in his/her related area of specialisation

    (b) Be a registered member of the relevant professional body in good standing

    (c) Have six years relevant post-qualification experience or four (4) years working experience as Engineer in a University or an analogous institution.

    (d) Have at least six publications/position papers/memoranda/reports in his/her area of specialisation.

### 2.3.5. Deputy Director of DPDEM

2.3.5.1. A candidate seeking appointment as Deputy Director (DPDEM) must:

(a) Possess a B.Sc. and a postgraduate degree

(b) Be a registered member of the related professional body and in good standing

(c) Have at least five years experience as a Senior Engineer or any of its analogous positions in a university or analogous higher institution or ten years post professional qualification experience.

(d) Have at least ten publications/position papers/memoranda/reports in his/her area of specialisation

2.3.5.2. Reports from two external assessors, one of whom shall be a member of the interview panel, shall be required.

### 2.3.6. Director of DPDEM

Appointment to the position of Director (DPDEM) shall proceed in accordance with the relevant University statutes.

## 2.4. DIRECTORATE OF UNIVERSITY HEALTH SERVICES

### 2.4.1. Medical Officer 2

A candidate must:

(a) Possess a first degree in medicine (MB.CHB) and

(b) Be registered with the Ghana Medical and Dental Council (MDC)

(c) Have completed his/her housemanship

### 2.4.2. Medical Officer 1

A candidate must:

(a) Possess a first degree in medicine (MB.CHB)

(b) Be registered with the Ghana Medical and Dental

Council

(c) Have served as Medical Officer 2 for at least two years or have two years post-qualification experience.

(d) Show evidence of having contributed to improvement in health services delivery.

### 2.4.3. Senior Medical Officer

A candidate must:

(a) Possess a first degree in medicine

(b) Must have been registered with the Ghana Medical and Dental Council.

(c) Must have also served satisfactorily as Medical Officer 1 or equivalent rank for at least four years.

(d) Show evidence of having contributed to improvement in health services delivery.

### 2.4.4. Assistant Pharmacist/Analogous Positions

A candidate must:

(a) Possess a professional first degree (Bachelor of Pharmacy– B. Pharm.), Master of Pharmacy (M.Pharm),Doctor of Pharmacy (Pharm. D) or analogous qualification

(b) Have completed his/her internship, must have written and passed the Pharmacy Professional Qualifying Examination

(c) Registered with the Pharmacy Council and the Pharmaceutical Society of Ghana.

### 2.4.5. Pharmacist/Analogous Positions

A candidate must:

(a) Have met all the requirements in 2.4.4 above

(b) Must have at least two years post-qualification experience.

(c) A candidate must also show evidence of having contributed to improvement in health services delivery.

### 2.4.6. Senior Pharmacist/Analogous Positions

A candidate must:

(a) Have met all the requirements in 2.4.5 above

(b) Must have served as a Pharmacist in an analogous institution for at least four years or must have a postgraduate/ specialist degree in addition to at least six years post-registration experience.

(c) Show evidence of having contributed to improvement in health services delivery.

### 2.4.7. Assistant Nurse Manager

A candidate must:

(a) Possess M.Phil./MN/M.Sc. in Nursing or any equivalent qualification and at least two (2) years post qualification experience in analogous institution of higher learning.

(b) Have practiced as a professional nurse for at least ten (10) years after diploma or post diploma qualification with evidence of proven performance in a health facility of a University Hospital status.

### 2.4.8. Nurse Manager

A candidate must:

(a) Satisfy the academic qualification specified for Assistant Nurse Manager appointment in 2.4.7 above.

(b) Have served for at least two (2) years as an Assistant Nurse Manager in analogous institution of higher learning

(c) Show evidence of having contributed to improvement in health services delivery.

### 2.4.9. Assistant Medical Scientist

A candidate must:

(a) Possess M.Phil. in (Clinical Microbiology, Haematology, Pathology, Biochemistry) or an equivalent qualification.

(b) Be a member of the Ghana Association of Medical Laboratory Scientists (GAMLS) and/or Allied Health Professionals Council (AHPC) with at least two (2) years

post qualification experience preferably in an analogous institution of higher learning.

(c) Have practiced as a Medical Laboratory Technologist for at least ten (10) years in analogous institution of higher learning.

