



# **ADMINISTRATIVE MANUAL POLICY**

**CCTU P NO. 04**





**CAPE COAST  
TECHNICAL  
UNIVERSITY**

# **GAZETTE**

## **ADMINISTRATIVE MANUAL**

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## **ACRONYMS/ABBREVIATIONS**

A&P	Appointments and Promotions Committee
AC	Audit Committee
CGPA	Cumulative Grade Point Average
HoDs	Heads of Department
PNDC	Provisional National Defense Council
SRC	Students' Representative Council
TU	Technical University
WPD	Works and Physical Development



## **1.0 INTRODUCTION**

The Cape Coast Technical University was established in 1984 as second-cycle institutions under the Ghana Education Service. It was upgraded to the status of Polytechnic in 1993 by the Polytechnic Act 321 (PNDC Law 1993). The conversion of Cape Coast Polytechnic to Technical University in 2018 has increased the depth and complexity of the problems and challenges of the institution. This development has warranted the preparation of an administrative manual to harmonise the routine activities of the growing number of stakeholders in the life of the Technical University.

This manual aims to draw the attention of staff to the existence of all the rules and regulations that already exist in the Technical University and their relevance in developing and sustaining a harmonious system that promotes efficiency in the Technical University.

## **2.0 STRUCTURE OF THE TECHNICAL UNIVERSITY**

The central administrative structure comprising the offices of the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, and other Offices form the central coordinating body.

### **2.1 Levels of Authority**

There are levels of authority to facilitate the effective working of the Technical University. The levels in terms of their importance are:

- i. Technical University Council;
- ii. Academic Board;
- iii. Boards of Faculty/Schools;  
and
- iv. Boards of Department/Section

The powers and functions of the Council, Academic Board, and Boards of Faculty/Schools are spelt out under Statute 5, 26, 30 and 54 of the Statutes respectively. The membership of the Council and these Boards are also guided by the relevant Statutes.

### **3.0 ADMINISTRATIVE STRUCTURE OF THE TECHNICAL UNIVERSITY**

The Central Administration of the Cape Coast Technical University consists of all the professional and administrative support units which assist the Vice-Chancellor to manage the Technical University. They currently include but are not limited to the following:

- i. Office of the Vice-Chancellor;
- ii. Office of the Pro Vice-Chancellor;
- iii. Office of the Registrar;
- iv. Office of the Director of Finance;
- v. Office of the Director of Works and Physical Development;
- vi. Office of the Director of Internal Audit.

#### **3.1 Office of the Vice-Chancellor**

The Vice-Chancellor is the Chief Academic and Administrative Head of the Technical University. The Vice-Chancellor has extensive powers as spelt out in Statute 12 of the Technical University's Statutes among others; the Vice-Chancellor is Chief Disciplinarian, Chief Authorizer, Chief Spokesperson, and Chief Liaison Officer.

### *3.1.1 Sub-offices of the Office of the Vice-Chancellor*

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

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

### **3.2 Office of the Pro Vice-Chancellor**

The office of the Pro Vice-Chancellor oversees the Academic Affairs of the Technical University. The office champions all the academic programmes, educational opportunities and research of the University. The Pro Vice-Chancellor reports to the Vice-Chancellor and is responsible for providing Senior Level Leadership, Strategic and Action Plan which includes:

- i. Academic Development Support
- ii. Teaching Performance
- iii. Academic Policies and Programmes  
and
- iv. Quality Enhancement of Learning and Teaching in the University

### *3.2.1 Sub-offices of the Office of the Pro Vice-Chancellor*

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

- i. Office of the Director of Distance Learning
- ii. Office of the Head of Information & Communication Technology
- iii. Office of the Dean of International Programmes and Institutional Linkages

- iv. Office of the Director of Quality Assurance
- v. Office of Head of Industrial Liaison
- vi. Guidance and Counselling Unit
- vii. University Librarian

### *3.2.2 Office of the Director of Distance Learning*

The institute of Open and Distance Learning (IODL) provides opportunity for people to learn at a time, place or pace which satisfies their circumstances and requirements. It also addresses the need of working professionals and business executives, programmes of the Institute will be delivered in three modes: Distance Learning, Weekend Programmes and Evening Programmes.

### *3.2.3 Office of the Head of Information & Communication Technology*

The Director of Information & Communication Technology is responsible for directing and managing computing and information technology strategic plans, policies, programmes, and schedules for academic and finance data processing, computer services, network communications, and management information services to accomplish the goals and objectives of the Technical University. In addition, he/she performs the following functions:

- i. Designing and facilitating integrated and sound IT architecture for the Technical University
- ii. Improving in teaching delivery and aided technologies
- iii. Developing and facilitating the implementation of a sound and integrating IT architecture
- iv. Directing the information and data integrity of the Technical University and its business Units
- v. Developing strategic plans and implementing the objectives of the information technology needs of the

Technical University to ensure the computer capabilities are responsive to the needs of the Technical University's growth and objectives

- vi. Developing and establishing operating policies and approaches for computing and information technology

#### *3.2.4 Office of the Dean of International Programmes and Institutional Linkages*

The Office of the Dean of International Programmes and Institutional Linkages is in charge of the management of all agreements establishing links between the Technical University and foreign institutions of learning. Other functions include:

- i. The promotion and advertisement of the programmes of the Technical University to international students and researchers
- ii. The organization of summer schools and orientation programmes for foreign students;
- iii. The provision of guidance and counselling services for international students
- iv. The coordinating of staff and student exchange and external staff training programmes
- v. Creating and maintaining a comprehensive database of students and external assistance programmes
- vi. The performance of other functions shall be determined by the Technical University Council

#### *3.2.5 Office of the Director of Quality Assurance*

The quality assurance officer shall:

- a) Maintain acceptable levels of academic standards with respect to teaching, learning, research and innovation;

- b) Conduct student evaluation of courses and teaching staff every semester;
- c) Conduct departmental reviews at least every five (5) years;
- d) Facilitate the conduct of self-assessment and quality audit;
- e) Facilitate quality audit and staff development;
- f) Oversee the preparation of quality audits, self –studies, quality assurance review, surveys, staff training and development;
- g) Conduct graduate tracer studies;
- h) Ensure proper orientation of new staff both Teaching and non-teaching;
- i) Liaise with Faculties/schools for Accreditation of new programmes and re-accreditation of existing programmes with NAB;
- j) Design, implement and review academic quality control schemes;
- k) Coordinate Affiliation activities on behalf of the Technical University;
- l) Design appropriate format for data collection and reporting in the department;
- m) Any other duties that may be assigned from time to time by the Vice-Chancellor and Pro Vice-Chancellor.

