



CAPE COAST TECHNICAL UNIVERSITY

TRANSPORT POLICY

2016

1.0 INTRODUCTION

1.1 Background

The Cape Coast Technical University was established in 1984 as a second cycle institution. In 1986, it operated under the Ghana Education service to offer intermediate courses leading to the award of non-tertiary certificates.

In 1992, following the enactment of PNDCL 321, the Cape Coast Technical University (CCTU) was upgraded to tertiary level to run programmes for the award of the Higher National Diploma under the name Cape Coast Polytechnic. In August 2016 when the Technical Universities Act, 922 (2016) was passed the President gave Executive approval for the Cape Coast and Tamale Polytechnics in addition to six (6) other polytechnics to be converted to Technical Universities

Currently, the Technical University has three schools and twelve academic departments with students pursuing various programmes in Engineering, Business, Applied Sciences and Arts.

The Technical University is currently running two-year top-up B.Tech degree programmes in Building Technology, Mechanical Engineering and Accounting with Computing.

1.1.2 Mission Statement

The CCTU is committed to the training of highly skilled human resource in Business, Engineering, Applied Sciences and Arts in close collaboration with industry and commerce.

1.1.3 Strategic Objectives of the Institution

Specifically, the CCTU has the following corporate strategic objectives:

- Ensure efficiency in its operation
- Provide quality education
- Increased geographical access through research and student attachment.
- Ensure collaboration with relevant bodies, both internal and external.

The institution and provision of transport and related resources by Management is to ensure uninterrupted and reliable delivery of transport services to all parts of the country.

Transport will continue to be an essential tool for mobility issues in the institution.

1.1.4 Strategic Position of Transport in the Institution

Transport on campus exists primarily to facilitate student programmes and to provide spatial mobility for Council Members, Management, Diplomats, Senior Members, Senior, and Junior staff. It is also meant to deliver critical services and ensure timely positioning of, not only Academic logistics, but also corporate social responsibilities for effective and efficient delivery. It also contributes towards the achievement of the other strategic objectives of the institution.

1.1.5 Mission of Transport in the Institution

The primary mission is to ensure the availability and reliability of transport as an essential medium for the delivery of the institution's services, and to do this in the most cost effective and efficient manner.

1.1.6 Vision of Transport in the Institution

The vision is to enhance safe arrival of passengers through excellence in transport management.

1.1.7 Strategic Intent of Transport in the Institution

The strategic intent is not just to provide vehicles, but also to ensure high availability and reliability of transport resources translated into improving academic outputs.

1.1.8 Core Value of Transport in the Institution

To see transport as a vital academic tool for an effective ease to mobility.

1.1.9 Transport Strategic Objectives

The strategic objectives are to:

- Ensure easy access to the transport facilities
- Reduce the cost of operating in the institution through lower average fleets running at low cost for its vehicles.
- Contribute to quality and efficiency of care by the timely positioning of road traffic regulations.

- Increase vehicular resources by ensuring high reliability and availability of vehicles.

1.1.10 Functions of Transport in the Institution

The general functions of transport services are outlined as follows:

- General administrative assignments
- Monitoring and supervision
- Special training and outreach programmes
- Maintenance and servicing
- Transport and traffic operations
- Emergency and risk management
- Patient transportation trips
- Student attachment and educational tours

Requirement of enhanced early mobility urgently underscore the need to develop a transport Policy that is aimed at making a contribution towards the achievement of institutional objectives.

1.1.11 Purpose and scope of the policy

This document sets out the local guide and operational management framework for the transport in the institution. It has been developed as part of the continuing process of strengthening the institution's operation system to ensure effectiveness and efficiency in its activities.

It sets out the focus objective of transport in the institution and defines the roles and responsibilities of management operators and users of this resources at various levels of the institution.

The policy is intended to cover road, and all types of transportation for the Cape Coast Technical University. It also covers the use of vehicles owned by the Cape Coast Technical University and those hired from vehicle rental companies and other institutions by the CCTU.

