



CAPE COAST TECHNICAL UNIVERSITY

HUMAN RESOURCE POLICY

2016

1. INTRODUCTION

1.1 Policy Statement

This document has been created by the office of the Vice Chancellor as a guide for management and employees of Cape Coast Technical University on matters of general policy and procedures with the view to achieving uniformity and clarity in managing the human resources of the institution, especially with respect to recruitment, promotion as well as staff development. The provisions contained in this document do not absolve employees from their responsibility for the observance of the rules and regulations pertaining to the laws of Ghana. Unless otherwise categorically stated, this document applies exclusively to the Cape Coast Technical University.

The document seeks to establish relationships, commitments and obligations of Cape Coast Technical University to its employees and vice versa. It is noteworthy that ignorance of the provisions in this document shall not constitute an excuse in any disciplinary action against any employee. The document shall be amended from time to time in accordance with the dictates of the existing circumstances and employee relationships. Particularly, when issues not covered by this document occur. In dealing with such issues, professional judgment of the

management shall be essential in making recommendations to the appropriate institutional body.

In its bid to constantly improve the conditions of its employees towards the achievement of its goals as a tertiary institution, Cape Coast Technical University may make changes in this document at any time without prior notice to staff. But when such changes are made staff shall be informed accordingly.

1.2 Definitions

In this document, unless the context otherwise specifies,

Technical University means Cape Coast Technical University.

Council means the governing body of Cape Coast Technical University.

Vice Chancellor means the Vice Chancellor or the Chief Executive Officer of Cape Coast Technical University

Dean means the Head of specific School or Faculty.

School/Faculty: A collection of departments

Department refers to a part of a Faculty or School that is concerned with teaching and research in an academic discipline that has been so designated by the Academic Board.

Head of Department means a person appointed to direct or supervise a Department. In the event that the substantive Head of Department is absent for any reason and for specific period,

or is yet to be appointed, any person duly appointed to act shall be referred to as Acting Head of Department.

Employee means a member of the academic, professional or administrative staff with appropriate qualification appointed into the service of Cape Coast Technical University.

Senior Member means employees holding full time teaching, research or consultancy appointment in the University including staff of the library and those whose progression is based on the same criteria as academic faculty staff.

Misconduct means any act or any omission without reasonable excuse on the part of an employee which amounts to a failure to perform in the proper manner, any duty assigned to him/her as such or which is otherwise prejudicial to the efficient performance of University business or tends to bring the institution into disrepute.

Institution means Cape Coast Technical University.

He also refers to She.

2. APPOINTMENTS

2.1 Equal Opportunity Employment

Cape Coast Technical University is a statutory institution and an equal opportunity employer and does not discriminate on grounds of colour, race, religion, sex, ethnicity or physical

disability, where such disability does not impact on the employee's ability to discharge expected workplace duties.

2.2 Establishment of Vacancies

- I. Vacancies occur through vacation of post, termination of appointment, creation of a new post, transfer, retirement or death.
- II. Vacancies in the establishment may be filled internally with current staff or from a new appointment of temporary or permanent staff as determined by the appointment and promotions committee.
- III. All permanent appointment shall be by interviews, the panel of which shall be constituted in accordance with the statutes of the University.
- IV. To be eligible for appointment a candidate must have the requisite qualifications and / or experience as may be laid down from time to time by the institution.

2.3 Advertising and Screening

- I. When a position becomes vacant or available, the appropriate Head of Department shall notify the Office of the Registrar.
- II. A comprehensive list of required positions is compiled from all departments and forwarded to the Office of the Vice Chancellor by the Registrar who sends his

comments on the list and seeks his permission to advertise the positions.

- III. When it is determined that an advertisement shall be placed, the Registrar in conjunction with the Public Relations Officer shall prepare an official composite advertisement for the purpose. This procedure is to discourage individual departments from placing separate advertisements which may not be financially prudent. The advertisement must clearly indicate the number of persons to be required, required fields, qualifications, experience as well as the application and location of the job.
- IV. When the applications are received and the deadline has expired, the Registrar in consultation with the requisite head of department shall screen and shortlist potential suitable candidates and invite them for interviews. The screening criteria should include work competencies, skills, qualifications/formal education, training, and experience.
- V. Depending on the nature of the position advertised, practical examination or aptitude test/ presentation may precede the interview or chat.

- VI. During the screening process and before the interviews, the Registrar shall ensure that references on all selected applicants are checked for authentication and validation.
- VII. For certain positions police clearance may also be required.

2.4 Interview and Letter of appointment

- I. Interviews must be conducted in a professional manner with the panel ensuring that the candidate is given the opportunity to prove his competence in claimed skill areas.
- II. No member of the interview shall sit on a panel to interview, or promote a candidate to a position higher than his or her own position. A member of an interview panel may declare his or her interest in the candidate or if there is a conflict of interest.
- III. At the end of the interview, a report shall be submitted by the Registrar to the Vice Chancellor for a review and approval by the management committee.
- IV. The Registrar shall prepare appointment letters for all newly appointed employees.
- V. All appointment letters of academic employees shall be signed by the Vice Chancellor on behalf of the council, while those of employees below the status of academic employees shall be signed by the Vice Chancellor.

- a) The appointment letter of the Vice Chancellor shall be signed by the Chairman of the Board of Governors (Council).
- b) The appointment letter of Registrar and Vice Chancellor shall be signed by the Vice Chancellor on behalf of the Board/Council.

VI. All appointment letters shall state, among other things

- a) Job Rank / title
- b) Type of appointment (temporary, permanent, contract)
- c) Effective date of the appointment
- d) Probationary period where applicable
- e) Salary (per annum salary scale and point of entry in the scale)
- f) Department assigned
- g) Brief job description (Detail to be attached)
- h) Roles and responsibilities
- i) Posting or job location if necessary

VII. Appointment letters shall be distributed as follows

- a) Original to newly engaged employee
- b) Copies to
 - i. Head of Department concerned
 - ii. Finance Officer
 - iii. Vice Chancellor

- iv. Head of Internal Audit
- v. Personal file

2.5 Department, Station and Entry Level

An employee's placement in a particular department or a specific location within the institution will depend on the employee's skills and the institutional corporate needs at the time of the appointment.

- I. An employee will normally be placed at a station in the best interest of the institute.
- II. The point of entry within the appropriate salary scale for new appointments will be based on experience and qualifications relevant to the post.

2.6 Transfer

Every employee may be required to transfer temporarily or permanently to any location within the Institute either for staff development purpose or for any other reason which is considered to be of the best interest to the Institute and to the employee. A refusal to transfer without any reason constitutes a misconduct on the part of the employee.

2.7 Appointment Procedures

The University Appointments and Promotions Committee (APC) shall be responsible for the hiring process for new employees.

- I. The APC may in filling any vacancy within the service of the University first consider if any current employee is qualified and suitable for appointment to the vacant post. Where there is no such employee to fill a vacant post the post shall be filled from outside.
- II. Candidates shall normally apply in response to an advertisement but they shall be free to apply for consideration for appointment into an appropriate faculty or department depending on availability of vacancies.
- III. Candidates shall complete an approved application form. They shall name three (3) referees one of whom shall be from the institution(s) where the candidates concerned pursue their studies or acquired their relevant profession or from the immediate past employer.
- IV. An interview panel consisting of as many members as the Institution may deem necessary.
- V. Unless otherwise decided by the Institution no appointment shall be made to any post for which no vacancy exists nor provided for in the annual budget.
- VI. Every appointment shall be made in writing and signed by the Vice Chancellor or his designate, as provided for in section 2.4 V (a-b).

- VII. On first appointment, employees will be required to complete a personal records form giving particulars about themselves to include the following:
- a) Date of birth – prove of age must be provided.
 - b) Hometown
 - c) Previous employer and reason(s) for leaving
 - d) Qualifications / Educational Background
 - e) Marital status / Number of children and their ages
 - f) Name of spouse, if married.
 - g) Parents / Guardians
 - h) Next of kin / Nominee
 - i) Other information considered to be relevant to the post
 - j) The effective date of appointment shall be the date on which employee assumes duty.

2.8 Categories of Employment

The following are the categories of employment to which an employee may be appointed.

- I. **Permanent Employment:** This refers to employees whose appointments have no specific end date. The duration of this category of employment is from year to year unless otherwise terminated by the employer or the employee in accordance with the terms of employment. Permanent employees are normally required to spend a

minimum of 40 working hours per week on their active employment. Permanent staff may be placed on probation. The period of probation is to allow both parties (employer – employee) to determine whether to confirm the permanent status or otherwise. Probation allows both parties to terminate the employment relationships if conditions or performance are not satisfactory.

- II. **Temporary Employment:** Refers to recruitment of applicants whose appointments have a specified end date, typically for a short duration.
- III. **Contract Worker:** Engagement for specific jobs of a defined nature normally not exceeding one year or other specified duration.
 - a) Appointments on contract may be made in respect of posts which are not considered expedient to fill permanently. Such positions may be of a specialized nature.
 - b) Contract personnel shall contribute to the Social Security Scheme and income tax as regulated by law.
 - c) Retired personnel who are engaged as contract staff shall not contribute to the Social Security

Scheme and shall not be entitled to benefit as determined by the Institution.

- IV. **Casual Worker** refers to a worker who is engaged for limited period on a project for the life of that project. When that project ends, casual work also ends. Casual worker may be a daily rated employee and shall not be entitled to a salary scale and other benefits.
- V. **National Service Personnel:** Candidates from Tertiary Institutions who are temporarily assigned to the University as part of their mandatory post graduate service to serve Ghana. Their allowances are paid by the National Service Secretariat (NSS).
- VI. **Attachment Personnel:** They are post SSSCE candidates who join the University temporarily as part of on-the-job practical training (OTJ) towards their academic programmes.

2.9 Acting Appointment

- I. An employee may be required to perform duties of a higher grade or in another job position in addition to his normal work schedule and remunerated accordingly.
- II. No employee shall be required to act in a position two or more grades above his current employment level.

2.10 Medical Fitness: An employee shall be required to show proof of fitness to work, and shall be issued with letters of

introduction to selected hospital for medical examination on appointment

- I. Appointment to any post is subject to evidence of satisfactory health on a medical certificate issued by a medical officer recognized by the University.
- II. Notwithstanding (I) above if within an employee's probation it is established that he/she concealed a major disease which should have been declared at the time of the medical examination and which is likely to seriously interfere or affect his/her work or health of others, the said appointment may be terminated.