### *3.2.6 Office of Head of Industrial Liaison*

The Industrial Liaison Office ensures that students secure industrial (internship) placement. Other functions of the office include the following:

- i. Facilitate industrial tours/visit for students;
- ii. Ensure that students on industrial attachment are properly monitored;

- iii. Ensure that good relationship is established between the technical university and industry.
- iv. Facilitate, conduct and collate tracer studies data on graduates;
- v. Advises on industrial attachment policies;
- vi. Create linkages for industrial attachment/work place learning experience for students and lecturers;
- vii. Liaise with industry for feedback to help develop and update curriculum to meet industry-specific courses, skills and competencies;
- viii. Organize orientation programmes for students, to promote their understanding of practical industrial training;
- ix. Organize workshops for both internal and external industrial attachment supervisors;
- x. Prepare annual reports on industrial attachment/work place learning experience to the Academic Board;
- xi. Any other duties that may be assigned by the Pro Vice-Chancellor.

### **3.3 Office of the Registrar**

The Registrar is the Chief Advisor to the Vice-Chancellor and Chief Operating Officer. He/she is the Secretary to the Governing Council, Standing-Committees of Council, and Standing-Committees of the Academic Board. The Registrar implements decisions taken at meetings, communicates decisions to all constituents and is the custodian of all records and the Technical University Seal and for affixing same to relevant documents of Council, the Academic Board, and the University.

In addition to the duties prescribed in the Law, the Registrar with the assistance of Deputies serves as Secretary to all

Standing, Statutory and Ad hoc Committees and Boards of the Technical University and keeps their records and conducts all correspondence on their behalf. In practice, he/she delegates some functions to Deputy Registrars and other support staff.

### *3.2.1 Sub-Offices of the Office of the Registrar*

The Office of the Registrar is divided into the following suboffices:

- i. The Directorate of Human Resources
- ii. The Directorate of Public Affairs
- iii. The Directorate of Consular, General and Legal Services
- iv. The Directorate of Academic Affairs
- v. The Directorate of Health Services
- vi. The Directorate of Procurement
- vii. The Directorate of Works and Physical Development

### **3.4 Office of the Director of Finance**

The Director of Finance is the Chief Manager of all funds of the Technical University and Chief Financial Advisor to the Vice-Chancellor. The functions of the Director of Finance are in line with Statute 17 as follows:

- i. Implementation of policies relating to accounting and financial control in the Technical University;
- ii. Corporate planning with respect to budgeting and budgetary control and long term or strategic planning with regard to all the finances of the Technical University;
- iii. Liaise with Ministries, Departments and Agencies (MDAs) in respect of financial matters affecting the Technical University;

- iv. Treasury Management;
- v. Preparation and consolidation of final accounts and commenting on management reports for external auditors;
- vi. Keep proper records of all Technical University property, assets, stocks and valuables of all funds in a register;
- vii. Exercise oversight responsibility for the accounting functions of other self-accounting and incomegenerating units of the Technical University.
- viii. Preparation of the annual operating budget of the Technical University and shall present the same through the Vice-Chancellor to Council for review and approval.
- ix. Submit periodic reports to the Council on the status of plans and projections necessary for the preparation of budgets for succeeding years.
- x. Receive moneys due to the Technical University and make authorized payments on behalf of the Technical University;
- xi. Ensure that throughout the Technical University, proper books of accounts and records of the property of the Technical University are kept in a manner and form required by Council;
- xii. Report to the Finance and General Purposes Committee a case of failure to maintain the financial and other records of the Technical University in the form required by the Council;
- xiii. Prepare consolidated accounts of the units of the Technical University;
- xiv. Afford every facility to both internal and external auditors in the performance of their functions;
- xv. Advise on or raise funds for the Technical University;

- xvi. Perform any other function assigned by the Vice-Chancellor of the Technical University.

#### *3.4.1 Sub-Offices of the Office of the Director of Finance*

The Office of the Director of Finance has the following SubOffices:

- i. Schools/Faculties Finance Offices
- ii. Financial Accounting/ Payroll & Terminal Benefits Division
- iii. Management Accounting/Treasury & Students' Accounts Division

#### *3.4.2 School Finance Officer (SFO)*

It is expected that the SFO represents the Director of Finance (DF) and hence the chief financial advisor to the Deans of the Schools and Heads of Department and other units under the Schools. In addition, SFO supervises all the Directorate of Finance (DoF) staff posted to the Schools and performs the following roles:

- a. Prepare the annual budget of the Schools
- b. Prepare report on the monthly income and expenditure returns of the Schools
- c. Submit quarterly Cash Flow Statements of the Schools
- d. Submit annual Cash Budget of the Schools
- e. Prepare quarterly and annual Performance Review report of the Schools Finances
- f. Prepare annual Financial Statements of the Schools for inclusion into the consolidated Financial Statements of the University.
- g. SFO is also the final resort of external audit enquiries and responses relating to the Schools
- h. Supervise all the accounting staff of the Schools

- i. Any other duty you may be assigned by the Director of Finance from time to time

#### *3.4.3 Head, Financial Accounting Section*

This section is the backbone of the division. This section assists in the preparation of the consolidated financial statements of the University. Other functions include:

- a. Assisting in the preparation of the consolidated financial statement of the University
- b. Preparation of Special Imprest Schedule
- c. Posting of transactions from the Cash Books to the ledgers
- d. Supervise the preparation of Cash Books
- e. Preparation of monthly report to NCTE

#### *3.4.4 Management Accounting/Treasury & Students' Accounts Division*

This division is responsible for the management accounting function of the Directorate which seeks to support the Director of Finance in his day to day activities. The various sections work to ensure that there is a prudent financial system in place to ensure that realistic budget is prepared for the University. It also helps to ensure that this budget is not overrun in any way. In addition, the division is responsible for:

- a. Preparation of the consolidated budget of the University
- b. Preparation of the budget of the various divisions within the central administration, eg, Directorate of Finance, Directorate of Internal Audit, Registry, etc.
- c. Supervise the operations of the sections within the division.

- d. Prepare annual reconciliation of fees payment for all institutions that have an MOU with the University in running various programmes.
- e. Supervise the operations of the commitment section to ensure that no department (including divisions within central administration) exceeds its vote.
- f. Signing of Fuel Requisition form from Drivers.
- g. Signing of stores requisitions
- h. Signing of bank loan forms on behalf of the Director of Finance
- i. Any other duty you may be assigned by the Director of Finance from time to time.

### **3.5 Office of the Librarian**

The Technical University Library is central to the mission and vision of the Technical University. Its main responsibility is to develop and provide access to relevant and a well-balanced information collection in all formats for use by students, faculty and the public, and to maximize the use of information for research, development and life-long learning.