1.1.12 Objective of the policy

The following are the main broad objectives of the policy

- To provide a general framework for the management on efficient transport management.

- To help rationalize the use and management of all transport facilities
- To help contribute towards the achievement of organizational objectives

This policy has been developed based on a strategic review of the current transport management situation and projected future needs of the institution.

1.1.13 The transport management system of the CCTU

The policy covers the five major components of transport management.

These are information management, operational management, fleet management and people management. The Policy framework itself forms another component.

1.1.13.1 Policy framework

It is the skeletal framework that sets out the rules within which all transport resources are managed in the institution.

1.1.13.2 Information management

It is an invaluable tool which defines and measures inputs against output. It has been identified to be a pivotal component which has facilitated the integration of transport into institutional management and the overall sustainability of transport operation.

1.1.13.4 People management

It ensures the attraction, deployment, capacity building and motivation of the right caliber of personnel to meet institutional objectives.

1.1.13.5 Fleet management

This is broadly related to the selection and procurement, maintenance and repairs, disposal and replacement of the fleet of vehicles.

2. Policy components

The major components of the transport policy are outlined under the following sections:

2.1. PROCUREMENT OF VEHICLES

2.1.1 Vehicles specification

All vehicles to be procured shall be based on the government institutions' standardized vehicles specification. These standard specification may be varied over time depending on the change in operational requirements

2.1.2 New vehicles

All vehicles to be procured for the institution should be new and in current production by the manufacturer. The following factors shall be considered during the procurement of new vehicles:

- Purpose for which vehicle is required.
- Specific operational conditions and requirement.
- Existence of a local dealership.
- Legal requirements of the country.
- Availability of technical consumables and spare parts.
- Provision of experience with respect to the vehicle's operational performance.

The procurement method used for vehicle acquisition shall ensure value for money and return the selection of the most suitable vehicles for not only internal hire, but also external trips.

2.1.3 Used vehicles

The institution shall not procure used vehicles unless under special circumstances where the governing Council may approve.

2.1.4 Project vehicles

Project vehicles here refer to those procured for consultants working on specific projects of the institution. In such instances, the vehicles shall revert to the ownership of the institution after the completion of the project.

2.1.5 Donated vehicles

All vehicles donations shall also be guided by the factors outlined under 2.1.2

2.1.6 Back-up spare

All new vehicles procured shall be accompanied by a minimum of three years back-up spare parts.

2.2 ALLOCATION OF TRANSPORT AND RELATED RESOURCES

2.2.1 General Allocation criteria

Allocation of vehicles at all levels of the institution shall be guided by the following criteria.

- Council secretariat
- Key Management Members
- Other Management members
- Faculty/school, department, directorate, section and units without vehicles
- Fleet age
- Size and population of the department
- Level and trend of running cost of existing vehicles
- New or priority programmes and projects
- Any other overwhelming national priorities determined

2.2.2 Allocation of Motor cycles/Tricycles

To ensure operational efficiency, motorcycles or tricycles procured shall be assigned to the needed units. License rider shall have access to use of such cycles for service delivery.

Direct responsibilities shall, however, rest with the rider in case of any incident.

2.2.3 Allocation to vehicle pool

All vehicles (with the exception of duty post vehicles) shall be allocated to the vehicles pool to enhance vehicle availability and operational efficiency.

2.2.4 Departments, Directorate, sectional and programme heads who by the nature of their work would need transport shall be allocated saloon cars or pick-ups in the case where a vehicle has been assigned to any individual or programme, other sections shall have access to its use when not used.

2.2.5 Duty-Post Vehicles for Key Management Members

The Chancellor, Council Chairman, Vice Chancellor, Pro Vice Chancellor, Registrar, Director of Finance, Librarian, Director of Human Resources, Director of Internal Audit, Director of Development, Directorates, Head of Transport section, Liaison, Procurement, Security, Sports, Maintenance and others, shall be allocated with duty post vehicles (preferably a Four wheel, saloon, or pick-up) to facilitate the performance of their duties.