2.11 Induction / Orientation:

- I. Induction is the first form of mandatory briefing that is received by every new employee and shall be for a period of three (3) months before the employee assumes full scale duty. The three (3) months shall be inclusive in the six (6) months probationary period. The Registrar in conjunction with Heads of Department and the Vice Chancellor shall conduct orientation and induction for all newly appointed employees.
- II. New employees shall also undergo mentoring programme, in which they are attached to older experienced employees in their relevant areas of duty who have to assist them in the transition period of

employment with questions, answers, advice and guidance.

- a) Mentors are assigned by the Head of Department and are expected to write a New Employer Mentor report at the end of the probation period.
- b) The Mentor Report will provide information on the Mentor's assessment of the new employee's expertise, practical ability, perception of areas of weakness or strength and other relevant information that will help in determining the employee's probationary outcome.

2.12 Changing Employment Categories: When employees desire to change their contract to permanent, national service to permanent, etc, the following steps shall apply.

- I. Employee shall complete application form and forward to Head of Department.
- II. The Head of Department shall make a recommendation as to the desirability and suitability of the candidate and forward to the Registrar.
- III. The Registrar shall send a recommendation to the Chairman of Appointment and Promotions Committee for normal appointment procedure.
 - a) Change of category is therefore not automatic; employees who wish to change their appointment

category must follow the normal assessment / interview process for a new appointment, even if employee has attained a higher qualification.

2.13 Probation and Confirmation of appointment

2.13.1 Procedures for probationary period: All newly appointed staff shall serve an initial probationary period. This is to afford the University and new employees the opportunity to study each other over a stipulated period before the employee may be confirmed.

- I. All employees except those on temporary appointment will upon first appointment serve a probationary period of not less than six (6) months from the commencement of their appointment, ie, from the date they formally assumed duty.
- II. During the period of probation, either party may terminate the appointment without notice.
- III. The University may at any time terminate the appointment of an employee who misconducts himself/herself during probation.
- IV. The appointment of a confirmed employee may be terminated giving one (1) calendar month's notice or one month's salary in lieu of notice, if a case of misconduct is established against the employee.

- V. Subject to satisfactory performance and conduct during the probationary period, the Management of the Institution shall confirm the appointment of the employee or otherwise.
- VI. On the recommendation of the employee's Head of Department, the Vice Chancellor may extend the probationary period of an employee by not more than six months, if necessary.
 - a) The probationary period of an employee may also be waived or reduced.

2.13.2 Assessment Report on Probation

- I. One calendar month prior to the end of the probationary period, the employee's Head of Department shall write an assessment or evaluation report of employee's performance. The report shall fully cover the employee's work and conduct with a recommendation whether or not the employee's appointment should be confirmed.
 - a) The report must indicate the employee's strength, weakness as well as hands-on capability for the job. The Head of Department shall concentrate on **ability to perform** rather than educational qualification.

b) A copy of the Head of Department's report shall be given to the employee. It is strongly recommended that the Head of Department should meet with the employee in a face to face appraisal session and the employee given the opportunity to discuss his/her assessment with the Head of Department before the report is formally written.

2.13.3 Confirmation of appointment

After staff have served an initial probation, their appointment may or may not be confirmed, depending on their performance and conduct. In the event that an employee's appointment is **confirmed in writing** the employee shall become a permanent employee of the University subject to the conditions below:

- I. Academic staff whose appointment have been confirmed shall have a tenure. Staff permanency is similar to tenure. This implies that the employee's appointment will continue until he/she attains the statutory retiring age of 60 years, all things being equal but with yearly assessments.
- II. A confirmed employee's appointment is subject to termination by the University if at any time the following are determined:

- a) The employee's performance is below average as judged by the Appointments and Promotions committee (APC)
- b) The employee has been engaged in a criminal or unethical conduct whether directly against the University or not.
- c) Other conditions that may arise in which it is not advisable to keep the employee with the University or a conduct which may put the University in dispute.

2.13.4 Acting and Relieving Assignments.

In order to ensure the efficiency, uniformity of operations and the continuous execution of certain key jobs and as means of preparing employees to assume higher responsibility in accordance with the University's succession plan, the University may request an employee to perform in higher roles and responsibilities when the incumbent employer is absent from work for not less than three (3) months. The following conditions apply to acting and relieving duties.

- I. An employee shall be assigned to relieve another employer when the incumbent is on leave, sick leave, study leave, etc.
- II. Eligibility for acting position shall be determined by the APC and shall be guided by such factors as proven

potential for achievement, relevant knowledge, qualification, background experience and seniority. Seniority is determined by position, rank or length of service.

- III. Where the position of Department / Unit Head becomes vacant (temporarily or permanently), the Management Committee may recommend to the Vice Chancellor a specific staff to be appointed to fill that position.
- IV. The Vice Chancellor shall inform the staff in writing indicating the nature of the acting appointment.
- V. The period of acting shall be related to the period of absence of the substance holder of the position.
- VI. Where the substantive holder is absent for longer than six (6) months, the acting period shall be for an initial probation period of six (6) months where possible.
 - a) In such a case the Vice Chancellor shall request for an assessment report at the end of the fifth month of acting from the employee's supervisor to enable the Management Committee to take a decision as to whether the staff concerned should be confirmed or not.
 - b) Management will have discretionary powers in making exceptions to this rule.

- VII. Where the staff in the acting position has been fully confirmed for the position, he/she does not necessarily have to be on the same grade as the predecessor.
- VIII. Where the staff acts for the substantive holder for a period of three (3) months or more, the staff shall be eligible for payment of Acting Allowance in accordance with the appropriate schedule of allowance in the Institution.

2.14 Transfers

An employee shall serve in any department, office or location to which he/she is transferred in the interest of the University and may be required to proceed on transfer temporarily or permanently to any area of operation at any time. Transfers may be initiated by Management on the recognition of a business need, or by an employee who wishes to move departments or locations. Transfers shall not be regarded as a punitive action.

- I. Formal request for transfer may emanate from any Department / Unit Head who shall submit a request to the Registrar providing reasons for the requested transfer. The Registrar shall forward the request and his arguments thereon to the Vice Chancellor.
- II. The transferred employee shall be informed by the Registrar indicating the new station and date of

assumption, in collaboration with the source and destination Heads of Department.

- III. For permanent transfer, a period of three (3) calendar months' notice shall be given to enable the employee to make personal arrangements before assuming duty at the new office / location.
- IV. Transfers shall be carried out in such a manner as to afford every employee the opportunity for exposure to the various working environments within the University as well as cause minimum inconvenience to the transferred employee.
- V. Employee on transfer shall be entitled to a transfer grant in accordance with the University's scheme of allowances.
- VI. An employee who wishes to be transferred shall submit a formal application to his/her Head of Department stating the reasons for transfer and indicating their areas of preference.
 - a) The staff's Head of Department shall make recommendations to the Registrar
 - b) The Registrar shall liaise with the source and destination Heads and consider vacancies and business needs / directions.

- c) The Registrar shall then send a recommendation on the facts of the transfer to the Vice Chancellor for approval.
- d) The Registrar shall communicate with the staff via a letter on the approval or otherwise based on feedback from the Vice Chancellor.
- e) Employees who are transferred upon their own request shall not be entitled to transfer grant.
- f) An employee's request will not normally be considered if the employee has served for less than two (2) years in the Institution, except under specialcircumstances considered by the Vice Chancellor.

VII. An employee who refuses to proceed on transfer without any cogent reasons(s) may have his/her appointment terminated. Employees who persistently transfer on health grounds shall be considered unfit to work in the University and may have their appointment terminated as well subject to a medical report received from the University's recognized medical officer.

- a) Where an employee approved for transfer does not wish to proceed on the transfer or has other issues with the transfer he/she shall state the problems in writing to the Vice Chancellor through

his/her Head of Department, within two weeks of the transfer.

- b) The Vice Chancellor shall deliberate on such issues and shall inform the Registrar of his decision. The Registrar shall then inform the employee of decisions taken on his/her letter.
- c) Where a staff has been notified to proceed on transfer but fails to do so without just cause, this action shall be considered as a gross misconduct and may attract disciplinary action.

VIII. When a transferred employee assumes duty at his/her new office, the new Head of Department shall write to the Registrar to inform him accordingly.

- a) When required to perform a previously unfamiliar roles and responsibilities, the new Department shall be required to draw up an orientation programme to induct the newly transferred employee to the new location.

2.15 Secondment

Secondment affords the Institution's staff an opportunity to work in another institution for a stated period of time to develop their skills and become better rounded employees as well as serve and contribute to the institution to which they have been

seconded / attached. Staff and faculty secondment is part of the University's affiliation and collaboration agreements with other institutions as part of its faculty or staff exchange programme.

- I. Only permanent staff shall qualify for secondment.
- II. Staff shall possess the requisite skills, qualification, competencies and experience.
- III. There shall be a formal request from a beneficiary institution.
- IV. Where the request is at the instance of Management Committee the nomination shall be made accordingly.
- V. Management shall release the staff and state the terms and conditions accordingly.
- VI. The maximum duration of secondment will be two (2) years in the first instance. This is subject to renewal depending on the merits of the case.
 - b) On the expiration of the period of two (2) years staff shall be given an opportunity to return to the University or remain with the beneficiary organization.
- VII. Staff would continue to receive salary from the University. The beneficiary organization would be responsible for payment of allowances to which the staff is entitled.

- VIII. A bi-annual assessment reports shall be submitted to the University on the staff's performance in accordance with the institution's assessment guidelines.
- IX. Staff's seniority shall not be lost during the secondment. Staff shall also be entitled to promotion during the secondment subject to assessment by the new head.
- X. The period of secondment shall be counted as part of staff's service with the University and shall also count toward the length of service.

2.16 National Service / Practical Attachment.

The office of the Vice Chancellor in conjunction with Heads of beneficiary Departments shall ensure that the right number of prospective service personnel with the right set of skills is chosen for attachment for National Service with the University during the national service year.

- I. Heads of Department shall request for National Service through the Vice Chancellor to fill vacant positions.
- II. The Vice Chancellor shall collate all requests, and in collaboration with the Management Committee send application to the Director of National Service for the personnel.
 - c) Processing of attachment placement shall be based on applications received at the Vice Chancellor's office.

- III. National service and other attachment personnel shall be trained and developed to serve as a talent pool or pipeline for potential employment with the University.
- IV. Where a National Service personnel is to be considered for appointment at the University, the Registrar shall initiate action in accordance with existing recruitment procedures in the University.
- V. All practical Attachment Personnel shall normally not exceed six (6) months and such personnel will be governed by existing rules at the University.

3.1 PROMOTION AND SUCCESSION PLANNING

The objective of promotion is to reassign an employee to a higher job level in recognition and appreciation of past performance and potential to assume higher responsibilities in order to achieve organizational efficiency and effectiveness as well as boost employee morale and commitment. Promotion policy normally advances both the status and remuneration of employees.