The Technical University Library is headed by the Technical University Librarian whose functions include:

- i. General management of all libraries within the Technical University in accordance with rules and regulations approved by the Academic Board;
- ii. Provision of adequate reading and learning materials to support the teaching, research, and extension functions of the Technical University;
- iii. Ensuring that the required administrative and professional staff are employed, re-assigned or transferred or relocated in the Library to support

- his/her work in collaboration with the Registrar;
- iv. Formulating policies for the maximum development and utilization of all the libraries in the Technical University in conjunction with the Library Board, and subject to the approval of the Academic Board,
  - v. Exercising professional and administrative supervision over the staff under him or her to ensure the efficient and effective functioning of the libraries in the Technical University.
  - vi. Performing any other functions as may be assigned to him or her by the Vice-Chancellor

#### *3.5.1 Sub-Offices of the office of the Technical University Librarian*

The Technical University librarian's office is made up of the following sections:

- i. Administration
- ii. Cataloguing/Collection Management
- iii. Library Bindery

#### *3.5.2 Administration Section*

Library Administration Section is responsible for

- i. Providing administrative and accounting functions for the Library department.
- ii. Providing information, answering inquiries, requests, and complaints.
- iii. Prepares special payments (e.g, overtime for staff).
- iv. Prepares requisitions, purchase orders and processes special orders; processes invoices for payment.
- v. Receives, reconciles, and records receipts of library fines, trust fund and memorial

- vi. Records and maintains receipt of goods and services and corresponds with vendors to reconcile discrepancies.
- vii. Schedules and maintains accounts receivable for meeting room rentals,
- viii. Maintains and updates financial records for document retention, and prepares financial reports for monitoring department expenditures and budget balances.
- ix. Maintains archival accounting files and personnel records.
  - x. Maintains an inventory of supplies for public copy machine, orders goods, and
  - xi. Services as needed to ensure for the proper operation of equipment.
  - xii. Fields requests for and schedules rental of Library Community Room and updates
  - xiii. Recurring events scheduled at Library.
  - xiv. Performs similar or related work as required.
  - xv. Upkeep of the Library, clerical, and other administrative works

### *3.5.3 Cataloguing/Collection Management Section*

This Section is responsible for

- a. Evaluation and selection of materials in various formats and identifying materials for purchase.
- b. Analyzing various collection areas collaboratively with the Librarian and faculty members in order to provide a collection that meets the needs of the university.
- c. Reviewing and recommending electronic resources in collaboration with relevant staff.

- d. Anticipates demand for materials and ensures that materials are ordered in a timely manner
- e. Monitoring and managing collection budgets and tracks collection usage by preparing related statistical reports.
- f. Maintains strong working relationships with vendors
- g. Coordinating weeding projects by providing training and support in weeding procedures, evaluates donations and damaged/missing items in order to keep collection current and useful.
- h. Responds to patron enquiries in accordance with library policy and in a manner that enhances the reputation of the library.
- i. Supervision of staff to ensure the smooth operation of the department.
- j. Cataloguing and classification of library materials in all physical formats using accepted standards and guidelines.
- k. Determines appropriate treatments for series and multipart items.
- l. Participates in digital projects by inputting and verifying metadata and associated tasks.
- m. Keeps abreast of emerging standards, technologies, and processes.
- n. Responsible for managing the library catalogue.
- o. Inputs data about materials into electronic catalogue to ensure users can locate materials.
- p. Prepares bibliographic and item records for monographs, journals, and other library material.
- q. Input details about new material into library catalogue.

#### *3.5.4 Library Bindery Section*

The Bindery Section is responsible for the following:

- i. Writing of situational report, manage the culling of worn out books to be refurbished in the bindery
- ii. Managing the library bindery
- iii. Assist in the implementation and production of the University Library Manual
- iv. Assist in monitoring the attendance of subordinates
- v. Ensure that housekeeping duties are performed daily in the bindery
- vi. Supervise the preparation of working timetable for subordinates
- vii. Assist in the preparation and control of the library bindery budget
- viii. Assist in ensuring that the library bindery is secured from theft
- ix. Undertake weeding of materials
- x. Manage the library bindery assets
- xi. Provide inputs for the preparation of the bindery department's budget
- xii. Assist in stock taking of library bindery tools and materials
- xiii. Lead and direct commercial binding operation.
- xiv. Train and mentor bindery staff.
- xv. Collaborate with the librarian and the university printing department and senior level management on production issues.
- xvi. Advise on new technologies that can improve binding efficiencies. Build strong cross functional teams.
- xvii. Prepare departmental reports.

- xviii. Reproduce rear and titles with lesser copies using the reprographic machines.
- xix. Printing and binding works and the university community printing and publication works.

### **3.6 Office of the Director of Works and Physical Development (WPD)**

The Director of Works and Physical Development provides Technical Services for Physical Planning and Development of the Technical University. In addition, the director of WPD does the following among others:

1. Supervision of works and contracts to ensure that construction and renovations are in consonance with prevailing industry standards and specifications, taking due cognisance of the needs and requirements of the Technical University.
2. Management of construction contracts with a view to ensuring compliance and due delivery of projects.
3. Procurement of consultancy services relating to the provision of technical advice on construction in compliance with national law and the Statutes
4. Management and maintenance of the buildings, roads, drains, parks and gardens of the Technical University;
5. Acquisition and allocation of housing of housing for employees
6. Construction and maintenance of residential facilities for students
7. Perform any other functions as spelt out in Statute 22 and as may be assigned to him or her by the ViceChancellor

### *3.6.1 Sub-Offices of the Office of Directorate of Works and Physical Development*

The Office of the Director of Works and Physical Development is made up of the following sub-offices/units:

- i. Works and Maintenance
- ii. Estate

### *3.6.2 Works and Maintenance*

The Works and Maintenance Section is responsible for the following:

- i. Supervision of construction and maintenance of residential facilities for students.
- ii. Management and maintenance of the buildings, roads, drains, parks and gardens of the Technical University.
- iii. Perform any other functions as may be assigned to him or her by the Director of Works and Physical Development.

### *3.6.3 Estate*

The Estate Officer is responsible for efficient running of the estate facilities including, grounds, and gardens. In addition, he/she performs any other related functions as may be assigned to the office by the Vice-Chancellor and the Director of Works and Physical Development.

### *3.7 Office of the Director of Internal Audit*

The Director of Internal Audit is the Head of the Internal Audit Directorate of the Technical University. He/she exercises professional and administrative supervision over the staff under him or her to ensure that the internal auditing system of the Technical University is efficient and effective.

The Director of Internal Audit is responsible for the following:

- i. Ensures the establishment and operation of an efficient and effective financial control system and report to AC for recommendations if any.
- ii. Vets all proposed expenditures to ensure compliance with laid down internal control systems and other statutory requirement
- iii. Conducts periodic examination of the accounts of the Technical University including self-accounting units.
- iv. Monitor and ensure that all expenditure incurred have been authorized and are within budgetary provisions.
- v. Conducts periodic management audit and submit report to the Audit Committee and the Vice Chancellor.
- vi. Liaises with External Auditors and ensure that appropriate action is taken on reported audit findings
- vii. Submits periodic audit reports on the activities of faculties and departments to the Vice Chancellor and Audit Committee.

### *3.7.1 Sub-Offices of the Directorate of Internal Audit*

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

- i. Pre-Audit, Compliance and Inspection
- ii. Risk Management and Assurance
- iii. Post Audit and Special Investigation

### *3.7.2 Pre-Audit, Compliance and Inspection*

The Pre-Audit Unit is responsible for the following:

- i. In charge of Pre-Audit of all payment vouchers before payment by the University.
- ii. In charge of inspection of all items procured for the University.