2.3.0 VEHICLE REPLACEMENT

2.3.1 General Replacement

It is noted that a blanket replacement of all vehicles after the recommended government approved replacement period is not practicable due to financial constraints and other conditions. It is, however, useful for vehicle fleet management purposes such as procurement, maintenance and disposal planning committee

The following are some of the main factors that shall be taken into consideration in the identification and selection of specific vehicles needing replacement.

- Age
- Manufacturing recommendation
- Trend in running cost versus projected running cost of a new vehicles
- Book/ Accounting value
- Change in type of operation
- Legislation
- Residual or scrap value
- Capital cost of new vehicle

- Corporate image

It is noted that intensity of used fleet conditions, and specific operational conditions may result in the early or late replacement of a vehicle, which must be taken into consideration during assessment for replacement.

2.3.2 Replacement of four-wheeled drive vehicles

Generally four-wheeled drive vehicles shall be replaced between 5-8 years or 350,000.000km, whichever comes first.

2.3.3 TRICYCLE AND MOTORCYCLE REPLACEMENT

Tricycle, Motorcycle shall be replaced after 5 years or 100,000km, whichever comes first, dependent on the strict adherence of the zero breakdown modular maintenance concept.

2.3.4 BICYCLE REPLACEMENT

Bicycles are to be replaced after 3 years

2.3.5 BUDGETING FOR VEHICLE REPLACEMENT

The institutional Budgeting officer shall consider as part of the annual budget a provision for vehicle replacement. This shall be

taken at the annual depreciation cost of vehicles, and shall be used for the replacement of older vehicles.

2.4 VEHICLE USE

2.4.1 Vehicle Planning / Scheduling

All Budgeting officers shall have vehicle movement plan/schedule. The most suitable available vehicle that meets the needs of the trip shall be allocated. Budgeting Heads or Designated Officers shall have the responsibility to assign priorities in the case of limited vehicle resources.

2.4.2 Route Planning

Routing of journeys shall be guided by the principle of shortest, safest and legally approved route.

2.4.3 Project Vehicles

These vehicles are procured to support specific programmes of the Institution. They shall be part of the transport pool and the project shall not suffer due to lack of transport facilities.

2.4.4 Public Transport

Public transport must be used where it provides an economic, safe and practical alternative especially, in long distances travel, and the cost involved must be borne by the Institution. An incentive for using public transport shall be determined and paid.

2.4.5 Personal Use of Official Vehicle

Staff may be allocated the use of an official vehicle for social activities (funerals, marriage ceremonies, child out-dooring, etc) depending on the availability of transport. This must however, be authorized by the Head of General Administration or Designated Officer.

Staff shall however, be responsible for the provision of fuel and lubricants.

2.4.6 Use of Service Vehicles by Other Organizations

Arrangements shall be made for the recovery of maintenance and repair cost in addition to fuelling of the Institutional vehicles by the other organizations. This shall particularly refer to prolonged and extensive (more than one week) use.

A formal agreement between the Institution and the particular organization shall be signed. Such an agreement shall include the responsibilities of both parties.

No Institutional vehicle shall be used for partisan/political or anti-social activities.

2.4.7 Use of Personal Vehicle for Official Work

Officers shall be re-imbursed for using personal vehicles for official activities. However, this must be prior authorized by the Head of Transport or Designated officer. The fuel used shall be subject to refund. Alternatively, kilometric allowance may be granted according to prevailing Government approved rates or as established by the Institution, whichever is higher.

2.4.8 Transporting of Staff

The Institution shall not bear the responsibility for transporting staff to and from work, except in exceptional circumstances authorized by the Registrar, Head Transport or Designated officer where it is adjudged necessary to provide transport for staff to attend their colleague's social functions. However, the

final decision shall be dependent on the comparative economic advantage of in-house provision.

2.4.9 Unauthorized Passengers and Cargo

Proper authorization must be given before a passenger or unofficial cargo is allowed on board an Institution vehicle. The Officer assigned the use of the vehicle shall be held responsible for ensuring that unauthorized passengers and cargo are not carried.