3.1 Fundamental Guidelines on Promotion

In addition to the statutory provisions on processes and procedures for appointment and promotion of staff the University shall from time to time publish criteria, etc, to suit changing times and circumstances as well as requirements.

Promotion shall be based on merit and assessment and not necessarily on length of service. In determining merit, account shall be taken of proven performance, efficiency, qualification, competency, potentiality, capacity for co-operation with others (human relations, initiative, attitude towards work, general behavior, and leadership skills where possible.

Actual promotion shall however depend on the availability of vacancies. Eligibility for promotion into available vacant positions shall be based on the following criteria

- i. Job requirement
 - ii. Qualification
 - iii. Competencies / capabilities
 - iv. Experience
 - v. Performance evaluation / appraisal
 - vi. General behavior and conduct
 - vii. Potential for growth and where necessary
 - viii. Leadership skills.
- I. For academic staff the areas of assessment for promotion shall include teaching, research and community service where community service means the use of one's professional knowledge to advance the development needs of society or community including one's immediate community

- II. Promotion of employees in the junior and senior category shall be by professional assessment and acquisition of competency required for the job.
- III. Promotion of employees in the senior staff category shall be by promotion interview and on-the-job assessment. The interview panel shall include at least one external assessor chosen by the Vice Chancellor.
- IV. Promotion to the Management staff below the rank of Vice Chancellor shall be by recommendation by Heads of Department through the Vice Chancellor to the Appointments and Promotions Committee.
- V. Promotion to the rank of Vice Chancellor and Pro Vice Chancellor shall remain the prerogative of the University Council.
- VI. Employees on interdiction, suspension or facing any other disciplinary action shall not be considered for promotion.
- VII. Academic staff on study leave outside the country shall not be eligible for promotion while they remain on study leave. They shall be eligible for promotion effective from the date they return from study leave.

3.2 Employee Performance Appraisal

Performance Appraisal and reviews shall be undertaken periodically in the form of a structured formal interaction

between a subordinate and superior in which the work performance of the subordinate shall be examined or assessed and discussed in an intimate way with a view to identifying weaknesses and strengths, opportunities for improvement, skills development as well as determination of fulfillment of established expectations.

The result of appraisal shall be used as an input to identify and reward high performing employee through merit pay increases, performance incentive and promotions. It shall also be used to identify the training needs of employees.

3.2.1 Performance Appraisal Phases

The performance appraisal framework of the University shall comprise three faces, namely,

3.2.1.1 Performance Planning

The first phase of the performance appraisal framework involves identifying major job duties and establishing expectations for satisfactory performance of these duties as well as criteria for the measurement of performance

I. Identifying Major Duties:

Major job duties are those tasks, responsibilities of assignments that are important for the employee's overall success or failures in the position. These major duties provide a clear understanding for both the superior

and employee, of the significant functions or activities involved in a particular job. They also provide the basis for target setting and performance monitoring.

II. Establishing Performance Expectations and Evaluation Criteria

Performance expectations describe the level of performance the employee is expected to achieve and/or the objectives the employee is expected to accomplish. Performance expectations are written to describe fully satisfactory performance.

III. Career Development

Career development activities are used to support employees in their professional development and career advancement. The performance planning phase can be a good time to discuss career development. A separate meeting may however be scheduled for this purpose.

- a) Career development emphasis is based on the belief that providing opportunities for growth and development is essential to retaining skilled employees and meeting future work force needs of the organization.

3.2.1.2 Performance Observation and Feedback

Performance observation is a process of continual activity in which employee performance is observed and documented by

the superior. Observations are clearly and regularly communicated to employees in order to ensure that they consistently perform at expected levels. Continuous feedback also allows areas of performance weaknesses to be identified early and corrected as quickly as possible so that these weaknesses are not carried far into the job.

Regular performance feedback ensures that there will be no surprises at the time of the annual performance review. Performance observation and feedback involve the following processes

- Observing and documenting performance
- Performance feedback on a regular basis
- Modifying the performance plan when necessary
- Periodic progress review

Performance Review: This phase involves

- Completing the performance review report
- Conducting a performance review conference
- Planning for the next, example by setting performance objectives

3.2.2 Procedure for Annual Report

- I. At the end of each year, Heads of Departments shall prepare an annual appraisal report on the performance

and conduct of each employee in the Department. The purpose is for assessment, determining the individual training and development needs as well as for recommending for salary increment and/or promotion.

- II. The annual appraisal report shall recommend the award, deferment, stoppage, cancellation of increment or the freezing, deferment or suspension of promotion. The report shall also specify the period over which such action or actions shall operate and indicate the reasons for such recommendations.
- III. The annual appraisal report shall be brought to the attention of the employee who shall have the right to submit comments thereon for the consideration of management or petition for redress under the grievance procedures.

3.2.3 Methods and Instruments of Appraisal

- I. Superiors shall be required to conduct face to face performance appraisal with all employees under their supervision and return completed forms to the Head of Departments by a designated time each year. The forms must include the comments, if any, and the signature of each employee.
- II. For academic staff appraisal criteria and instrument shall include the following

- a) Students' feedback on courses taught by the academic staff
 - b) Research publications, if any
 - c) Community service – committee membership and service
 - d) Administrative service – headship, deanship and other administrative appointments
 - e) External assessment – feedback from two or more external assessors.
- III. Non-academic staff be appraised by the following criteria:
- a) Work performance
 - b) Community service – committee membership and service
 - c) Administrative service – headship, deanship and other administrative appointments
 - d) External Assessment – from two or more external assessors.
- IV. Disagreement that may arise between a manager and an employee over assessments shall be referred to the Head of Department or the next higher officer level to resolve such differences.
- V. All Heads of Departments shall be required to examine the completed form in their Department and endorse

them with their comments for onward transmission to the Registrar within the stipulated time frame.

- VI. The Registrar shall examine all the appraisal forms and make the necessary recommendation to the Management Committee in respect of the following:
 - a) Need for training and career development.
 - b) Promotion
 - c) Succession plan to key and vital position in the University.
 - d) Merit increase/salary increase.
- VII. All performance appraisal forms with duly completed actions shall be kept on the personal files of all employees within two weeks of completion.
- VIII. A workshop shall be organized by Management for all Heads of Department at least once every two years to discuss the University's appraisal system.

4.0 WORK HOURS AND LEAVES

4.1 Hours of attendance

Unless otherwise specified, regular hours of work are 8am to 5pm, Monday to Friday. Regardless of the work hours every member of staff is required to give constant and regular attendance at the University and their allocated duty stations, sites, offices or classrooms. Failure to attend work punctually and regularly will attract disciplinary action. Staff are required

to sign the attendance book on arrival and departure from office, including overtime hours.

4.2 Sudden Emergencies

Staff must not be absent from duty without prior permission from their supervisors except on account of sudden emergencies. Sickness or contact with an infectious disease of the employee's self, child or spouse. In any such emergencies the staff must inform his/her superior as early as possible on the first day of absence. Upon return to the office, the staff must produce evidence of such emergencies or reasons for sudden absence from work. Failure to produce satisfactory evidence or reason will attract disciplinary action.

4.3 Sick Absence

If a staff is unable, through sickness to attend work, he/she must:

- I. Contact the Head of Department or Supervisor: if the supervisor is unavailable, he/she must contact the next most senior staff.
- II. The staff must state the nature of illness and how long he/she is expected to be away. Failure to observe this rule may affect the award of sick days off.
- III. A statement by a qualified medical practitioner must be provided to cover all absences from duty on account of sickness.

- IV. Medical statement must be sent directly to the office of the Registrar by the attending physician.
- V. Members of staff are expected to return to duty immediately they have been declared fit to do so by a qualified medical officer.
- VI. All employees are advised to register for the Ghana National Health Insurance Scheme, and to present this to a physician for health care. Fees paid for private medical attention not accredited by the NHIS shall not be reimbursed. Doctor's statement and medical report are regarded as confidential documents. The University should not distribute the medical information on any member of staff, except if required to do so by court of Law in the Ghanaian Judiciary System.

4.4 Casual Leave

When a number of staff has exhausted his/her annual leave, a staff may be granted, on application, a casual leave not exceeding five (5) working days within the leave year to enable him/her attend to an urgent personal affairs.

- I. Casual leave may be granted in one or more spells but not exceeding five (5) working days within a leave year.
- II. In special circumstances and by express consent of the Management Committee casual leave may be extended beyond the maximum entitlement. In such a case any

additional days granted shall count against an employee's current or future annual leave.

- III. Casual leave is not an earned leave and shall not be carried over the current leave year.

4.5 Compassionate leave:

An employee may be granted special leave of absence, on compassionate grounds, for a period not exceeding five (5) working days in the year in the event of the death of an immediate relation.

- I. Such immediate relations are: Son, daughter, father, mother, husband or wife. Any relation outside of these, including siblings does not qualify for a leave.
- II. Any further leave granted in excess of the said five (5) working days shall be deducted from the employee's annual leave entitlement to the discretion of Management.

4.6 Sick Leave

Subject to presentation of a medical certificate from a qualified medical officer an employee may be granted sick leave.

- I. Should an employee be absent from work on account of illness such absence shall be justified by a Medical certificate from a qualified medical practitioner.

- II. However, Management reserves the right to have the employee re-examined by a medical practitioner nominated by the University to validate claims for sick leave.
- III. If the report under the paragraph immediately above certifies that the continued absence from duty is necessary, the employee may be relieved of obligations to discharge official duties without the loss of salary or wage for periods not exceeding a total of six (6) months in the first instance.
- IV. If a Medical Board certifies the necessity of treatment outside Ghana for an employee, the University may grant such passages as may be recommended by the Management Committee.
- V. During absence from duty on account of ill-health an employee's salary will continue to be liable to deductions of all financial loans or installments thereof due to the University.
- VI. On the expiry of the six (6) months dispensation from duty, if an employee has not been able to resume duty and if a medical officer should recommend a further extension of absence from duty, the employee will receive one-half (1/2) of his salary for up to another six

months, beyond which he/she must resign from his/her employment with the University.

4.7 Maternity Leave

- I. A pregnant employee shall be entitled to a maternity leave of three months with pay for the purpose of delivery and childcare. The employee is expected to produce medical evidence of expected delivery date (EDD). The leave period may commence six (6) weeks before the delivery of the pregnancy.
 - a) In the unfortunate case of miscarriages, stillbirths or other such pregnancy complications, the employee shall be entitled to a special leave upon request by the employee and approved by the Management Committee, subject to the recommendation of a certified medical officer.
 - b) Such special sick leave should not be deducted from the employee's annual leave.
- II. A female staff is eligible for paid maternity leave only after her period of employment probation.
 - a) A probationary female staff may proceed on maternity leave without pay.
 - b) The probationary period of such staff shall be extended by the leave duration.