- iii. Monitor the purchase of fuel and report to management credit and payment arrangement.
- iv. Review the systems established by management to ensure compliance with related policies, plans, procedures, laws and regulations.
- v. Review the means of safeguarding assets and, as appropriate, verifying the existence of these assets;
- vi. Assist in preparing Strategic and Annual Audit plans.
- vii. Assist in preparing Internal Audit Quarterly Reports.
- viii. Review Stores and Procurement activities.
- ix. Undertake Special Investigations.

### *3.7.3 Risk Management and Assurance*

The duties under a Risk Control Unit include the following:

- i. Monitor Enterprise Risk Management (ERM) processes.
- ii. Report on the effectiveness of the University's Risk Management Framework.
- iii. Assist in the assessment of risk management at Faculties, Schools, Departments, and Units.
- iv. Inform management of early signs of visible unusual events, errors, and irregularities.
- v. Assist in the preparation of risk based Annual Audit plans.
- vi. Undertake Audit field work and assess related control risks.
- vii. Review safety and quality management procedures.
- viii. Support in risks awareness identification and assessment training.
- ix. Assist in the Pre-audit of payment vouchers before final payment.
- x. Assist in preparing quarterly reports, and conduct special investigations

### *3.7.4 Post Audit and Special Investigations*

The Post-Audit and Investigations Unit carries out periodic review on the activities of the University to ensure that:

- i. Financial, managerial and operational information reported internally and externally is accurate, reliable and timely.
- ii. Corporate strategic plans, goals and objectives are achieved.
- iii. Resources are adequately safeguarded, used judiciously and for the intended purposes.
- iv. Resources are used economically, effectively and efficiently.
- v. Measures are put in place to prevent and detect fraud, abuse and waste.
- vi. Strategies are designed to keep the University fully and currently informed about problems and deficiencies related to the administration of its programmes and operations and the necessity for appropriate corrective action.
- vii. Terms of reference on agreed-upon assignments and special investigations are met.

## **3.8 Directors of Administration of the Technical University**

### *3.8.1 The Directorate of Academic Affairs*

The Directorate of Academic Affairs among others performs the following functions:

- i. The preparation and implementation of teaching and examination schedules;
- ii. The processing of admission applications including advertisements for such applications

- iii. Allocation of lecture rooms and examination centres as well as other logical matters relating to academic programme of the University

### *3.8.2 Sub-Offices of the Office of Academic Affairs.*

- i. Examination
- ii. Admissions
- iii. Students' Records
- iv. Institutional Affiliation and Accreditation

### *3.8.3 Examination Unit*

The Examination Section mainly deals with the following functions:

- i. Responsible for the preparation of Examination Schedules (Examination Rota).
- ii. Liaises with the various Departments for the printing of examination questions.
- iii. Liaises with the Planning Unit for the preparation of Examination Time table.
- iv. Responsible for the distribution of examination stationery and other materials to the Schools/Faculties.
- v. Regular visits to the various examination centres during examination period.
- vi. Responsible for making arrangement for invigilators.
- vii. Responsible for handling reports on examinations malpractices reported by the invigilators from the examination centres.

- viii. Liaises with the Departments for the submission of marked scripts for verification by NABPTEX Officials.
- ix. Liaises with the Procurement Unit for the production and delivery of answer booklets for the University's examination.
- x. Responsible for the organization of external examination at the University.
- xi. Receives examination questions from the Departments for onward submission to NABPTEX for moderation.

#### *3.8.4 Admissions Section*

The Admission Section is responsible for the following:

- i. Advertisement of the sale of application for admission forms on electronic media.
- ii. Collating of admission requirement for the preparation of Admission Brochures and Admission Forms.
- iii. Receiving and processing Admission Forms for onward submission to the Departments and the broad sheet of qualified applicants for selection at the Joint Academic Board.
- iv. Processing and issuing of admission letters to successful applicants.
- v. Matriculation of students in collaboration with the planning committee.
- vi. Verification of students results after admission.
- vii. Liaises with the Students' Loan Trust Fund for loan arrangement for students.
- viii. Liaises with Banks and Post Office for the sale of Admission E-vouchers.

### *3.8.5 Students' Records and Management Information System Section*

The Students' Records Section is responsible for the following:

- i. Management of Student's records and data.
- ii. Preparation and issuing of Transcripts, Attestation, Detailed results, Testimonials and Result Slips upon request, as well as keeping students' Academic Records.
- iii. Responsible for Courses Registration.
- iv. Performs data entry, verifies information, and handles routine requests for student records, transcripts, and related information.
- v. Provides routine advice and guidance to staff, students, and members of the general public regarding the registration process.
- vi. Processes name changed and updates other academic information in **files** and on computer.
- vii. Performs miscellaneous job-related duties as assigned.
- viii. Attends to students' complaints and advises students concerning their records.
- ix. Liaises with National Service Secretariat for Students' National Service postings.
- x. Provides Students data to the Students' Loan Trust Fund for financial assistance.
- xi. Provides students data for the preparation of Matriculation and Congregation Brochures.
- xii. Verification and authentication of academic certificates and other academic documents issued by the University.
- xiii. Submission of final year students' cumulative results to NABPTEX for Certification and Generation of students' identification numbers and issuing of their identification cards in collaboration with the ICT.

### *3.8.6 Institutional Affiliation and Accreditation*

Institutional Affiliation and Accreditation is responsible for the following

- i. Ensuring that the institution or a program has met established accreditation standards.
- ii. Ensuring that the institution adhered to the rules and regulations of the National Accreditation Board.
- iii. Liaises with the various departments to ensure that expired accredited programmes are reaccredited.
- iv. Liaises with the Public Relations Officer to provide accreditation information to the general public and prospective students to identify the institution as an acceptable accredited institution.
- v. Protects the institution against sanctions or penalties by the Accreditation Board and NABPTEX.
- vi. Liaises with the Quality Assurance Section to protect the Institution against harmful internal and external pressures.
- vii. Assists in securing authorization certificate on behalf of the institution to run other professional programmes.
- viii. Assist the institution to be affiliated to other Tertiary Institutions to run their programmes.
- ix. Initiates re-accreditation processes for expired accredited programmes.

### **3.9 The Directorate of Human Resources**

The Director of Human Resource who is a Deputy Registrar is the Head of the Human Resource Directorate. He/she exercises professional and administrative supervision over the staff under him or her to ensure that staff of the Technical

University are efficient and effective. The Director of Human Resource is responsible for the following:

- a). Lead in the development and implementation of the human resource needs of the Technical University;
- b). Provide strategic planning with respect to the human resource needs of the Technical University;
- c). Ensure the timely renewal and termination of employment contracts;
- d). Institute and maintain a system for monitoring and evaluating the performance of all employees of the Technical University and submit reports thereon to the Vice-Chancellor and the Council;
- e). Manage and advise on the collective bargaining process and collective agreements with unionized staff;
- f). Institute a system for continuing education and inservice training for all employees of the Technical University; and
- g). Discharge any other assignment that the Registrar shall deem necessary.