### 2.4.10. Medical Scientist

A candidate must:

(a) Satisfy academic qualification specified for Assistant Medical Scientist appointment under 2.4.9 above.

(b) Have served as an Assistant Medical Scientist for at least two (2) years in an analogous institution of higher learning.

(c) Have contributed to improvement in health service delivery in the University.

### 2.4.11. Deputy Director, Health Services

2.4.11.1. A candidate must:

(a) In addition to a first degree in the relevant area, possess a postgraduate degree in the relevant area

(b) Be registered with the Ghana Medical and Dental Council or any other relevant body.

(c) Have served as Senior Medical Officer/Senior Pharmacist/ Senior Dentist in the University or analogous institution for at least five years.

(d) He/she must also show evidence of having contributed to improvement in health services delivery.

2.4.11.2. Reports from two external assessors, one of whom shall be a member of the interview panel, shall be required.

### 2.4.12. Director of University Health Services

Appointment of Director of University Health Services shall be in accordance with the relevant University Statutes

## 2.5.  DIRECTORATE OF ICT SERVICES (DICTS)

### 2.5.1. Assistant Applications Developer/Assistant Network or Systems Administrator/Assistant Systems Analyst/Assistant Web Technologist/Assistant Programmer

2.5.1.1. A candidate with M.Sc. Computer Science and M.Sc. Information Technology (Computer, Telecommunications, Electrical/Electronics, etc.), Management Information Systems

2.5.1.2. Any other ICT related disciplines or any equivalent qualification without university/higher-educational management experience may be considered.

2.5.1.3. A candidate appointed under such conditions must take steps to improve himself/herself professionally at most two years after appointment before being considered for promotion to the next rank.

2.5.1.4. In exceptional cases, a candidate who possesses a first degree in any of the above-mentioned areas with professional certification in areas such as Microsoft Chartered Certified Systems Engineer (MCSE), Microsoft Chartered Certified Systems Administrator (MCSA), Microsoft Chartered Certified Database Administrator (MCDBA) or Cisco Certified Internetwork Expert (CCIE) with a minimum of four years working experience may be considered. Such applicant should obtain a Master's Degree before being considered for promotion to the next position.

### 2.5.2. Applications Developer/Network or Systems Administrator/ Systems Analyst/Web Technologist /Programmer

A candidate applying for any of the above positions must:

(a) Possess one of the following qualifications:
  i. M.Sc./M.Phil. Computer Science
  ii. M.Sc./M.Phil. Information Technology

(b) Have good knowledge of the current operation environments including LINUX and UNIX.

(c) Have some experience in writing and testing programmes, reviewing them, making modification to programmes and supporting procedures, developing new operating documents etc. and must show evidence of the above.

### 2.5.3. Senior Applications Developer/Senior Network or Systems Administrator/Senior Systems Analyst/ Senior Web Technologist/Senior Programmer

A candidate seeking appointment into any of the above rank must

(a) Possess one of the following:
  i. M.Sc./M.Phil. Computer Science
  ii. M.Sc./M.Phil. in Computing
  iii. M.Sc./M.Phil. in Informatics
  iv. M.Sc./M.Phil. in MIS

(b) Have worked for a minimum of four years as an Applications Developer or any of its equivalent

(c) Have considerable experience in writing and testing programmes, reviewing them, making modification to programmes and supporting procedures, developing new operating documents etc.

(d) Must show evidence of the above

(e) Have at least six publications/position papers/memoranda/reports in his/her area of specialisation.

**2.5.4. Deputy Director (Application Development)/ Deputy Director (Network or Systems Administration)/ Deputy Director (Systems Analysis)/ Deputy Director (Web Technology) (Deputy Director (Information Systems)**

2.5.4.1. A candidate seeking appointment into any of the above rank must

(a) Possess one of the following:

    v.  M.Sc./M.Phil. Computer Science
    vi.  M.Sc./M.Phil. in Computing
    vii.  M.Sc./M.Phil. in Informatics
    viii. M.Sc./M.Phil. in MIS

(b) Have at least f o u r years relevant experience as a Senior Applications Developer or any of its equivalent

(c) Have knowledge and ability to develop systems, capable of conducting feasibility studies into potential IT application areas and producing reports

(d) Have knowledge of at least four programming languages and capable of carrying out maintenance and enhancement of existing systems, reviewing and revising procedures and standards

(e) Capable of providing and arranging for required technical support and assistance to staff and users and arranging with suppliers for proper repairs and maintenance.