- III. Upon returning to duty after maternity leave, a nursing mother may be given an opportunity every four continuous hours of duty to nurse her baby for half an hour or close at 2 pm each working day for six months after the date of delivery of the child.
- IV. Medical expenses incurred in connection with pregnancy will not be reimbursed by the institution. This applies to female employees and wives of male employees.

4.8 Examination Leave

The University may grant an employee leave of absence to sit for an examination.

- I. Such leave shall not exceed seven (7) working days in a leave year.
- II. Any further leave in excess of the said seven (7) working days shall be deducted from the employee's vacation leave entitlement.

4.9 Study Leave

A confirmed employee who wishes to embark on an academic or relevant educational enhancement programme may apply to the University for study leave to the Vice Chancellor through his/her Head of Department. Such leave may be taken with or without pay.

- I. Such application shall indicate the duration, place or location as well as the nature of the study leave to be taken, ie, course(s) to be pursued.

4.9.1 Application for Extension of study leave.

In exceptional cases, where an employee on study leave cannot do the course in the period of the study leave granted, he or she may apply for an extension of study leave. To do this, the employee concerned must give at least three (3) months' notice and provide a detailed report of the current state of the study leave that has been carried out so far, what remains to be completed and the time within which the remainder of the study is expected to be completed.

- I. The application which shall be endorsed by the employee's study supervisor must be addressed to the Vice Chancellor through the employee's Head of Department.

4.10 Sabbatical Leave

- I. A confirmed employee may be granted a sabbatical leave of one (1) year, after having served the University for not less than six (6) years' continuous service without study leave or leave of absence. This leave applies to academic and Senior Administrative Personnel only.

- II. An employee on sabbatical leave is required to return to the service of the institution for at least two (2) academic years immediately after such leave.
- III. The period of absence under such leave shall be taken into account for benefits of employees.
- IV. A two (2) year sabbatical leave may be granted after ten (10) years continuous service without study leave.
 - a) The grantee shall be required to return to the University for at least three (3) academic years immediately after such leave of absence.
- V. One-year sabbatical leave, followed by a year's leave of absence, the latter without pay, may be granted after six (6) years' continuous service without pay.
 - a) The grantee shall be required to return to the service of the University for at least three academic years immediately after such extended leave.

4.11 Annual Leave / Vacation

All employees of the University are entitled to earned annual leave or vacation. The purpose of vacation or annual leave is to ensure that employees take time away from work to be reenergized both physically and mentally.

The vacation leave schedule may be as follows:

Rank	Number of Days
Senior Members/Senior Staff	42 working days
Junior staff	21 working days

4.11.1 Eligibility for Leave

- I. Approval to proceed on leave shall be communicated to employees at least two weeks before proceeding on such leave. Employees shall therefore allow for processing time in planning for their annual leave.
- II. On first appointment a member of staff shall qualify for leave only after the first twelve (12) consecutive months of service, ie, not earlier than the first anniversary date of appointment.
- III. Academic staff are not entitled to any planned leave while semesters are in session. Academic staff shall take their vacation leaves the summer months of June, July and early Mid-August only.
- IV. Administrative or non-academic staff may proceed on leave all year round in accordance with an approved leave roster.
- V. No leave can be earned in a year in which an employee takes a sabbatical/study leave/leave of absence

- VI. Employees are encouraged to exhaust their vacation leave entitlements each year. Leave may not be deferred to accumulate from year to year. Except with Management approval all unused vacation will be lost at the end of each year.
- VII. Days or short breaks enjoyed in excess of statutory holidays shall count against earned leave.
- VIII. The leave year shall be the same as the academic year.
- IX. As far as possible earned leave shall be granted at a time most convenient to the employee as well as the University. If the exigencies of service do not allow for the University to grant the leave, the employee shall have the option to commute it to cash, subject to approval, or accumulate the leave.
- X. An employee proceeding on leave shall be allowed a maximum of four (4) days travelling time where appropriate. This also applies to an employee returning from leave.
- XI. An employee who intends to travel outside the country while on leave shall inform his/her Supervisor or Head of Department before departure and shall leave a contact address.
- XII. Vacation leave may be interrupted at any time if the exigencies of the service demand that employee returns

to work before the expiry of the leave period. The University shall refund/reimburse the travelling expenses incurred on account of the interruption and resumption of such leave by the employee. The remaining portion of the leave shall be taken at a later date convenient to the University and the employee.

- XIII. When statutory public holidays fall during the period of leave, they shall not be counted as part of the leave.
- XIV. If the date of payment of salaries falls within the leave period an employee may request payment of his/her salary for the period before departure. On the expiration of the twelve months after appointment a member of staff shall proceed on leave any time in the course of the year.
- XV. On resumption of work from leave a member of staff shall work for a minimum period of six (6) months before proceeding on another earned leave.
- XVI. Where a staff is transferred to a new office he/she shall have to work for a minimum of six (6) months before proceeding on another earned leave.
- XVII. Notwithstanding the other qualifying conditions the rescheduling of Annual Leave shall be at the discretion of Management.

- XVIII. On disengagement a member of staff's leave shall be calculated based on the anniversary of employment. Any leave period short of the anniversary shall be calculated on a pro-rata basis.
- XIX. Where a staff does not proceed on leave for two consecutive years and beyond the office of the Vice Chancellor shall have the right to compel the staff to proceed on leave.
- XX. Where a member of staff resigns after enjoying unearned leave the cash equivalent of the said leave shall be deducted from his/her entitlements.
- XXI. An employee who is prevented by ill health from resuming duty at the end of the annual leave may be regarded as absent on sick leave provided this is supported by a medical certificate endorsed by a registered Medical Officer.
- XXII. An employee who overstays his/her leave without giving reasonable cause shall forfeit his/her salary for the period of absence without permission and shall be liable to disciplinary action.
- XXIII. An employee who overstays his leave in excess of ten (10) working days without any notice to the Head of Department or line Manager shall be liable to summary dismissal.

XXIV. On leaving the University lawfully, an employee shall be granted earned leave or payment in lieu thereof on a pro-rata basis less any indebtedness to the Institution.

4.11.2 Approval

- I. Department or Unit Heads approve the annual leave of their staff.
- II. Annual leave of Heads of Departments/Units shall be approved by either their Deans or Supervisors or the Vice Chancellor as the case may be.
- III. The annual leave of the members of the Management Committee shall be approved by the Vice-Vice Chancellor.
- IV. The annual leave of the Vice Chancellor shall be approved by the Chairman of Council.

4.11.3 Monitoring

- I. At the beginning of every year and not later than September, Heads of Departments shall submit a leave roster to office of the Registrar. This roster shall be completed by staff members and shall be used to plan and monitor leaves during the leave year (September each year to August of the following year).

- II. Heads of Department/Unit shall monitor the planned leave of staff and shall provide quarterly reports on leave activity to the Registrar, giving reasons(s) why the employee could not take the scheduled leave. The Head of Department shall then be required to reschedule the leave of such staff and inform the Registrar of the updated leave.
- III. Where for some tangible reason(s) an employee is unable to take the planned annual leave, by the close of the year, the Head of Department shall submit a report to the Registrar why the employee could not take the leave. The Head shall then be required to reschedule the leave of staff and inform the Registrar with copy to the Vice Chancellor of the updated leave schedule.

5. CODE OF CONDUCT OF STAFF

This chapter clarifies the standards of behavior expected of the University staff in the performance of their duties particularly providing guidelines in areas where staff make business, personal and ethical decisions.

This chapter covers the following:

- Staff Bond of secrecy
- Conflict of Interest

- External activities
- Political activity
- Use of company property
- Use of official vehicles
- Dating in the work place
- Electronic media policy
- Patents and copyrights
- Arrest and/or conviction of staff

5.1 Staff Bond of Secrecy

Current employees or associates (temporary, permanent, full time, part-time, casual, adjunct or in whatever other capacity) of employees shall not divulge any classified information relating to the administration of the University without the express authority of the Vice Chancellor, his designated representatives or the compulsion of law.

- I. The employees of the University owe it as duty to be loyal to their employer. The duty of loyalty affirmed through the Bond of Secrecy requires employees to serve the University to the best of their ability.
- II. All employees must abide by the staff Bond of Secrecy which is implemented using the Oath of Secrecy instrument.

- III. The release of confidential information that employees receive through the course of their employment may have a significant impact on the University's ability to manage its affairs or to maintain a perception of impartiality and integrity with its clients and the public.
- IV. To protect the interest of the University, its clients and the public, confidential information that employees receive through their employment must not be divulged to anyone other than persons who are authorized to receive the information. Neither former nor current staff can use confidential information or their ability to assess such information for the purpose of furthering any private interest or as a means of making personal gains.
- V. Confidential Information covered under this bond include:
 - a) Information relating to members of the University.
 - b) Collective Agreement of Local Union/Rules of service.
 - c) Salary scales, Allowances and Fringe Benefits.
 - d) Transactions, Proceedings and Decisions of the University Council
 - e) Financial transaction of the University.
 - f) Audit Inspection reports

- g) Reports on all committees of enquiry and the disciplinary committee
 - h) Reports of the Assessment Committee.
 - i) Information relating to personnel records on staff.
 - j) Any other information which may lead to prejudice against the University and its clients, and other public relationships.
- VI. Each employee being paid any remuneration must take the Oath of Secrecy.
- VII. In circumstances where an employer or a former employee reasonably believes that they may be required or feel pressurized to breach their Oath of Secrecy, the employee shall notify the Vice Chancellor in writing of the circumstances and request clarification of the obligations arising from their Oath.
- VIII. Failure to comply with the Oath of Secrecy could result in disciplinary action up to and including dismissal.
- IX. In the case of a former employee failure to comply with the Oath of Secrecy may result in legal action against the former employee

5.2 Conflict of Interest

All persons employed by, or associated in any way with the University are expected to deal honestly, truthfully and fairly

with others in business. False or misleading statements or omissions of any kind are prohibited. The University will not tolerate deceitful practice of any kind from its employees. The University employees must therefore adhere to ethical standards that enhance the Institution's corporate image and foster public respect.