### *3.9.1 Sub-Offices of the Office of the Human Resources*

The Office of the Director of Human Resources has the following Sub-Offices:

- i. Staffing
- ii. Monitoring and Evaluation
- iii. Training and Development
- iv. Welfare and Industrial Relations
- v. Records and Statistics

### *3.9.2 Staffing Section*

This Section is responsible for

- i. Conduct human resource audit/assessment and planning to identify existing and future vacancies and make recommendations to Management.
- ii. Coordinate the process of recruiting qualified staff into the University.
- iii. Ensure best practices in the recruitment and placement of employees.
- iv. Assist the DR (HR) to coordinate job interviews to ensure candidates skills and qualification match the job requirements
- v. Maintain up-to-date knowledge of labor legislation, implementing required changes to keep the University's recruitment processes complete.
- vi. To conduct succession planning for key jobs and individuals, shaping employee career pattern, encouraging /modeling appropriate attitudes and behaviors towards employee development.
- vii. To assist in formulating effective performance management policy, procedures and ensure its compliance. Making sure also that active performance management/appraisal is practiced effectively.
- viii. Review and draft job descriptions and qualifications required for the staff of the University at all levels.
- ix. To attract, retain and motivate staff within the University for greater output in achieving organizational goals.

- x. To coordinate and facilitate the recruitment and selection of employees of the university in consultation with HOD's and Management.
- xi. Advise the DR (HR) regarding all recruitment issues.
- xii. Liaise with the T&D section to design and organize training session for A&P members to assist them to choose the best candidates.
- xiii. Build quality relationship with stakeholders and external recruitment agencies, if any
- xiv. Minimize cost incurred in a recruitment process
- xv. Conduct research to identify and select suitable job advertising options
- xvi. Participate in job fairs and career events
- xvii. Advise hiring managers on interviewing techniques.
- xviii. Organizing and coordinating recruitment, upgrading, and promotion interviews;
- xix. Processing of appointment, upgrading and promotion letters;
- xx. Management of staff records;
- xxi. Design and Implement Strategies to identify, motivate and retain extraordinary talents from the list of National Service Personnel and Interns.

### *3.9.3 Monitoring and Evaluation*

This Section is responsible for the following:

- i. Ensure that an appropriate monitoring and evaluation (M&E) system is in place and is functioning satisfactorily.
- ii. Periodically review and revise the system so that it is adapted appropriately to changing demands.
- iii. Monitor attendance to identify absentees/latecomers and make the appropriate recommendations to the DR (HR).

- iv. Ensure relevant and timely M&E information is provided in user-friendly formats to the Human Resource Director and key stakeholders,
- v. Undertake and manage monitoring reviews, and evaluations

#### *3.9.4 Training and Development*

This Section performs the following functions:

- i. Conducting job evaluation surveys
- ii. Liaising with heads of departments/Units and interview employees at all levels to identify and assess training and development needs
- iii. Delivering and overseeing the training of individuals or groups of employees and development of instructional training methods, such as individual training, group training, lectures, demonstration, conferences, and workshops.
- iv. Implementing, advising on and monitoring appraisal schemes
- v. Supervising and testing trainees as to measure progress and effectiveness of training programs.
- vi. Ensuring employees receive statutory required training
- vii. Designing and implementing strategies to assess training programmes.
- viii. Consulting with management and supervisors to stay current on organization policies, procedures and regulations
- ix. Formulating curricula and instructional delivery methods as to accommodate hiring and training requirements
- x. Reporting on employee training progress to department management and supervisors
- xi. Maintaining accurate training records

- xii. Receiving feedback from employees regarding effectiveness of training methods
- xiii. Organizing orientation for national service personnel
- xiv. Organize training session for newly employed staffs
- xv. Assist in recommending mentors for newly appointed staffs
- xvi. Follow up on work output of newly employed staffs

### *3.9.5 Welfare and Industrial Relations*

This section is responsible for the following:

- i. Liaise with the T&D section to educate staff on the various governing documents such as the University statutes, scheme of service, regulations, policies, procedures and discipline.
- ii. To provide guidance/assistance in assessing Medical services, Housing, Education, Canteen facilities and their legal assistance.
- iii. To counsel all regular absentees/latecomers/unproductive workers referred by the Recruitment and Staffing Unit or as part of Disciplinary Actions recommended by the Disciplinary Committee.
- iv. To ensure workers safety, health & hygiene issues at the workplace. You are required to liaise with the HOD's to be abreast of all health, safety and hygiene risks faced by workers and take the necessary steps through your supervisor to address it.
- v. To coordinate union activities.
- vi. Managing grievance procedures

- vii. Overseeing dispute resolution involving employees, management, unions, government agencies, other firms, etc.
- viii. Advising management on issues regarding union-management relations, such as contract negotiations
- ix. Advising the HR staff to ensure compliance with the union contract
- x. Consulting with your Supervisors regarding personnel policies
- xi. Developing and revising union contracts
- xii. Meeting periodically with elected union officials to address issues relating to their welfare
- xiii. Leading monthly labour management meetings
- xiv. Preparing paperwork related to labour relations assignments
- xv. To coordinate and ensure regular participation in sports, games, social & cultural events to promote cohesion.
- xvi. To maintain all kind of record keeping registers
- xvii. Initiating and maintaining a complaint/suggestion system.
- xviii. Liaise with the Recruitment and Staffing Unit  
Carry out Workers orientation programs.
- xix. Ensuring proper communication channels between staff and management
- xx. Maintaining registers (Maternity Leave, Grievance handling, Orientation, Awareness programs, etc.
- xxi. Ensuring benefits are paid in line with the Labour Act and other governing documents.
- xxii. Monitor the payment of SSNIT and other Tier 2&3 Pension Schemes contributions.
- xxiii. Preparation of leave roster

### *3.9.6 Records and Statistics*

This Section is responsible for the following:

- i. Preparing and updating staff records
- 5ii. Maintaining staff records
- iii. Making projections for staff
- iv. Undertaking of needs assessment

## **3.10 The Directorate of Consular, General and Legal Services**

The Directorate is headed by a Director who is responsible for providing legal, consular, general and other specialized services in the Technical University. Other responsibilities include:

- i. Assist in the drafting and reviewing of all contracts and legal documents of the Technical University
- ii. Provide legal advice and representation to the University
- iii. Oversee and coordinate the legal affairs with the Technical University's external legal counsel on behalf of the University

### *3.10.1 Sub-Offices of the Office of Consular, General and Legal Services.*

- i. Pre School
- ii. Consular and General Services
- iii. Legal Services
- iv. Registry and Archives
- v. Transport
- vi. Security

### *3.10.2 Pre School*

This Section is responsible for the following:

- i. Provide high quality and holistic education that builds on numeracy skills, reading skills, communication skills and social ethics
- ii. Demonstrate high quality teaching with innovative technologies, that personalize learning for all pupils
- iii. Develop high level skills for a sustainable future
- iv. Create a positive, safe nurturing environment, that inspires a strong sense of community
- v. Foster resilient and respectful relationships, underpinned by strong moral values
- vi. Curriculum and instruction designed to engage pupils, and
- vii. Foster critical thinking skills

### *3.10.3 Consular and General Services*

Consular and General Services Section is responsible for the following:

- i.** Regularisation of work and resident permit for foreign staff
- ii.** Facilitate the application for visa and passport for staff

### *3.10.4 Legal Services Section*

The Legal Officer of this Section is responsible for

- i. All legal issues of the University including
- ii. Advising the Vice-Chancellor on contracts being entered into by the University
- iv. Handling legal suits against the University at the Courts of Justice
- v. Performing any other matters that may be referred to him by the Vice-Chancellor.