(f) Have proven administrative and supervisory skills.

2.5.4.2. Two External Assessors Reports on candidate's memoranda, reports, papers, publications, etc., will be required. One of the external assessors shall be at the interview.

### 2.5.5. Director, DICTS

2.5.5.1. A candidate seeking appointment to the above position must:

(a) Possess one of the following:

    i. M.Sc./M.Phil. Computer Science
    ii. M.Sc./M.Phil. in Computing

   iii. M.Sc./M.Phil. in Informatics

   iv. M.Sc./M.Phil. in MIS

  (b) Have at least four years relevant experience as Deputy Director (Information Technology Systems or in a related area) in a University or analogous institution or have at least twelve years relevant post-qualification experience in Computer Systems Operations and Applications Development or in a related area.

  (c) Have at least ten publications/position papers/memoranda/reports in his/her area of specialisation

  2.5.5.2. Reports from two External Assessors who shall also be members of the interview panel shall be required. The position shall be by appointment only and through advertisement.

  2.5.5.3. The appointment shall be for four years renewable for up to four years if that is not beyond the statutory retiring age.

## 3.0 PROBATIONARY PERIOD

All newly appointed persons without university administrative/ management experiences shall serve a probation period of not less than one year.

### 3.1. Mentorship

If the Appointments and Promotions Board approves an application for appointment, the appointee may be assigned to a Mentor for the period of his/her probation.

## 4.0 CONFIRMATION OF APPOINTMENT

All appointments on probation (other than temporary appointments) shall be subject to confirmation at the end of the probationary period.

### 4.1. Procedure for Confirmation of Appointment

**4.1.1.** At the end of the probationary period, the appointee's Mentor shall submit a report in accordance with the approved guidelines for reporting on appointees on probation to the Registrar.

**4.1.2.** On receipt of the Mentor's report, the Registrar shall attach his/her (Registrar's) completed assessment Form on the appointee and if he/she finds the reports satisfactory shall forward same for consideration by the Administration Appointments and Promotions Committee.

**4.1.3.** The Administration Appointments and Promotions Committee shall submit its report to the Registrar.

**4.1.4.** On receipt of the Administration Appointments and Promotions Committee's report, the Registrar shall ensure that the reports are in order before preparing same for consideration by the Appointments and Promotions Board.

**4.2. Unsatisfactory Report after Probation**
At the end of probationary, if a report is found to be unsatisfactory, the period of probation may be extended for up to one academic year.

**4.3. Satisfactory Reports**

**4.3.1.** If the report is satisfactory, the decision of the Appointments and Promotions Board shall include confirmation of the appointment for up to the first six years, with effect from the date of appointment.

**4.3.2.** The decision of the Appointments and Promotions Board shall be communicated to the appointee.

## 5.0 RENEWAL OF CONTRACT APPOINTMENT
All non-tenured appointments are subject to renewal at the end of an existing contract period.

**5.1. Procedure for Renewal of Contract Appointment**

**5.1.1.** At least six months to the end of his/her existing contract,

the appointee should be reminded by the Registrar to apply in writing, indicating his/her intention to renew the contract or otherwise.

**5.1.2.** The following contract periods shall apply in relation to publications:

(a) Without any publication/paper during the contract period: contract to be renewed for two years.

(b) One publication: contract to be renewed for four years.

(c) Two or more publications/papers contract to be renewed for six years.

**5.1.3.** Any application under 5.2 above shall specify the number of years for which the appointee intends the contract to be renewed, (e.g., 2, 4 or 6 years)

## 5.2. Mode of Application for Renewal of Contract Appointment

**5.2.1.** An appointee seeking renewal of his/her contract appointment, shall submit his/her application addressed to the Chairman, Appointments and Promotions Board, through the Head and the Registrar.

**5.2.2.** A candidate seeking renewal of post-retirement contract must, in addition, obtain and complete the Performance Indicators Form for Renewal of Post-retirement Contract from the Registrar.