5.2.1 Definition

Conflict of Interest exists where there is an actual incompatibility between an employee's duties and responsibilities of office and the private interests of the employee or an immediate family member or close relationship which can include but is not limited to pecuniary interest including investments and business involvements; outside employment; service, whether voluntary or otherwise on a board, council or committee or other organization; and personal relationships including immediate family and spouse. The University is concerned about conflict of interest for the following reason:

If not effectively managed, conflict of interest may jeopardize the Institution's missions, objectives, goals, results, reputation, clientele, sponsorship, affiliations and other function of the University.

5.2.2 General Guidelines on conflict of Interest

- I. All employees of the University are to conduct their official business in a spirit of impartiality and integrity to avoid all appearances of conflicts of interest.
- II. Employees are not prevented from using University's information that is available to the public in management of their private affairs. However where such information is not available to the public, employees must manage their private affairs so that neither they nor their immediate family, relatives, friends, current or former business associates benefit from the use of that information. Employees are responsible for making sure there are no conflicts of interest.
- III. Employees shall disclose and discuss with the Vice Chancellor any situation which may appear ways to constitute a conflict of interest.
- IV. Complaints about employees' conflicts (ie. outside the University) will be referred to the Vice Chancellor for further action/investigation.
- V. The induction process for every newly employed employee shall include discussion of the Code of Conduct and a signature page acknowledging discussion of the said policy signed and kept with employee's personal records.

- VI. Where a Head of Department seeks to prohibit an employee's actions under the provision of the Code of Conduct, the employee has the right to request the Vice Chancellor for a view of that decision. In the case of employees of the office of the Vice Chancellor a review request may be made to the Management Committee or Vice Chancellor.
- VII. Where an employee disagrees with any decision or actions taken as a result of the application of the Code of Conduct, the employee must resort to the grievance procedure.

5.2.3 External Activities and conflict of interest.

Employees take part in a wide range of activities outside of the University employment. An employee must take steps to ensure he/she does not get involved in situations that may be perceived as conflict of interest.

- I. Employees must avoid any conflict of interest in their work as the University's employees and other outside activities including:
 - a) Outside employment
 - b) Staff employment
 - c) Service (with or without remuneration) on boards, councils or committees
 - d) Volunteer activities

- II. Staff must not undertake any outside activities which
 - a) Would in any way tend to impair their usefulness to the University
 - b) Might be inconsistent with their position as staff
 - c) Might conflict with the corporate interest of the University.
- III. Staff must during official hours, give their full energy and attention to the official job for which they are paid. No staff, permanent or temporary, may accept any post in any society, firms or company or undertake any outside occupation or activity which would require attendance at any time during their normal working hours in the University.
- IV. Employees must perform official duties and arrange private affairs so public trust in the integrity and objectivity of the Institution is conserved and strengthened.
- V. Employees must arrange their personal affairs so there is no contravention of the code of conduct. It is not the University's intention to prevent employees from engaging in outside employment, service or volunteer activities. However, employees must ensure that these outside activities do not:
 - a) cause a conflict of interest with their jobs

- b) are not performed in such a way as to appear to be an official act on the University's behalf or to represent an opinion or a policy of the Institution.
- c) interfere with regular duties
- d) involve the use of University premises, equipment or supplies.

VI. When an employee wishes to carry any outside employment, service or volunteer activities outside of regularly scheduled hours of duty, the employee shall notify the Vice Chancellor in writing of the nature of such outside activity.

- a) Academic staff shall send their notification to the Vice Chancellor.

VII. The approval of the Vice Chancellor is needed in writing before non-academic employees start any activities that may create a real or perceived conflict of interest.

- a) Similarly academic staff must not take up any other lecturing position without written approval from the Vice Chancellor.
- b) In addition the employee has duty to notify the appropriate Head of Department if the nature of the job/activity for which an approval was previously granted changes in a significant way which may cause a conflict of interest.

VIII. Where the appropriate Head of Department makes a determination to prohibit or places conditions on an employee's engagement in any outside activity due to a possible conflict of interest the employee shall be notified in writing together with the reason for withholding such permission. A copy of this information is placed on the employee's personal file.

a) Where such prohibition has been placed on an employee's intention to engage in external activities the employee has the right to request a review of that decision through the grievance procedure.

IX. The policy on conflict of interest arising from external activities shall be explained to all newly engaged employees as part of the induction process and a signature page acknowledging discussion of such policy signed and kept with employee's personal records.

5.2.4 Students and Personal Relationships:

Where there is a family or personal relationship between a member of staff and a student, the staff member shall inform his or her head of department, or in the case of the head of department, the Dean, and the staff member shall not take part in the academic assessment of the student nor in any other official decision relating to the student's academic matters such

as the award of prize, scholarship, or disciplinary action. If the staff member attends a meeting of the board of examiners where the student is being assessed, the interest must be declared.

5.2.5 Other Conflicts of Interest

Other conflicts of interest may arise in a variety of situations such as those in relation to student or student applicants, staff or applicants for staff posts, organization or individuals giving funds to the Institution, suppliers of goods or services, collaborative partners, or any other organization related in any way to the University. The potential conflict may result from personal, social, financial or business interests or ethical considerations.

The question as to whether or not particular circumstances will give rise to a potential conflict of interest may be difficult. The general principle to consider is whether the circumstances could reasonably be perceived to affect the judgment of the individual making a decision affecting the Institution. It is not easy to define precisely what is not permissible. Even though staff might believe there is no real conflict of interest between their job and outside occupation, this may not be easily obvious to an

outsider. In any case or circumstance where the staff doubts the propriety of undertaking any work, they must obtain official approval, through their Head of Department to undertake the work.

Set out below in the preceding sections are not exhaustive list of areas which could create potential conflict of interest. If in doubt, staff should consult his or her Head of Department or the office of the Vice Chancellor for clarification.

5.2.6 Political Activity

Employees are free to participate in political activities including belonging to a political party, supporting a candidate for elected office and actively seeking elected office, as long as the political party activities are clearly separated from the activities related to the Institution.

Political Party in this context means a registered political party as defined in the Ghana Electoral/Law codes or unregistered political party functioning in Ghana to achieve political aims. Even though guidelines in this section apply to all employees of the Institution, high emphasis is placed on people in Management and the Board of Governors who may have higher

visibility in the community and may be perceived as speaking on behalf of the Institution.

- I. Political activities must not interfere with carrying out of work by the Institution's staff.
- II. Staff must avoid conflict of interest in the carrying out of personal political activities and duties as the staff of the Institution.
- III. Under no circumstance shall any property of the University be used in carrying out employee's personal activities.
 - a) Neither the name nor the logo of the University or its departments/units may be used on the letters or other written materials intended for support for a political campaign on behalf or against any candidate for public office, political party or political action committee including the solicitation of funds for such purposes or activities.
 - b) This includes a prohibition on use of the University letterhead, envelopes, email accounts and telephone lines for communication.
- IV. No member of staff is authorized to speak on behalf of the University for or against any political party candidate.

a) The University staff may not state orally or in writing that they are speaking for or on behalf of the Institution when expressing support for or opposition to a candidate for public office and should state explicitly that they are speaking as individuals, not on behalf of the University when the failure to do so might be construed as an expression of support or opposition by the Institution.

V. No University office and no employee's office may be used as a return mail mailing address for the solicitation of funds for political campaigns on behalf of or against any candidate for public office or the solicitation of an endorsement of any candidate for public office, political party or political action committee.

VI. Employees are prohibited from:

- a) Personally soliciting funds for a candidate within the University premises or while on official University business.
- b) Engaging in any political activity for or on behalf of a political party or candidate during official working hours;
- c) Using the premises or services belonging to or in the possession of the institution for the purposes of

any political activity, unless the premises are leased residential premises.

- d) Displaying or distributing campaign literature or other promotional material in any office or premises belonging to or in the possession of the Institution, unless the premises are leased residential premises.
- e) Intentionally using or attempting to use their position to affect the political activity of any other person.

VII. When engaging in political activities that may conflict in any manner that is real or perceived with employment duties or that compromise the interests of the University, employees must make written disclosure to the Vice Chancellor.

VIII. In circumstances when it is not clear whether an employee may enter into a political activity, the employee shall notify the Vice Chancellor in writing of the nature of the intended political activity.

IX. The policy on political activities should be explained to all newly employed employees as part of the induction process and a signature page acknowledging discussion of said policy signed and kept with employee's personal records.

5.3 Use of University Property:

5.3.1 General code on Property Handling:

- I. University property remains the property of the Institution until signed over to staff.
- II. No Institution's property may be removed from the premises or designated storage places without the permission of the Vice Chancellor / Departmental Head.
 - a) Where the Institution has a substantial reason for believing that an employee has removed the University's property without permission or is in possession of such property, the Vice Chancellor will conduct an investigation into the matter.
- III. No University property is to be rented out by staff members to which they have been assigned
- IV. A staff member is not to fit any accessories or make any renovations to the University's property/equipment without prior written approval.
- V. Staff shall go about their work in a competent and professional manner and with utmost care, responsibility and caution, when using any property/equipment of the Institution.
- VI. Staff shall obtain permission for use of the University's property/equipment for non-work purposes or the purposes for which they were intended.

VII. Under no condition should staff use Institution's equipment if intoxicated, ie, under the influence of alcohol.

5.3.2 Use of Computers and Electronic Media

Computer facilities in the University are provided solely for use by staff in accordance with normal duties of employment and for students in connection with academic programmes. All other use is prohibited. All employees must regard the electronic media systems in the University as tools to improve employee productivity. Staff are encouraged to use all electronic media available such as the internet, e-mail, and fax machines to their fullest potential to further the interest of the Institution.

Limited private use is however allowed as a privilege and not a right, but its abuse will be treated as a breach of these regulations. Any use which does not breach any other regulation herein, but nonetheless brings the Institution into disrepute may also be treated as a breach of these regulations. These abuses include but are not limited to the following

- Visiting websites with sexually inappropriate material
- Excessively long use of computers for personal browsing
- Playing games in the office

- Downloading of graphic material not related to work
- Chatting or on friendship networks during office hours
- Other such activity that would constitute distraction from work.
- Hacking, hoaxing, transmitting viruses, or other such illegal computing activities.
- Doing private business on office computers during or outside office hours.
- Violation of relevant local or international laws, rules, policies, contracts or licenses.
- Examples of e-mail specific abuses include the following
 - Attempt to create a hostile work environment
 - Send hate mail, harass, make discriminatory or libelous remarks or other malicious use.
 - Send, view, download or forward abusive, threatening, obscene or harassing material.
 - Solicit outside business ventures, advertise for personal enterprises, promote political causes or solicit for non-institution related purposes.

Staff are also to take note of the following:

- I. All electronic media systems including e-mail, the internet, fax machines, hardware, software, local area networks, files, and all information composed,

transmitted, accessed, received or stored in these systems are the property of the University.