### *3.10.5 Registry and Archive*

This Section is responsible for the following:

- i. Reception, Postal and Telecommunication Services
- ii. Receiving internal and external letters and memos
- iii. dispatch of external and internal letters and memos
- iv. handling and safekeeping of confidential and sensitive documents
- v. Proof reading and editing of documents
- vi. Filing of documents
- vii. Ensure that closed files and documents are properly archived for easy future retrieval.

### *3.10.6 Security*

The Security Section is responsible for:

- i. All security issues in the University.
- ii. Planning, monitoring and evaluation of security activities in the University.
- iii. Ensuring the Health and Safety of staff and proper of the University
- iv. Maintaining a conducive atmosphere for teaching and learning.

### *3.10.7 Transport*

This Section is responsible for the following:

- i. Management of entire mobility issues of the University and assist in the formulation of policy.
- ii. Receive and handles transport requests from schools, departments, sections and units of the university.
- iii. Draws plans for preventive, routine and breakdown maintenance of vehicles

- iv. Recommends for procurement of spare parts and vehicle accessories.
- v. Plans for renewal of documents of University fleet of vehicles and organize vehicles periodic checks.
- vi. Manages drivers' leave and makes alternative arrangements in the event that a driver is relieved or on assignment.
- vii. Analyze log books and fuel utilization of vehicles and produce relevant reports for management decision.
- viii. Oversee the work of mechanics and drivers and ensure smooth repairs.
- ix. Performs any other duties related to transport management assigned by university management from time to time.

### **3.11 The Directorate of Public Affairs**

The Directorate of Public Affairs is responsible for building and maintaining the University's corporate image and relationship with key publics, managing events and communicating with the University's stakeholders.

#### *3.11.1 Sub-Offices of the Office of Directorate of Public Affairs.*

- i. Public Relations
- ii. Alumni Relations
- iii. Documentation and Information
- iv. University Hall
- v. Reception
- vi. Events Management and Protocol

### *3.11.2 Public Relations Section*

The Public Relations Section is responsible for

- i. Dissemination of information in the University via notices, press releases and news media.
- ii. Promotion of dialogue between the media and the University.
- iii. Management of University website and social media accounts
- iv. Responsible for matters concerning overseas travel of members of the University and receiving visitors.
- v. Coordinating and managing of events such as matriculation, congregation, and orientation etc.
- vii. Coordinating and allocating University's facilities to students' associations, unions and the public.
- viii. Any duties that may be assigned by the Director of Public Affairs and the Registrar.

### *3.11.3 Alumni Relations Section*

Alumni Relations Section is responsible for

- i. Liaison between Management and Alumni.
- ii. Assist Alumni Executives to revive Technical University Alumni Association
- iii. Encourage Alumni to help secure philanthropic donation(s).
- iv. Appoint old students as ambassadors and advocate for the University through such means and donations from men and women of goodwill and civil society organizations.
- v. Reach Alumni using a number of media tactics including adverts (prints and electronic, and news media).

### *3.11.4 Documentation and Information*

The Documentation and Information Section is responsible for the following:

- i. Facilitate the publication of scientific invention/output/innovations by staff and students.
- ii. Coordinating publicity. That is, covering and reporting in the press, activities of faculties, departments, etc.
- iii. Publishing newsletters/bulleting/magazines/brochures/gazettes/electronic bulletingboards or as it may be directed by management.
- iv. Documenting key events of the University.
- v. Shall be responsible for the following:
  - Vice-Chancellor's annual reports
  - Administrative annual report
  - University calendar
  - University diary
  - Publicity materials
  - Publication of in-house newsletter
  - Assembling, arranging and publication

### *3.11.5 University Hall Section*

University Hall Section is responsible for

- i. Maintains all hostel bills including management of rebates. The final bill preparation and cress check from all residents is the responsibility of the hall manageress.
- ii. Maintains and ensure discipline within the hall.
- iii. Assists the hall council members in matters of correspondence.
- iv. Looks into complaints of the residents with regard to amenities concerned with accommodation and hostel equipment's and issues that are to be resolved by the hall manageress with inputs from the hall council if any.

- v. Take stock of furniture, appliances, and any other assets of the hall at the end of each semester or at any time of specific items with the help of concerned secretaries and maintain a proper record of all the assets of the hall.
- vi. General maintenance of the hall premises and properties of the Institution.
- vii. Supervises subordinate staff in maintaining all files and records of the hall.
- viii. Manages the guest accommodation booking systems as and when the need arises.
- ix. Allocation of rooms at the time of new admissions and semester beginnings.
- x. Follows the work schedule as outline by the Director of Public Affairs.
- xi. Discharges any other duty assigned to her by the Director of Public Affairs.

#### *3.11.6 Reception*

University Reception Section is responsible for

- i. Receiving visitors by greeting, welcoming, and directing them appropriately.
- ii. Notifying University personnel of visitor arrival.
- iii. Maintaining security and telecommunications system.
- iv. Assisting visitors by answering or referring inquiries.

#### *3.11.7 Events Management and Protocol*

This Section shall handle matters concerning overseas travel of both members of the University Community as well as receive University visitors. The Section shall collaborate with the Public and Media Relations Unit to arrange and organise logistics for University functions, as well as deal with matters of hospitality.

- **Responsibilities/Duties**

Events Management and Protocol Section shall be responsible for the organisation of University events and functions. These shall include:

- i. Matriculation Ceremonies
- ii. Inter-Faculty Lectures/Alumni Lectures/Inaugural Lectures
- iii. Commissioning/inauguration Ceremonies
- iv. Presentation Ceremonies
- v. Congregation ceremonies

### **3.12 The Directorate of Technical University Health Services**

The Directorate of Technical University Health Services among others performs the following functions:

- i. Efficient and effective delivery of health services to members of the Technical University and their families
- ii. Supervise health workers
- iii. Ensure that the University provides regular health extension services to the adjoining communities.
- iv. Perform any other function as stated in Statute 29

#### *3.12.1 Sub-Offices of the Office of Directorate of University Health Services*

- i. Administration
- ii. Laboratory
- iii. Child Welfare and Reproductive Health

#### *3.12.2 Administration Unit*

This Unit is responsible for the following:

- i. Handle all office functions, such as printing filing of paper work, Copying mails and charts
- ii. Overseeing national health insurance processing
- iii. Preparation of input for registry's budget
- iv. Train and monitor administrative staff performance
- v. Ensure prompt ordering and of medical and office supplies
- vi. Answer queries from healthcare staff
- vii. Manage all assets (computers, files, furniture, cabinets etc.) under the control of the office.