Staff must seek expressed approval from Management or Designated Officer on behalf of their family members who want to be transported before being allowed on board an Institution vehicle. In all cases, an Indemnity form shall be signed and kept on file.

All authorized passengers travel at their own risk. No fare shall be charged for transporting such a passenger or cargo.

2.4.10 Unauthorized Drivers

Unauthorized persons such Non-Institution workers, officers, students, lecturers, drivers, relatives and friends are not allowed to drive Institution vehicles or ride tricycles/motorcycles.

2.4.11 **Hiring of vehicles**

The Institution shall outsource vehicles from other organizations or other Institutions for its activities whenever the need arise and if it is deemed cost effective. The final decision shall be dependent on in-house provision as against outsourcing.

2.4.12 **Fuel Control and issuing**

There shall be a strict procedure for the controlling and issuing of fuel (coupons or cash). In case of coupons (which are value books), the bulk may be kept at the Accounts Office, and shall be issued to the Transport Officer when requested.

2.4.13 **Vehicle/passenger Safety**

2.4.13.1 **Safety Equipment**

All vehicles are to carry a stocked First Aid Box, a Fire Extinguisher and Warning Triangle. The Head of Transport is to carry periodic checks of these equipment.

2.4.13.2 **Seat Belts**

All Institution vehicles shall be fitted with seat belts, and used at all times by drivers and other occupants.

2.4.13.4 Helmets

All tricycles/motorcycles shall be provided with two helmets each and reflective clothing; and must be used at all times by riders (including pillions).

2.4.13.4 Drunk-Driving and Use of Intoxicants

Driving a vehicle under the influence of intoxicants constitutes a serious offence in the Institution. Offenders shall be subject to any Institutional and legal disciplinary measures in force.

2.4.13.5 Over-Speeding

This Policy recognizes the danger posed to passengers pedestrians and property as a result of over-speeding; in view of this, all drivers shall observe the following speed limits:

Station Wagon - 90km/hour

Saloon Car - 90km/hour

Pick-up - 90km/hour

Truck/Tanker - 70km/hour

Bus - 70km/hour

Motorcycle - 50km/hour

Ambulance - safe speed

It must, however, be noted that the prevailing traffic regulations supersede these guidelines. The conditions under which one drives must be taken into consideration in determining the most appropriate level of speed.

Reckless and careless driving shall also constitute a punishable offence.

2.4.13.7 **Smoking in a vehicle**

Smoking is strictly prohibited in any Cape Coast Technical University vehicle.

2.4.13.8 **Use of Ambulance**

Ambulance shall be used not only for the conveyance of patients but also manage risk.

2.4.13.9 **Use of Special Purpose Vehicles**

All such vehicles eg. Trucks, vans, buses, pick-ups and others, shall be used strictly for the purpose for which they were purchased.

2.5 VEHICLE CONTROL

2.5.1 Role of Heads

Where vehicles are allocated to key Management members, Deans, Directorates, their control (use and operation) shall be the responsibility of the officer using the vehicle.

2.5.2 Overnight Parking and vehicle Security

Vehicles shall be parked and secured at the Cape Coast Technical University-approved parking places. Officers shall ensure the safety and security of all Institution vehicles assigned to them, during working and after working hours.

All non-allocated vehicles shall be parked at approved places after the close of the day and at week-ends. The safety and security of the vehicles “ on trek “ or assigned to senior Officer using that particular vehicle.

2.5.3 Vehicle Identification

All vehicles must have the institution's logo posted or embossed on them, preferably on both front doors for easy identification.

Posting of profession association logos, political and other insignia on Institution vehicles is prohibited.

2.5.4 Registration of Service Vehicles

All Institution vehicles shall be registered in Government Registration Numbers with the exception of that of the Vice Chancellor and the Pro-Vice Chancellor.

2.6 INSURANCE (GENERAL)

2.6.1 Vehicle Insurance

All vehicles of the Institution shall be insured. The minimum insurance shall be Third Party. However, the Workman's Compensation Scheme, managed by the Ministry of Manpower and Employment, covers all authorized passengers on board the Institution's vehicles; and is supplementary to any payment by the Insurance Company.