**5.2.3.** The Form must be completed by the Head of Department concerned with his/her comment.

**5.2.4.** Applications for renewal of post-retirement contracts shall be assessed on the criteria below, which shall be subject to periodic review:

(a) Policy documents/drafts initiated

(b) Position papers and memoranda advanced

(c) Junior Professional/Administrative/Technical staff being mentored

(d) Junior Professional/Administrative/Technical

staff mentored
- (e) Presentations at seminars/workshop for graduate students, staff the general public
- (f) Grants/projects attracted to the University
- (g) General contribution made to the University

**5.2.5.** The Head of Directorate, on the receipt of the application, shall attach his/her report on the appointee and submit same to the Registrar.

**5.2.6.** The Registrar shall refer the application together with the Head of Directorate's report to the Administration Appointments and Promotions Committee for consideration.

**5.2.7.** The Administration Appointments and Promotions Committee, after consideration, shall submit its report, duly signed by only eligible members, to the Registrar.

**5.2.8.** On receipt of the Administration Appointments and Promotions Committee's report, the Registrar shall submit same for consideration by the Appointments and Promotions Board.

## 6.0 GENERAL PROVISIONS FOR PROMOTIONS

### 6.1. General Procedure for Promotion

**6.1.1.** Candidates applying for promotion should obtain application forms from the Registrar.

**6.1.2.** Completed application forms, including requisite supporting documents such as updated curriculum vitae, list of publications/ articles, together with their hard/soft copies (as the case may be) should be submitted to the Head of Directorate.

**6.1.3.** The Head of Directorate shall acknowledge the document and forward the application with his/her written assessment on the candidate to the Registrar.

**6.1.4.** The Administration Appointments and Promotions Committee shall consider the applications, together with supporting documents and make appropriate recommendations to the Appointments and Promotions Board through the Registrar.

**6.1.5.** The Administration Appointments and Promotions Committee's report should be signed by all eligible members present at the meeting.

**6.1.6.** The Registrar in consultation with the Director of Human Resource shall nominate five external assessors for consideration and approval by the Vice-Chancellor.

**6.2. Assessment Procedure**

**6.2.1.** Administrative and professional staff shall be promoted on the basis of competence and satisfactory performance in all the four assessable areas with emphasis on Knowledge/Ability in Work, Promotion of Work/Application of Knowledge, Human/Public Relations and Service

**6.2.2.** Assessment of the four areas shall be as follows:
   i.   Excellent
   ii.  Very Good
   iii. Good
   iv.  Below Average

**6.2.3.** The assessment of candidates for promotion to respective grades shall be guided by the four assessable areas, namely:
   i.   Knowledge in Work/Ability in Work
   ii.  Promotion of Work/Application of Knowledge
   iii. Human Relations/Public Relations
   iv. Service

# 7.0 ASSESSMENT CRITERIA

## 7.1. OFFICE OF THE REGISTRAR
### 7.1.1. Knowledge in Work/Ability in Work

Knowledge in Work/Ability in Work shall include the following:
  (a) Knowledge of administrative procedures, current Administrative trends including relevant Government Administrative Policies and Guidelines.
  (b) Ability to work independently
  (c) Initiative, resourcefulness and drive
  (d) Quality of work
  (e) Sense of responsibility
  (f) Capacity for sustained work
  (g) Servicing of Committees (preparation of materials for meetings, contributions at meetings, writing of minutes and reports including action on minutes, etc.)
  (h) Supervision of subordinate staff/development of human capital

### 7.1.2. Application of Knowledge/Promotion of Work
  (a) Written reports
  (b) Papers
  (c) Memoranda on administrative matters
  (d) Other relevant publications (if any).
  (e) Articles/papers published in refereed journals shall be added advantage.

**7.1.3.** In assessing promotion of work, the candidate's papers (written reports/memos/ proposals/publications, etc.) shall provide evidence of any of the following:
  (a) Must lead to a change in policy
  (b) Must have impact on management and must advance the cause of policy direction
  (c) Must impact on policy implementation
  (d) Must lead to initiation and or innovation of a new product or new policy directive

### 7.1.4. Human Relations/Public Relations
Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

### 7.1.5. Service
Service to the community shall include contributions to the university community; the local, national and international community other than one's schedule of duties.

## 7.2. DIRECTORATE OF FINANCE/INTERNAL AUDIT
### 7.2.1. Knowledge of Work/Ability in Work
(a) The extent to which the candidate's work reflects current developments and skills in accountancy, finance and management information systems

(b) The extent to which the candidate enforces financial and related regulations of the University in the execution of his/her duties

(c) Ability of the candidate to adapt to changes in government legislative directives and policies in the discharge of duties.