### *3.12.3 Laboratory Unit*

The Laboratory Unit is responsible for the following:

- i. Performs Phlebotomy and blood-letting procedures
- ii. Daily monitoring and charting of temperature of refrigerated reagents, hence ensuring an unbroken cold chain.
- iii. Performs budgeting and Controlling functions at the laboratory
- iv. Routine maintenance of laboratory equipment
- v. Perform hematological, biochemical and immunological diagnostics on patient samples.
- vi. Microscopic examination of samples
- vii. Ensure proper disposal of infectious waste in the laboratory

### *3.12.4 Child Welfare and Reproductive Health Unit*

This Unit is responsible for the following:

- i. Child health
  - Childhood immunizations
  - Child growth monitoring
  - Care of new born
  - Community outreaches for public health education

- School and home visits for monitoring
- ii. Adolescent health & family planning
  - Education on prevention and management of Sexually Transmitted Infections
  - Education on family planning methods
  - Referral for comprehensive abortion care
- iii. Safe motherhood
  - Provide antenatal and postnatal services
  - Conduct supervised deliveries

### 3.13 The Sports Officer

The Directorate of Sports is responsible for the overall management of sports within the Technical University. Other functions of the directorate among others include:

- i. The development of sports and related activities.
- ii. Organisation of Sports activities
- iii. Liaising with external sports organisations
- iv. Advising Academic Board on matters relating to sports

### 3.14 Business Development and Entrepreneurial Center

There shall be a Business Development and Entrepreneurial Center of the University which shall carry out duties such as consultancies, continuing education and other income generating activities relating or relevant to education training.

#### • Duties and responsibilities:

The Head of the Business Development and Entrepreneurial Centre shall provide leadership in the planning, implementation and control of all activities in the Business Development and Entrepreneurial Centre as:

- i. Coordinating all commercial activities of the University;
- ii. Analyzing market needs and trends, to identify and deliver marketing strategies to support the University's programme and initiatives;
- iii. Be in regular touch with industry, business community, and bid for international and local consultancy project;
- iv. Develop and manage all non-academic commercial projects, tasks and initiatives, in close coordination with Heads of Department, Registrar and the Vice-Chancellor;
- v. Undertake research, gather and analyze data on business opportunities, prepare business plans and Adhoc reports, needed for implementation by the university and the departments.
- vi. Trains and equips entrepreneurs and will-be entrepreneurs with the necessary basic skills in technology applications to enable them appreciate and understand technology trends in business today;
- vii. Advanced entrepreneurship training to entrepreneurs and will-be entrepreneurs who have a clear plan for businesses.
- viii. To raise capital (in the form of money, skills and technology) from both local and foreign institutions, donor and benevolent organizations to support the University.
- ix. Source for companies and organizations to assist the University in other areas other than financial considerations.
- x. To generate business information and data to be processed for research and training by our academic departments.

- xi. Represent the Business Development and Entrepreneurial Centre on the Academic Board and on any other relevant committee.
- xii. Prepare and present quarterly and annual reports on the Business Development and Entrepreneurial Center to the Academic Board.

### **3.14 Principal Officers, Key Officers and Key Administrative Staff of the Technical University**

#### *3.14.1 Principal Officers of the Technical University*

The Principal Officers of the Technical University are:

- i. The Chancellor;
- ii. The Chairman of Council;
- iii. The Vice-Chancellor.

#### *3.14.2 Key Officers of the Technical University*

The Principal Officers in the Technical University are:

- i. The Vice-Chancellor;
- ii. The Pro-Vice-Chancellor;
- iii. The Registrar; and
- iv. The Director of Finance

#### *3.14.3 Key Administrative Staff of the Technical University*

The Key Administrative Staff of the Technical University are

- i. The Vice-Chancellor;
- ii. The Pro-Vice-Chancellor;
- iii. The Registrar; and
- iv. The Director of Finance
- v. The Director of Internal Audit
- vii. Librarian

## 4.0 APPOINTMENTS

- a. All appointments in the Technical University, except that of the Vice-Chancellor, Pro-Vice-Chancellor, the Registrar, Director of Finance, Librarian, Director of Internal Audit, and Director of Works and Physical Development, shall be done by the Appointments and Promotions Board and the Appointments and Promotions Committee of the Technical University.
- b. The Registrar shall verify all certificates submitted for appointment. The requirements for appointments to Senior Member positions are captured in the Technical University Statutes.
- c. No person shall hold him/herself out as working for the Technical University unless the person has an appointment letter stating clearly the position to which he/she has been appointed and the terms of the appointment. Every person appointed shall be appointed to a department or unit which shall have primary responsibility to determine the output and progress of the person on the chosen job.

### 4.1 Appointments Requiring Search Committees

- a. Appointment to the following positions shall be through Search Committees only:
  - i. The Chancellor
  - ii. The Vice-Chancellor;
  - iii. Pro-Vice-Chancellor;
  - iv. The Registrar;
  - v. The Director of Finance;
  - vi. The Director of Internal Audit;
  - vii. The Director of Works and Physical Development and
  - viii. The Librarian

- b. Recommendations of suitable candidates are made to Council which shall consider the recommendations and appoint to fill the vacant positions or otherwise.
- c. No person shall be appointed to any of these substantive positions without the recommendation of a Search Committee.
- d. For the avoidance of doubt, all other Technical University staff shall be appointed through the Appointments and Promotions Board acting on behalf of the Academic Board and Council. All appointments to professorial status shall be approved by Council in accordance with the Technical University Statutes.
- e. All appointments of members of Convocation shall be guided by the guidelines for appointment of Senior Members contained in the Statutes.

#### **4.2 Application Forms for Employment**

Applications for employment in the Technical University should be made in the prescribed form. The prescribed forms are designed to capture very salient features about prospective staff. Different forms exist for different categories of staff. Unsolicited applications for jobs, may, when there is time, be acknowledged. The Technical University shall be an equal opportunity employer by the following:

- a. One may seek a job in the Technical University upon completing any of these prescribed forms:
  - i. Form 1A (for Senior Members – Academic);**
  - ii. Form 1B (for Senior Members - Administrative); and**
  - iii. Form 1C (for Senior and Junior Staff).**

The above forms can be obtained from the Registrar's office.

- b. On the advice of the Vice-Chancellor, one may be appointed upon presentation of Curriculum Vitae, academic/professional certificates, academic transcripts and favourable referee's reports.