- a) Electronic systems are to be used for conducting institution businesses only and the use of this equipment for personal commercial purposes or financial or other gains is strictly prohibited.
- b) These systems must not be used for soliciting outside business ventures or soliciting for unofficial purposes.

II. Limited incidental personal use is allowed at Management discretion provided such use does not constitute abuse as listed above.

- a) Personal limits (including an absolute prohibition of all uses of University computing resources) may be imposed upon personal use in accordance with normal supervisory procedures.

III. Use of the internet and e-mail by staff is a privilege, not a right. This privilege may be revoked and discipline upto and including termination may be imposed at any time for illegal, unauthorized, or inappropriate conduct associated with use of e-mail or internet access.

IV. The University reserves the right to monitor the e-mail system and internet access in order to ensure that its property is being used within the acceptable guidelines.

- a) The Institution may at any time review, audit, intercept access and disclose all matters on its systems at any time, with or without employee notice during or after working hours.
 - b) Staff should have no expectation of privacy regarding any matter created, received, accessed or sent from the e-mail or internet system.
 - c) If staff uses the institution's equipment for incidental personal use or acceptable solicitations they are consenting to having such use monitored by authorized personnel at the Institution's discretion.
 - d) Employee passwords will be disclosed to appropriate personnel within the Institution when necessary.
- V. Staff must never attempt to use another employee's password or e-mail address to access a file or retrieve any stored material or communication unless authorized to do so.
- VI. A member of staff has an obligation to use their internet access and e-mail in a responsible and informed way. Staff should identify themselves properly when using any electronic media or service. They should also be careful about how they represent themselves, given that

what they say or do could be interpreted as the opinion or policy of the University. Staff should be aware that their representations could expose both the employee and the University to legal liability.

VII. Staff should respect intellectual property rights at all times when obtaining information over the internet or using e-mail. Illegal or unauthorized downloading, uploading, copying or distributing of copyrighted works is strictly prohibited. Staff should be aware that such infringement could result in legal liability for the employee and the institution, and may result in disciplinary action to the employee up to and including termination.

VIII. Staff may be disciplined for using the internet or e-mail in an unlawful manner, or for unlawful, unauthorized, or inappropriate purposes or for using such system in a manner that violates the laws of Ghana or any of the Institution's policies and procedures, contracts or licenses.

5.3.3 Damage of Computing Facilities:

No person shall take any action which damages, restricts or undermines the performance, usability or accessibility of computing facilities; "taking action" here may include neglect or negligence, where action might reasonably have been expected

as part of a user's duties. Any recklessness or disrespect of computer equipment shall be punishable up to termination.

5.3.4 Security, Confidentiality and Passwords:

Users must take all reasonable care to maintain the security of computing facilities and files to which they have been given access. In particular, users must not transfer passwords or rights to access or use of computing facilities. The confidentiality, integrity and security of all personally identifying data held on the University's systems must be respected even where users have been officially authorized to access it.

Prior to terminating duty or employment relationships with the institution users must make appropriate arrangements for the return, destruction or other disposition of any official computer, equipment or data in their possession.

5.3.5 Use of Stationery, Photocopiers and other Office Equipment.

Stationery, reproduction and other equipment supplied to employees by the University are the property of the Institution and are provided solely for use in connection with official activities or to promote work place convenience. Examples of these equipment include printers, photocopiers, appliances like refrigerators, electric kettles or other equipment not listed here but which from time to time the Institution makes available to

staff in offices and workplaces. Any officer using such equipment with negligence, irresponsibility or for personal use, (where applicable) shall face disciplinary action. Envelopes and label supplied by the Institution should be used for official communication only and not for personal correspondence. All members of staff are required to exercise the greatest possible economy and care in the use of fuel, light, stationery and other materials supplied.

5.3.6 Telephone Calls:

The use of the Institution's telephones as well as telephone etiquette must be on the following guidelines:

- I. The use of the Institution's phones for personal or private purposes is strictly prohibited.
- II. Under emergency conditions staff may receive urgent private phone calls and may make a highly limited number of urgent private phone calls, which should not last more than three minutes.
- III. Making or receiving private phone calls must not be at the expense of the University or the employee's job performance
- IV. Any staff found abusing the telephone would be required to pay for all private calls with penalty and may be subject to disciplinary action.

5.3.7 Theft of Property belonging to the Institution

Any employee of the Institution who engages in the theft of the Institution's property or equipment will be subject to disciplinary action including dismissal. Under certain circumstances the Institution reserves the right to hand a rogue employee to the Ghana Police Service, and to prosecute such current or former employees in a Ghana Law court to be dealt with according to the laws of Ghana.

5.4 Use of Official Vehicles

The Institution shall make available vehicles whether owned, leased, rented or otherwise for use by employees for authorized purposes and/or travelling on institutional business. This section discusses issues surrounding the optimum utilization of University's fleet of vehicles to facilitate operations.

5.4.1 Qualifications to Drive Official Vehicles

All employees operating University vehicles or operating personal, rental or other vehicles while on official business must adhere to the following:

- I. Must have a valid driver's license to drive any vehicle on the University's business and must refrain from driving on the Institution's business if their license is suspended or revoked.

- II. Must not drive a vehicle belonging to the Institution or drive on the Institution's business while under the influence of alcohol or drugs.
- III. Must not permit any unauthorized person to drive an Institution's vehicle under conditions which violate this policy.
- IV. Operate the vehicle in accordance with University regulations, know and observe applicable traffic laws, ordinances and regulations and use reasonable and safe driving practices at all times.
- V. Assume sole responsibility for any and all fines or traffic violations arising out of the operation or use of a vehicle of the Institution or privately owned, rental or other vehicle while on official business.
- VI. Drive the vehicle at legal or mandatory speeds appropriate for traffic, weather and road conditions.
- VII. Use of official vehicles for personal purposes without prior proper authorization shall lead to sanctions such as termination of employment.

5.4.2 Vehicles Allocated to Designate Employees/Officials.

Employees are required to manage their own transportation to and from work. Employees who have their own vehicles shall be responsible for their own maintenance and other vehicle-

related expenses. Employees' use of official vehicles is discussed below:

- I. At the discretion of the Management Committee certain personnel may receive designated official vehicles for the conduct of their business. These officials include the Vice Chancellor, the Pro Vice Chancellor, Registrar, Heads of Department and other positions.
- II. Such designated vehicles will be subject to availability of funds and budgetary constraints. Designated vehicles are by no means guaranteed to any positions and the Institution reserves the right to not designate any vehicle to any personnel without explanation.
- III. No employee shall be allowed to use an official vehicle for personal matters or after working hours, except with written permission from the Transport Manager under instruction from the office of the Vice Chancellor.
- IV. Use of official vehicles for personal purposes without prior proper authorization shall lead to sanctions such as termination of employment.

5.4.3 Servicing of Vehicles

- I. Servicing of all Institutional vehicles shall be the responsibility of the Transport Department.
- II. The Transport Manager shall prepare a routine vehicle maintenance schedule for all operational vehicles.

- III. Heads of Departments shall ensure that vehicles under their supervision are properly maintained at all times.
 - a) Any Head of Department who does not submit an official vehicle for maintenance as and when required to do so, may be subject to sanctions as well as forfeiture of the rights and privileges to use the Institution's official vehicles.
- IV. Servicing and repair of official vehicles shall be done by accredited workshops or dealers.
- V. The Transport Manager shall submit Quarterly reports to the office of the Vice Chancellor on all fleet of vehicles and their service history.

5.4.4 Cleaning of Vehicles

- I. It is the responsibility of the Transport Manager to ensure that drivers of official vehicles keep them clean at all times.
- II. A driver who does not maintain the cleanliness of a vehicle under his/her care shall be subject to disciplinary action, as any such public display of uncleanliness could bring the Institution into disrepute.

5.4.5 Disposal of Vehicles

From time to time, Management of the University may dispose of some vehicles in its fleet for various reasons. Some of these reasons may include:

- a) High cost of maintenance.
- b) Age (overage vehicles)
- c) High mileage (Odometer)
- d) Corporate need to replace with newer vehicles.
- e) Other reasons may be advised by the Transport Manager.

In such cases, the office of the Vice Chancellor shall arrange to dispose of the vehicle in accordance with established asset disposal guidelines.

- I. In cases where the affected vehicle is still road-worthy, staff may be given the option to purchase it.
 - a) In this case determination of the disposal of such vehicle would be subject to negotiations between the interested member of staff and the Transport Committee.
- II. Consideration of such internal disposal shall include seniority of staff, length of service at the University, and ability to pay for the vehicle.
- III. All other disposal shall be considered by a Board of Survey.

5.4.6 Arrest and Conviction of Staff

The arrest of any staff – whether on the University’s grounds or off the grounds may also result in corrective or disciplinary

action by the University Disciplinary Committee. Corrective or disciplinary action depends upon a review of all factors involved in the arrest. These factors may include but are not limited to the following concerns:

- a) Determination of whether or not the staff's illegal action was work- related.
- b) Consideration of the nature and severity of the alleged illegal activity
- c) Determination of whether or not the circumstances resulting from the act will adversely affect a staff member's work attendance.
- d) Determination of whether or not the staff's employment with the University should be terminated

Employees must take particular note of the following:

- I. If a staff member is arrested, charged or convicted for a misdemeanor, felony, or violation of a criminal statute he/she must inform the Departmental Head of the arrest or conviction no later than seven days after the incident.
 - a) Failure to inform a Manager within this period may result in disciplinary action, including termination for a first offence.

b) Report must be made in pending cases regardless of the employee's plea – guilty, not guilty, or no contest.

II. If a staff member is **convicted of a criminal offence**, his/her appointment must be terminated.

a) Termination will depend upon the nature of the offence and the staff member's work place duties.

b) Any staff whose employment is thus terminated for criminal conviction shall not be eligible for reappointment.

6. DISCIPLINE

The office of the Vice Chancellor is committed to addressing job-related behavior that does not meet expected and communicated standards of staff. The purpose of the Institution's disciplinary process is to assist the employee understand that a performance problem or opportunity for improvement exists and outline improvement steps. The following are discussed under this section

- Major offences – category 1
- Major offences – category 2
- Penalties
- Disciplinary powers

- Criminal prosecution
- Harassment

The aim of the disciplinary process is to promote discipline and thereby motivate employees to comply with the Institution's performance standards, values, rules and regulations and sanction employees for non-compliance.

- II. The disciplinary provisions are designed to enhance good Human Resource Management practices within the University and are remedial in nature rather than punitive except in extreme or criminal cases.
- III. Any action that is not consistent with the stated objectives of the Institution will be considered as an offence which shall be classified as Major Offence Category 1, Major Offence Category 2 or Minor Offence.