### 7.2.2. Application of Knowledge/Promotion of Work
(a) Evidence of competence in the performance of the candidate's duties include:
  i. Accuracy of work
  ii. Timely delivery of reports
  iii. Firm grasp of accounting/auditing policies.
(b) Development effective accounting control System
(c) Quality advice
  i. University Committees and Units, as evidenced by contributions either orally or writing at meetings
  ii. Initiate policy changes.
(d) Ability to supervise subordinate staff.

### 7.2.3. Human Relations/Public Relations
Human relations/public relations shall include promoting the good image of the University and exhibiting comportment in dealing with colleagues, staff and the public.

### 7.2.4. Service

Service to the community shall include contributions to the university community as well as contribution to the local, national and international community outside one's schedule of duties.

## 7.3. DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT

### 7.3.1. Knowledge of Work/Ability in Work

(a)  Knowledge of technical specifications/codes
(b)  Knowledge of government legislations on physical development and estate management
(c)  Ability to work with minimal supervision.

### 7.3.2. Application of Knowledge/Promotion of Work

Competence in handling pre and post contract services as well as estate management reliably and promptly.

### 7.3.3. Pre-Contract Services

(a)  Advising clients
(b)  Developing briefs
(c)  Design-sketches, services, etc.
(d)  Preparation of working drawings
(e)  Preparation of bills of quantity and tender documents.

### 7.3.4. Post-Contract Services

(a)  Advising contractors
(b)  Supervising service, projects, etc. and valuation and preparation of certificates
(c)  Handing over of projects to the client
(d)  Giving initial guidance on maintenance of projects
(e)  Preparation of final accounts on projects.

### 7.3.5. Estate Management

(a)  Evidence of proper and sustained maintenance of estates
(b)  Competency in property evaluation
(c)  Demonstrable ability in tenancy agreement negotiation.

### 7.3.6. Human Relations/Public Relations
Human relations/public relations shall include promoting the good image of the University and exhibiting comportment in dealing with colleagues, staff and the public.

### 7.3.7. Service
Service to the community shall include contributions to the University community; the local, national and international community other than one's schedule of duties.

## 7.4. DIRECTORATE OF ICT SERVICES (DICTS)
### 7.4.1. Knowledge of Work/Ability in Work
(a) Up-to-date knowledge in ICT
(b) Knowledge of technical specifications involving networking, internet connectivity, etc.
(c) Capacity for sustained work
(d) Ability to work with minimum supervision.

### 7.4.2. Application of Knowledge/Promotion of Work
Written reports/memoranda on ICT related issues must:
(a) Lead to change in policy
(b) Impact on policy implementation
(c) Solve ICT problems in the University
(d) Demonstrate evidence of initiative in effectively managing the ICT resources of the University

### 7.4.3. Human Relations/Public Relations
Human relations/public relations shall include promoting the good image of the University and exhibiting comportment in dealing with colleagues, staff and the public.

### 7.4.4. Service
Service to the community shall include contributions to the University community; the local, national and international community other than one's schedule of duties.

### 7.5. DIRECTORATE OF UNIVERSITY HEALTH SERVICES

#### 7.5.1. Knowledge of Work/Ability in Work

(a) Up-to-date knowledge in the relevant field
(b) Ability to work with minimum supervision
(c) Initiative, resourcefulness and drive
(d) Capacity to work under pressure
(e) Good worker-client relationship.

#### 7.5.2. Application of Knowledge/Promotion of Work

Written reports on new trends in the profession which could lead to:

(a) Better management of clients
(b) Prevention of avoidable diseases, and
(c) Innovation

#### 7.5.3. Human Relations/Public Relations

Human relations/public relations shall include promoting the good image of the University and exhibiting comportment in dealing with colleagues, staff and the public.

#### 7.5.4. Service

Service to the Community shall include contributions to the University community; the local, national and international community other than one's schedule of duties.

## 8.0 APPOINTMENT OF EXTERNAL ASSESSORS

External Assessors shall be invited to assist the University Appointments and Promotions Board in the appointment to Senior Assistant Registrar or analogous rank and above. Two favourable External Assessors' reports shall be required for the candidate. For the position of Deputy Registrar, one of the external assessors shall be present at the interview.