2.6.2 Personal Accident Insurance

A group transport-related personal accident insurance for all key staff shall be provided.

2.7 ROADWORTHY CERTIFICATE

All CCTU vehicles, including Motorcycles and tricycles shall have a valid road worthiness certificate. Acquisition of this certificate also applies to all modes needing such certification by law.

The Head of Transport is to ensure that insurance and roadworthiness certificates of vehicles are timely renewed.

2.8 FLEET PERFORMANCE MEASUREMENT AND INFORMATION MANAGEMENT

2.8.1 Transport Records

The Head of Transport Section shall keep necessary records on all transport activities. Reports on these activities shall be submitted to the appropriate level.

2.8.2 Key Performance Indicators

The basic Key Performance Indicators (KPI) adopted shall include the following:

Kilometers Travelled

Fuel Utilization (Efficiency)

Average Fleet Running Cost per Kilometer

Maintenance Cost/Km

Vehicle Availability

Vehicle Utilization

Needs Satisfaction (Performance)

Any other relevant KPIs adopted as and when necessary.

2.9 VEHICLE MAINTENANCE

2.9.1 General Maintenance Arrangement

It is the responsibility of the Head of Transport to ensure that all vehicles belonging to the Institution are roadworthy. Maintenance and repairs of vehicles, vehicle accessories shall be authorized by the Head of Transport.

Major repair works such as engine overhauls/replacement and transmission overhauls/replacement, Body works, Spraying,

Interior refurbishment, tyres and battery replacement shall be approved by the Vice Chancellor or Designated Officer.

2.9.2 Maintenance Regime (General)

Planned Preventive Maintenance (PPM) shall be the adopted maintenance strategy, supported by Total Productive Maintenance system. Time and Distance covered shall be the basis in maintenance planning. It is expected that the Maintenance Plan shall be strictly adhered to.

Where a vehicle is due for servicing but for financial or other constraints, it is not serviced, such vehicle should be parked.

2.9.3 Expenditure Priority

Priority should be given to expenditure on routine service schedules, preventive maintenance and repairs to newer vehicles.

2.9.4 CCTU Vehicle Maintenance Facilities

The role of CCTU vehicle maintenance facilities is to ensure that vehicle availability and reliability are maximized. They shall be resourced to carry out these functions effectively and are expected

to undertake minor repairs and routine maintenance of the Institution vehicles. The Institution vehicles shall visit these facilities for preventive maintenance.

2.9.5 Vehicle Maintenance Records

Comprehensive vehicle maintenance records shall be kept and used in assessing vehicle operational performance. They shall also be used to determine the yearly maintenance budget.

2.9.6 Spare Parts Technical Consumables

The Procurement, Warehouse/ stores and the use of spare parts, shall follow the institution's warehouse/store regulations

2.9.7 Use of Third Party Garages

The Institution shall identify and enter into agreement with recognized Private Garages to undertake major repair works where necessary.

2.10 VEHICLE DISPOSAL MANAGEMENT

Identification of vehicles for disposal shall be guided by the general policy criteria governing vehicle replacement as outlined in 2.3.1 above. The procedure for auctions shall follow

the Government Administrative instructions for boarding and auctioning of vehicles and plants (including parts). The right type of disposal method, which yields the maximum value for money and serves as motivation. Staff have the prerogative of purchasing the Institution's vehicles earmarked for disposal.

The Vice Chancellor, Pro-Vice Chancellor, Registrar, Finance Director/Director of Internal Audit, and others shall have the option of retiring with their saloon cars or pick-ups.

Moreover, riders shall have the first option in the purchase of tricycles and motorcycles earmarked for auction.

All vehicles earmarked for disposal must however, receive prior approval from the Ministry of Education before the exercise is conducted.