6.1 Major Offences Category I

The major offences of the Institution shall include but are not limited to the following:

- I. Falsification/Alteration of important records.
- II. Willful or malicious destruction of the University's property or other employee's property on the Institution's premises.
- III. Stealing
- IV. Embezzlement of University's funds

- V. Conviction by a Court of Competent Jurisdiction for criminal offence whether or not it affects the University.
- VI. Collusion with an employee or non-employee to cheat the Institution.
- VII. Breach of Oath of Secrecy in an area the Institution determines to be highly sensitive.
- VIII. Fraud/Bribery and corruption
- IX. Dishonesty
- X. Serious act of omission leading to financial loss to the Institution.
- XI. Any act which seriously tarnishes the image of Cape Coast Technical University.
- XII. Disrespect towards Superior Officer (depending on degree).

The offences listed above if investigated and confirmed, can lead to summary dismissal.

6.2 Major Offence Category 2:

These offences shall include but not limited to the following:

- I. Physical assault/battery/force imprisonment on the Institution's premises.
- II. Gambling on the premises or any act of speculative venture/
- III. Malicious spreading of false information/rumours
- IV. Negligence of duty

- V. Inefficiency
- VI. Immoral conduct and indecency on the University's premises
- VII. Vacation/absconding/abandonment of post.
- VIII. Insubordination
- IX. Drunkenness on duty
- X. Disrespect towards superior officer (depending on degree)
- XI. Disrespect towards external public of the University (depending on degree).
- XII. Habitual lateness to work.
- XIII. a) Willful refusal to obey legitimate instructions (depending on degree)
b) Willful refusal to proceed on transfer.
- XIV. Any act which may bring the image of the Institution into disrepute.
- XV. Giving false testimony during investigation (depending on degree).
- XVI. Abuse of drugs.

The offences above, if investigated and confirmed may lead to termination of appointment

6.3 Penalties

Violation of minor offences results in verbal queries, written warnings and in the case of repeated offences (3 offences within 12 months) dismissal.

6.4 Minor Offences

Any offences not included in the list above may be considered as minor offences.

- I. Any one or combination of any of the following penalties may be imposed in case of a serious offence at the discretion of Management Committee
 - a) Reduction in rank
 - b) Loss of seniority with corresponding reduction in remuneration/pay.
 - c) Withholding of promotion for up to three years
 - d) Suspension from work for not more than two week(s)
 - e) Search
 - f) Written reprimand
 - g) Termination of appointment
 - h) Premature retirement

6.5 Disciplinary Powers

- I. Disciplinary powers shall be invested in the Council/Board of Governors for employees of Executive

- Management Category, whilst the discipline of other officers will be rested in the Management Committee.
- II. The Management Committee/Board of Governors may delegate its disciplinary powers in respect of other employees of the Institution to the Vice Chancellor and /or Vice Chancellor.
 - III. Where the Institution delegates power to the Vice Chancellor or Pro Vice Chancellor under the above clause, they may exercise that power through the Disciplinary committee with membership not less than three senior employees.
 - IV. The Disciplinary committee shall in its report to Management recommend an appropriate punishment to be meted out to the employee(s) in accordance with the penal provisions contained in the conditions of service.

6.6 Disciplinary Procedure

- I. In disciplinary proceedings for major offences (category 1 or 2) the Head of Department shall give a written query to the employee or employees involved. The employee or employees involved shall submit a written reply to the said query within three (3) working days of receipt of the query. In the case of the Executive Management employee the written query shall be issued

by the Vice Chancellor on behalf of the Board of Governors.

- II. On receipt of the answer of the query, the supervisor shall enquire into the matter for which the query was issued (depending on what the situation necessitates per the response to the query).
- III. Where the Head of Department is not satisfied with the employee's answer, the Head of Department shall make a formal written complaint about the employee's conduct to the Registrar.
- IV. The Registrar on receipt of the written complaint shall refer the matter to the Disciplinary committee after the employee has been informed in writing of the action being taken, and requested to submit a written explanation as to why he/she must not face the Disciplinary Committee.
- V. The employee shall be informed of the grounds why he/she must face the Disciplinary Committee, the venue for the sitting of the committee and shall be invited to call any evidence in support of his/her case and any other information which the committee shall deem just.
- VI. The Disciplinary Committee shall execute its mandate and submit its report within two (2) weeks to the Vice Chancellor. In the case of an Executive Management

employee, the Disciplinary Committee shall submit its report to the council.

- VII. The decision of the Disciplinary Committee shall be communicated to the affected employee(s) within two (2) weeks by the Registrar.
- VIII. The Institution shall seek advice from its solicitors whenever there is a decision to terminate or dismiss an employee.
- IX. An employee(s) dissatisfied or aggrieved by the decision of the Disciplinary Committee may petition the Vice Chancellor within seven (7) days from the date that the said decision was communicated to him/her.
- X. The final determination of an appeal arising from the disciplinary matter shall lie with the Council of the University.

6.7 Interdiction

- I. If an employee is involved in a case of misconduct and is under investigation by the Institution, the said employee should be interdicted from his/her duties, and shall be paid one half (1/2) of his/her monthly salary during the period of interdiction as may be determined by Management.

- II. Where an employee is charged by the state for any criminal offence, he/she shall for all purposes be deemed to be under investigation by the Institution for misconduct.
- III. Where an employee is acquitted and discharged of a felonious offence his/her salary and other entitlements which were withheld during the period of interdiction or prosecution shall be restored and the interdiction shall be lifted by Management. One half (1/2) of the salary which was withheld shall consequently be paid him/her without any interest whatsoever.

6.8 Absence from Duty

- I. Each employee is expected to attend duty as scheduled. If unable to report for work as scheduled, the employee shall notify his/her immediate supervisor or Head of Department and shall give reason(s) for the absence.
- II. An absence for which the explanation or proof is not satisfactory to the Supervisor or Head of Department shall be considered a misconduct and the employee shall not be eligible for pay for the period of absence.
- III. An absence from duty without satisfactory explanation for ten (10) working days shall be deemed as vacation of post or abandonment of post and the employee's

appointment shall be terminated from the date of absence.

- IV. Any grievances arising from the decision of the immediate supervisor may be referred to the Head of Department or next higher Manager for consideration.
- V. The Manager concerned shall communicate a decision to the Petitioner within five (5) working days.
- VI. In the case of faculty, absence without satisfactory reason for an aggregate of three (3) working days will be deemed as vacation of or abandonment of post. A written query should be issued by Head of Department at the 1st and 2nd offences.
 - a) Any grievances arising from the above provisions may be referred to the Management Committee for consideration within five (5) working days.

6.9 Criminal Prosecution

Prosecution: All proven cases constituting a criminal offence may be handed over to the Ghana Police for criminal prosecution, in addition to the Institution's normal disciplinary action taken against the perpetrator. The decision to override this action shall be at the discretion of the council.

Repayment: If any criminal action by employees causes the Institution to incur any debt or loss, the Institution shall,

without prejudice, accept repayment for such debt or loss on condition that the Institution's interest is not jeopardized. An agreement in the form of acknowledgement of debt to the Institution shall be signed by the debtor and witnessed by the Institution. In the event of fraud/abuse, which causes loss to the Institution, the Institution retains the right to prosecute.

6.10 Termination for Harassment

Harassment is any form of unwanted and unwelcome behavior which may range from mildly unpleasant remarks to physical violence, or other safety/life-threatening actions. Any form of harassment is unacceptable under the Institution's code of conduct. Any report of harassment will immediately warrant a full investigation by the Management Committee and the appropriate disciplinary procedure will be followed.

7. DISPUTE RESOLUTION

The dispute resolution process is a way for staff to bring issues and complaints concerning work and working relationships to the attention of the administration without fear of retribution or prejudice. It is the responsibility of Management to investigate and resolve employee issues and provide a cordial atmosphere for all staff to give off their best.

This section addresses Grievance Procedure and Investigative Process.

7.1 Grievance and Arbitration Procedure:

It is recognized that from time to time, employees may have issues concerning their terms of service, duties or interpersonal interactions that may need to be addressed. A mechanism through which staff complaints may formally be presented to Management for redress is suggested in this sub-section.

- I. When a staff has a grievance he/she shall take up the matter with the immediate supervisor in the first instance.
- II. If the matter is unresolved, the staff member together with the Supervisor shall write out in detail the issues involved, the resolution suggestion(s) provided and why these steps were unacceptable. The matter shall then be raised up to the Department or Unit Head.
- III. The Departmental Head shall investigate the matter further and recommend solutions.
- IV. If the matter is still unresolved, comments from the Head of Department shall be added to the documentation on the dispute resolution and the staff member shall petition the Vice Chancellor.
- V. The Vice Chancellor shall further investigate the matter with a view to finding a mutually agreeable solution.

- VI. If the matter is still unresolved, the petitioner shall take up the matter with the Management committee who shall endeavour to settle the matter.
- VII. If it is still unresolved, the matter shall be referred to the Vice Chancellor. If yet unresolved, the matter shall be presented to the council.
- VIII. If the matter is not resolved by the council, the Chairman of Council shall refer the matter to the final Arbitrator on the Matter. The Chairman of Council's verdict on the matter shall be final unless the complainant wants to take the matter outside the Institution to the law courts.
- IX. If a grievance is before the judicial system of Ghana, the rules as laid out in the Labour Act (Act 651) shall be followed.

7.2 Investigative Process:

This section addresses the process to be used when a major concern regarding an employee has been reported or identified by a concerned party. The office of the Vice Chancellor makes enquires, obtains, reviews and makes recommendations on issues/complaints that arise. The approach to the investigation will be dependent upon the nature of the allegations. The process outlined below in this section is by no means

prescriptive but only a guide. Each situation may call for a different process.

- I. When a concerned employee reports an issue/matter, he/she shall be instructed by the Vice Chancellor or designee to write a statement outlining specific details of the concern. The employee shall address probing questions dealing with who, when, where, why and how in order to obtain critical details needed to help with the investigation.
- II. If the concerned employee cannot read or write for any reason, the employer's complaints/statement shall be recorded (either electronically by radio recorder or transcribed by a designated member of staff) and read back to the concerned party and have the said party endorse the statement by signature/thumbprint.
- III. The Vice Chancellor or designee will write a report with details of the subject of the investigation, their employment history with the Institution, current role and how long held, whether there are any incidents that will help in an investigation of the current complaints, etc.
- IV. The Vice Chancellor/designee shall review the complete situation, with or without legal counsel, if appropriate and get guidance as to how to proceed with the investigation.