## 9.0 PROMOTION CRITERIA

### 9.1. OFFICE OF THE REGISTRAR

#### 9.1.1. Junior Assistant Registrar to Assistant Registrar

A candidate seeking promotion to the rank of Assistant Registrar must satisfy the following conditions:

(a) Must have been engaged in university/higher educational management and community service as a Junior Assistant Registrar for at least two years.

(b) Must have a minimum of "Good" in three areas of Assessment but "Very Good" in either Ability in Work/ Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Must have at least one publication/position paper/ memorandum/ report to his/her credit

(d) Must show evidence of having made significant contribution to the University.

#### 9.1.2. Assistant Registrar to Senior Assistant Registrar

A candidate seeking promotion to the rank of Senior Assistant Registrar must satisfy the following conditions:

(a) Must have served as Assistant Registrar in the University for at least four years

(b) Must have a minimum of "Good" in three areas of Assessment but "Very Good" in either Ability in Work/ Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Have at least six publications/position papers/memoranda/ report to his/her credit

(d) Two favourable assessors' reports on the publications will be needed

(e) Must show evidence of having made significant contribution to the University.

#### 9.1.3. Senior Assistant Registrar to Deputy Registrar

For promotion from Senior Assistant Registrar to Deputy Registrar, a candidate must satisfy the following conditions:

(a) Must have served as Senior Assistant Registrar in the University or analogous institution for at least four

years.

(b) Must have a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Must have at least ten publications to his/her credit, two of which must be refereed articles or a book or a chapter in a book

(d) Must show evidence of having made significant contribution to the University

(e) Two favourable assessors' reports on the publications will be needed.

## 9.2. DIRECTORATES OF FINANCE AND INTERNAL AUDIT

### 9.2.1. Assistant Accountant/Assistant Internal Auditor to Accountant/ Internal Auditor

The candidate must:

(a) Have served as Assistant Accountant/Internal Auditor in the University for a minimum of two years

(b) Have a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Show evidence of having made significant contribution to the University.

### 9.2.2. Accountant/ Internal Auditor to Senior Accountant/Senior Internal Auditor

9.2.2.1. The candidate must:

(a) Have served as Accountant/ Internal Auditor in the University or analogous institution for a minimum of four years

(b) Have a minimum of "Good" in three Areas of Assessment and "Very Good" in either Ability in Work/Knowledge in Work or Promotion of

Work/Application of Knowledge

(c) Have at least **six** publications/ technical reports/ memoranda to his/her credit.

9.2.2.2. Two favourable assessors' reports on the publications will be needed.

9.2.2.3. The candidate must show evidence of having made significant contribution to the University.

### 9.2.3. Senior Accountant/ Senior Internal Auditor to Deputy Director

9.2.3.1. The candidate must:

(a) Have served as Senior Accountant/ Senior Assistant Internal Auditor in the University or analogous institution for a minimum of four years

(b) Obtain a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Have at least ten publications/technical reports/ memoranda to his/her credit, two of which must be refereed articles or a book or a chapter in a book.

9.2.3.2. Two favourable assessors' reports on the publications will be needed. One of the assessors must be present at the interview.

9.2.3.3. The candidate must show evidence of having made significant contribution to the University.

## 9.3. DIRECTORATE OF PHYSICAL DEVELOPMENT AND ESTATE MANAGEMENT

### 9.3.1. Assistant Engineer/ Assistant Architect/ Assistant Planner/ Assistant Surveyor/ Assistant Land Economist/ Assistant Estate Officer to Engineer/ Architect/ Planner/ Surveyor/ Land Economist/ Estate Officer

A candidate seeking promotion to the rank of Engineer or its analogous rank must satisfy the following conditions:

(a) Must have been engaged in a university or analogous institution as Assistant Engineer or its analogous position for at least two years.

(b) Must have a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/ Knowledge in Work or Promotion of Work/Application of Knowledge.

(c) Must have at least one publication/technical report/ memorandum to his/her credit.

(d) Must show evidence of having made significant contribution to the University.