2.11 **DRIVER RECRUITMENT AND TRAINING**

2.11.1 It is essential that all drivers recruited by CCTU possess the requisite skills and education, Police report clearance and experience for the job. All drivers shall possess a relevant professional driving license with at least five years driving experience. The minimum educational level shall be Senior

Secondary School certificate or Technical/Professional certificate or its equivalence. However, additional educational qualifications will be an advantage during recruitment.

2.11.2 Driver Deployment

Only Council Members, key Management members, Faculty/Deans, Designated officers shall be chauffeur-driven. All other drivers shall be deployed to the transport pool or to vehicles shared by the Head of Transport.

2.11.3 Training of Transport Staff

The Head of Transport must ensure that transport personnel undergo structured training programmes and periodic refresher Courses.

2.12 ACCIDENT REPORTING AND MANAGEMENT

All accidents and incidents (theft, fire etc.) involving CCTU vehicles and the public must be promptly reported not only to the police but also the Head of Transport by the driver/person

responsible for the vehicle within 12 hours, for the necessary procedures to be embarked upon.

Again, all accidents shall be investigated by an ad-hoc accident committee. The Institutional inquiry shall be independent of the Police investigation. The driver shall not be exonerated if he/she is found to have flouted institutional regulations on the use of the vehicle.

3.0 GENERAL STAFF

All personnel of the CCTU shall ensure that the use and operation of vehicles shall enhance the longevity of these resources and contribute to the achievement of organizational objectives.

3.1 DECISION MAKING

Within the context of this Policy, the CCTU Council is the final decision making authority.

4. MODEL TRANSPORT PORTFOLIO

A transport portfolio provides the ideal mix of vehicles (makes, types, modes, etc) required for the effective delivery of

organizational service. It also informs the planning of transport procurement and the maintenance of a balanced, effective and efficient vehicle mix.

Though this portfolio of vehicles is seen as a minimum requirement, it is appreciated that amendments or variations could be made over time due to expansion or contraction of service (e.g outsourcing of activities, downscaling of services, creation of new offices, etc).

It has been developed based on the following factors among others

- Current institutional size
- Activities carried out
- Opportunities for vehicle pooling
- Rationalization of vehicle use.

COUNCIL SECRETARIAT

Nissan Navara Pick-up 1

VICE CHANCELLOR'S OFFICE

Station wagon V8 1

Toyota Avalon Salon car 1

Mitsubishi L200 Pick-up 1

PRO VICE CHANCELLOR'S OFFICE

Nissan Navara Pick-up 1

REGISTRAR'S OFFICE

Mitsubishi L200 Pick-up 1

FINANCE OFFICE

Mitsubishi L200 Pick-up 1

SCHOOL OF APPLIED SCIENCE AND ART

Toyota Pick-up 1

SCHOOL OF BUSINESS AND MANAGEMENT

Toyota Pick-up 1

SCHOOL OF ENGINEERING

Nissan Navara Pick-up 1

TRANSPORT POOL

Toyota Coaster Bus	3
Tata Bus	1
VW Transporter Bus	1
BMC Water Tanker	1
Nissan UD Truck	1
Nissan Terrano	1
Nissan Primera	1
Nissan Hard Body Pick-up	1
Nissan Navara Pick-up	1
Mitsubishi L200 Pick-up	1
Toyota Pick-up	2
VW Passat	1

5. CONCLUSION

5.1 Adherence to Policy

This Transport Policy document provides a framework for management and operation of transport resources in the CCTU. Its main objective is to ensure availability and reliability of transport resources to support the institution's activities at a minimum cost.

It is important that all members of staff and users of CCTU vehicles observe the policy component in this document.

5.2 Amendment of Policy

Where it becomes necessary to review some components in the policy due to changes in prevailing conditions, it may be done through administrative instruction until such time that all amendments are incorporated into a revised policy during periodic revision.

5.3 Revision of Policy

To ensure the continuous relevance of this policy document to prevailing situations, it may be revised every five years to incorporate all amendments.

KEY TO ACRONYMS

V.C. – Vice Chancellor

Pro V.C. – Pro Vice Chancellor

CCTU – Cape Coast Technical University