- V. The Vice Chancellor/designee shall schedule a meeting with the subject and a Team of Investigators, who shall review the subject and discuss the evidence obtained. Again, the Investigator(s) shall obtain a written statement from the complainant.
- VI. Depending on the seriousness of the complaint and response from the complainant, the Management Committee may consider a possible suspension pending further investigation.
- VII. Every interview should be documented and statements obtained from all parties concerned.
- VIII. The Investigators shall make recommendations based on:
 - a) Whether there is any evidence to support the allegations/complaints and
 - b) The strength of the evidence.They shall write a report on the allegations identifying the strengths and weaknesses in the evidence, emphasizing the importance of any issues and where evidence can be open to different interpretation/scenarios.
- IX. The report, with all documentation and paper work will be communicated to the Disciplinary Committee for further action(s).

6.2.1 Investigative Interview:

- I. All interviews are to be conducted with a witness (member of staff of faculty as appropriate).
- II. The interviewee may also request the presence of a witness to the proceedings. The said witness will only be an observer and not a contributor to the general proceedings.
- III. It is extremely important to preserve the confidentiality of the investigation and attempt to preserve the integrity of the process.

8. STAFF DEVELOPMENT

During a staff's career in the Institution it will be necessary for staff to attend staff training programmes for reasons of self-development and full potential or for resourcing for higher effectiveness of the Institution's operations and new directions.

The staff training/development programme allows the Institution employees to continuously improve their ability to provide the Institution with high levels of expertise and competence. Such development activities may entail staying away from home, depending upon the nature of the training programme and the location of the training centre.

Additional basis for providing training are as presented below:

- I. To prepare serving employees for promotion into new or higher progressive appointments
- II. To keep the University in tune with modern trends within the industry so it will not lag behind in terms of skilled human resources.
- III. To comply with existing ongoing local and international standards, expectations and requirements.
- IV. To broaden the background of employees in order to enhance job performance.
- V. To ensure increased morale and motivation among employees.
- VI. To keep abreast with technological developments in the environment in which the Institution operates.

Every reasonable effort will be made to arrange training programmes to meet the needs of the Institution and all its staff subject to available budgetary and scheduling constraints. The Institution may also provide training through its own internally generated funds (IGF) for academic scholarship funding for staff who need to upgrade their skills.

8.1 Employee Training and Development

Employee training shall equip employees with the skills, knowledge and core competencies required for effective

performance of current jobs and for career development aimed at the goals and strategic objectives of the Institutions.

As part of its Human Resource Development Plan, the Institution shall:

- I. Systematically plan training and development based on the short and long term needs of employees in furtherance of institutional corporate plans and objectives.
- II. Provide suitable job-related training for employees where such training is expected to facilitate greater competency in the job performance.
- III. Focus on professional employee development geared towards nurturing a responsible, creative and proactive approach to work as well as preparing employees for higher responsibilities.
- IV. It is expected that through training programmes, employees can improve their knowledge and skills and acquire further professional qualifications.
- V. Ensure that new employees are systematically trained and oriented to the Institution and their jobs during the probationary period.

8.2 Corporate Training Needs Analysis (TNA)

- I. The Human Resource Officer in consultation with the Vice Chancellor shall conduct periodic training needs analysis of all categories of all the Institution's human resources.
- II. The results of these analyses shall be compiled into a dossier which details employee Training Needs and a Training Calendar indicating specific dates for training for approval by Management Committee.
- III. In addition, Heads of Departments shall in consultation with their employees, determine the appropriate individual training requirements.
- IV. Employees shall be notified by the Registrar to proceed on the relevant training programme based on the approved training schedule.
- V. The Training Director shall be responsible for implementing all relevant modalities related to the execution and monitoring of training programmes.
- VI. The Vice Chancellor shall see to the execution of Bonds in respect of employees sponsored by the Institution.
- VII. All Human Resource related correspondence between the trainee and the Institution shall be sent to the Training Director, who shall forward them with

appropriate comments/recommendations to the Vice Chancellor, where necessary.

8.3 Formal Training and Development.

- I. Formal training is the responsibility of the Training Division of the office of the Vice Chancellor.
- II. Formal training may be initiated by the employee or Head of Department.
- III. The employee shall complete a Training Request Form with details of the proposed training and its benefits to the Institution.
- IV. Training Requests shall be evaluated by the Training Division and processed in consultation with the Management Committee.
- V. Employees who have been sent for training are required to submit training reports at the end of their training programmes.

8.4 Informal Training – Mentoring/Coaching:

Informal day-to-day training and mentoring is the responsibility of Heads or Supervisors. Each Department shall therefore provide the climate, conditions and directions for job-related and hands-on training and development for their employees. Each employee is, however, ultimately responsible for their personal development.

- I. Employees in managerial positions shall be required to develop mentoring relationship between senior and junior employees and shall include advisory, role modeling, sharing contacts and giving general support and direction.
- II. Management shall also use coaching as a means of providing a platform for meetings between managers and their employees to discuss career goals and development.
- III. The list of employees proposed as Mentors will be available with Heads of Departments for information on employees for matching on specific skills.
- IV. The list of Mentors shall be proposed by Heads of Departments for approval by the Management Committee.
- V. The Institution shall organize specific seminars for all Heads of Departments and Supervisors on modalities for mentoring by experienced Resource Person.

8.5 Cost of Training:

It must be stated that the Institution itself is not responsible for cost of training, especially if the training is to be taken overseas. The cost of local training may however, be borne by the Institution or by the employee depending on the nature of the

programme. In some cases the employee may be placed on a service bond, if the cost is borne by the Institution:

- I. Where the Institution requires that an employee should take a short course at a recognized educational establishment or attend a course or seminar, the Institution will bear the cost. Such short courses are of a professional skills-acquisition nature and shorter than three(3) months.
- II. Where the programme is an award-directed academic programme after which the employee will be awarded an academic certificate, the employee will be expected to pay for the programme. These are typically of duration of three months and longer.
- III. Management may at its discretion give time-off where necessary, to enable employees attend classes taking into consideration the exigency of work at the Institution.

8.6 Staff Scholarship and Sponsorship Scheme

The staff scholarship shall be instituted by Management of the Institution for the purpose of providing financial support for staff who enroll at programmes in the University or other institutions of higher learning locally. The scheme is to serve as an incentive for staff who have the desire to pursue higher education as a means of improving their knowledge, skill and professionalism on the job.

8.6.1 Objectives of the Scheme

- I. The main objective of the scheme is to facilitate staff development.
- II. To provide incentive for pursuing higher education.
- III. To motivate staff for improved performance and productivity.

8.6.2 Implementation of the Scheme

The scheme shall be implemented in various forms:

- I. As various sums of money to be paid as tuition on behalf of staff who gain admission at this Institution or other institutions of higher learning locally or in special circumstances, internationally.
- II. As any other incentives as directed by Management.
- III. The scheme shall be disbursed in the form of full sponsorship programmes (full payment or discount of study fees) or part sponsorship programmes (part payment or discount of study fees) for an approved programme of study.

8.6.3 Eligibility of Staff for the Scheme:

- I. A person shall be considered eligible if such a person is in permanent employment at the Institution at the time of application and herein referred to as **permanent staff**.

- II. At the time of application for the scholarship the person has been in employment at the Institution for a minimum of:
 - a) Eighteen (18) months for part sponsorship.
 - b) Twenty four (24) months for full sponsorship.
- III. Eligible persons shall be entitled to specified percentages of the tuition fees, herein determined, for the programme under study.
- IV. Applicant must have demonstrated consistently over the period of service of the Institution, improved performance and competence, as well as proven good behavior.
- V. Staff proven to be of bad behavior or have been involved in any acts of indiscipline may be refused the scholarship or have any such scholarship entitlements revoked.
- VI. Applicant must sign a bond to be in employment at the Institution after completion of the study. The service bond duration is herein determined and depends on the academic level and duration of the course.

For the avoidance of doubt, however, the service duration shall not be less than two times the duration of the programme.

8.6.4 Mode of Application:

- I. Apply to the office of the Vice Chancellor through their Head of Department or Line Manager.
- II. Submit evidence of admission and necessary documents as may be required by Management.

- III. Provide a fee payment plan for the programme of study.

8.6.5 Administration and Management of the Scheme

- I. The scheme shall be administered by the office of the Vice Chancellor through the Staff Development Committee (SDC).
- II. The SDC shall be responsible for investigation of each application with the view to scrutinizing staff's academic and work place performance, for the purpose of accurate recommendations to Management.
- III. The recommendations of the SDC shall be reviewed by the Management Committee.
- IV. Final approval of scholarship shall be communicated to the applicant after Management approval.
- V. Decisions for approval or otherwise shall be made based on merit application, relevance of the programme of study and other factors as may be considered necessary by Management.
- VI. Acceptance to be on the scholarship shall be based on merit and shall not be subject to any form of discrimination with respect to a person's age, gender, colour, race, religion or other such factors.
- VII. Approval or otherwise of sponsorships shall be made within ten (10) working days from the date of receipt of

the application. Any difficulties shall be communicated to the applicant within the stipulated period.

8.6.6 Correspondence

This section discusses the system through which information can be disseminated through approved channels of communication. It is important that in order not to bring the Institution's image into dispute communication should be properly routed or channeled.

8.6.7 Internal Communication and Lines of Communication

- I. All employees shall route their letters, petitions or other internal correspondence through their immediate supervisors who shall add their comments giving any additional information that may be useful in the handling of the matter contained in the letter or petition
- II. Heads of Department shall forward their letters to the Vice Chancellor or the Registrar, as the case may be, who shall review and add any appropriate comments.
- III. The letters may then be forwarded to the Vice Chancellor for action and placed on the personal file of the employee concerned.
- IV. The Vice Chancellor may further refer correspondence to the Management Committee.

- V. Unless the case contained in a letter has been disposed of to the satisfaction of the writer, no employee should suppress letters meant for the Management Committee.
- VI. No letter shall be addressed to the Management without passing through the appropriate channel. Heads of Department are required to add their comments on all letters passing through them to the office of the Vice Chancellor to facilitate prompt and appropriate action. It is not permissible for Heads of Department to forward letters by ambiguous inscriptions such as “forwarded to you for action”, or “forwarded, please”.
- VII. All letters sent directly to the Management Committee without passing through the appropriate channel of communication shall be returned to be re-routed through the appropriate channel.
- VIII. At the discretion of the Management Committee appropriate disciplinary action may be taken against employees for failing to abide by the rules and regulations relating to the established protection of correspondence or lines of communication.
- IX. It is a punishable offence for any employee to divulge official matters or address official issues with a third party without the consent or approval of Management. Such third parties may include radio, written or electronic media.