**9.3.2. Engineer/ Architect/ Planner/ Surveyor/ Land Economist/ Estate Officer to Senior Engineer/ Senior Architect/ Senior Planner/ Senior Surveyor/ Senior Land Economist**

A candidate seeking promotion to the rank of Senior Engineer or its analogous position must satisfy the following conditions:

(a) Served as Assistant Engineer or in analogous grade for at least four years in the University

(b) Must have a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Have at least six publications/ technical report/memorandum to his/her credit.

(d) Two favourable assessors' reports on the publications will be needed

(e) Must show evidence of having made significant contribution to the University.

**9.3.3. Senior Engineer/ Senior Architect/ Senior Planner/ Senior Surveyor/ Senior Land Economist to Deputy Director (DPDEM)**

9.3.3.1. A candidate seeking promotion from Senior Engineer

or its analogous rank to Deputy Director (DPDEM) must have:

(a) Served as Senior Engineer or equivalent rank in the University or analogous institution for at least four years

(b) Obtained a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/ Knowledge in Work or Promotion of Work/Application of Knowledge

(c) At least ten publications/technical report/memorandum to his/her credit, two of which must be refereed articles or a book or a chapter in a book

(d) Shown evidence of having made significant contribution to the University.

9.3.3.2. Two favourable assessors' reports on the publications will be needed. One of the assessors shall be present at the interview.

## 9.4. DIRECTORATE OF ICT SERVICES (DICTS)

### 9.4.1. Assistant Applications Developer or analogous position to Applications Developer or analogous position

A candidate seeking promotion to the rank of Applications Developer or analogous position must satisfy the following conditions:

(a) Must have been engaged in university/higher educational institution as Assistant Applications Developer or analogous position for at least two years.

(b) Must have a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/ Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Must have at least one publication/technical report/ memorandum to his/her credit

(d) Shown evidence of having made significant contribution to the University.

### 9.4.2. Applications Developer or analogous position to Senior Applications Developer or analogous position

A candidate seeking promotion to the rank of Senior Applications Developer or analogous position must satisfy the following conditions:

(a) Serve as Applications Developer in the University or analogous institution for at least four years

(b) Attain a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) Have at least six publications/ technical reports/ memoranda to his/her credit

(d) Show evidence of having made significant contribution to the University.

(e) Two favourable assessors' reports on the publications will be needed.

### 9.4.3. Senior Applications Developer or analogous position to Deputy Director, Applications Development or analogous position

For promotion from Senior Applications Developer or analogous position to Deputy Director (DICTS), a candidate must have:

(a) Served as Senior Applications Developer or equivalent grade in the University or analogous institution for at least five years.

(b) Attained a minimum of "Good" in three Areas of Assessment but "Very Good" in either Ability in Work/Knowledge in Work or Promotion of Work/Application of Knowledge

(c) At least ten publications to his/her credit, two of which must be refereed articles or a book or a chapter in a book

(d) Shown evidence of having made significant contributions to the University.

(e) Two favourable assessors' reports on publications. One of the assessors shall be present at the interview.

**9.5.** In all cases, work experience does not include periods of full-time studies, post- doctoral studies and sabbatical leave.

## 9.6. EXCEPTIONAL CASES
The criteria outlined above are intended to be used as a guide. The University's Appointments & Promotions Board may consider exceptional cases on their merit.

## 9.7. PROMOTION OF SENIOR MEMBERS (NON-ACADEMIC) ON STUDY LEAVE

**9.7.1.** A senior member who qualifies (i.e., serves the required duration) for promotion and applies before leaving for study leave shall have his application processed. If he/she is successful, the effective date of the promotion shall be the date of application.

**9.7.2.** A senior member who serves the required duration for promotion but did not apply may also apply while on study leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the study leave.

**9.7.3.** A senior member who did not serve the minimum duration required for promotion before going on full time study leave does not qualify to apply while on study leave. He/she may apply for promotion only after he/she returns to post and completes the required duration.

**9.7.4.** A senior member on part-time study leave may also apply for promotion when he/she obtains the minimum duration of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.

## 9.8. PROMOTION OF SENIOR MEMBERS (NON-ACADEMIC) DUE TO RETIRE
Senior members who are due to retire from the University may submit

their applications for promotion at least six (6) months before the date of retirement. Applications submitted outside this limit shall not be considered.

**\*\*Addendum**
Provision shall be made in the placement and promotion of certain categories of Senior Members to accommodate Fellows and Members of Professional Bodies.