### **4.3 Appointment Procedures**

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

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

#### **4.4 Effective Date of Appointment**

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

#### *4.4.1 Temporary Appointment*

- a) In the case of temporary staff, the length of appointment shall not exceed three months. In the case of staff employed for specific assignment, the duration of the appointment should not exceed the life of the assignment.
- b) Temporary employees shall be paid a monthly salary.
- c) Technical Universities shall pay SSNIT contributions for all temporary employees.
- d) A temporary employee who has been engaged and who has worked satisfactorily for twelve (12) consecutive months may be recommended by the Head of Department concerned for permanent appointment. Such an appointee shall not be required to serve a probationary period. This provision will however not apply to persons engaged in temporary circumstances for the duration of specific research or another project.
- e) Temporary Employees who have been engaged by the Technical University shall contribute towards the Social Security Fund under the appropriate Law establishing the Fund

#### **4.5 Appointment & Job Specification**

- a. The criteria for appointment of Senior Members (SM) and the procedure relating to such appointments have been provided in the section of the Statutes on “the Appointment and Promotion of Senior Members” which forms part of the Conditions of Service for Senior Members.
- b. The appointment of a Senior Member takes effect from the date he/she assumes duty. On assumption of duty, the Senior Member shall enter his name in the Register of New Appointments kept by the Registrar.

- c. A Senior Member's appointment is full-time; any additional occupation or employment outside the scope of the appointment can be accepted only with the prior permission of the Vice-Chancellor on behalf of the University Council.
- d. On first appointment, a Senior Member will be issued with an appointment package which should include the following:
  - i. Appointment letter
  - ii. Conditions of Service Manual
  - iii. Regulations & Statutes of the University
  - iv. Act, Law or Legal instrument setting up the University
  - v. Research Handbook
  - vi. Handbook on Appointments & Promotions
  - vii. Students Handbook
  - viii. Administrative Manual
  - ix. Financial Regulations–Public Financial Management Act, 2016 (Act 922), Internal Audit Act, 2003 (Act 658), Public Procurement Act, 2003 (Act663)
  - x. Code of Conduct
  - xi. The University may add to, but not remove from or reduce, this list based on changing circumstances.
- e. The job of the Senior Member (Teaching) generally entails:
  - i) Teaching;
  - ii) Design and Development of Curriculum;
  - iii) Assessments and Examinations;
  - iv) Project Work Supervision;
  - v) Industrial Attachment and Internships

- Supervision;
  - vi) Student Mentoring and Counselling;
  - vii) Research, Development and Innovation;
  - viii) Publications;
  - ix) Participation in Administration and Institutional Governance;
  - x) Consulting, Provision of Technology Support to Enterprises and Extension Service.
  - xi) The Senior Member (Teaching) is expected to advance knowledge and skills development in his field and contribute to socioeconomic development of the country in his sphere of expertise through applied research, technological innovation, practice and extension services.
- f. The job of the Non-Teaching Senior Member generally entails:
- i) Administration and Governance;
  - ii) Management of functional areas;
  - iii) Advisory Services to Management, Schools, Departments, Units, Centers;
  - iv) Research, Publication and Creative Work,
  - v). Consulting and Extension Services;
  - vi) Serving of Committees;
  - vii) Students Advisory Services; and
  - viii) Policy Implementation and Monitoring.
- g. The Technical University shall organize orientation for all newly recruited staff on assumption of duty.

## 4.6 Criteria for Promotion of Senior Administrative Members

### SECTION A: LENGTH OF SERVICE AND PAPERS REQUIRED

#### **1. Appointment to the rank of Junior Assistant Registrar and Equivalent Professional Grade**

Applicant must hold qualifications as stipulated in the Scheme of Service.

#### **2. Promotion from Junior Assistant Registrar to Assistant Registrar and Equivalent Professional Grade**

Applicant must hold qualifications as stipulated in the Scheme of Service. Applicant must have a minimum of **three (3)** year post qualification experience as Junior Assistant Registrar in a University or comparable grade in a similar institution.

#### **3. Promotion from Assistant Registrar to Senior Assistant Registrar and Equivalent Professional grade**

Applicant must hold qualifications as stipulated in the Scheme of Service.

A candidate seeking promotion to Senior Assistant Registrar must:

i. Have served as Assistant Registrar or an equivalent rank in a University or analogous institution for a minimum of **four (4) years**.

ii. Have at least Six (6) papers (Minutes (nonconfidential), Generative/Action Memo, Reports, Proposal, Policies and Concept paper). **At least three of the Six papers should be Minutes, Generative/Action Memoranda and Report.**

Two (2) External Assessors' reports on candidates' papers would be required. One (1) of the External Assessors shall join the Board to interview the applicant.

**4. Promotion from Senior Assistant Registrar to Deputy Registrar and Equivalent Professional Grade**

Applicant must hold qualifications as stipulated in the Scheme of Service.

Candidates seeking promotion to Deputy Registrar must:

- i. Have served as Senior Assistant Registrar or at an equivalent rank in an analogous institution for a minimum of **four (4)** years.
- ii. Have at least Eight (8) papers (Minutes (nonconfidential), Generative/Action Memo, Reports, Proposal, Policies and Concept paper). **At least Four (4) of the Eight papers should be Minutes, Generative/Action Memo, Proposal and Report.**
- iii. Two (2) External Assessors reports on candidate's papers, shall be required. One (1) of the External Assessors shall join the Board to interview the applicant.

**SECTION B: ASSESSMENT GUIDELINES**

1. Candidate must be assessed based on:
  - (a) Qualifications – Academic & professional certificates obtained, relevant to his/her field of work.
  - (b) Duties as specified by the office and as indicated in the CV and achievements
  - (c) Membership of committees & community service.

- (d) Minutes/  
Reports/Memoranda/Proposal/Policies/Concept  
Paper
- (e) Annual staff performance appraisal by Unit Head
2. Allocation of marks for assessment of papers.  
(Reports/Memoranda/Proposal/Policies/  
Minutes/Concept Paper)

**Table 1.**

<b>No.</b>	<b>Assessment areas</b>	<b>Maximum marks</b>	<b>Score</b>
1.	Content	8	
2.	Mechanical accuracy	4	
3.	Conclusion & relevance	8	
<b>Total marks / score</b>		<b>20</b>	

**Table 2. Assessment**

<b>S/ N</b>	<b>ASSESABLE AREAS</b>	<b>MAXIMUM MARK (S)</b>	<b>MARKS OBTAINED</b>
1.	Qualification, Duties, Community Service, Achievements as shown in Applicant's CV	30	
2.	Concepts and Administrative Issues found in the Documents (Memos/Reports/Proposals/Policies/Concept Paper/Minutes) presented	60	

3.	Quality of presentation of the Application Documents	10	
TOTAL		100	

Note:

1. Pass Mark for External Assessment – 60%
2. Pass Mark for Internal Assessment – 60%
3. Pass Mark for Interview – 60%
4. Overall Total Pass Mark – 60%
5. Quality of Administrative work (To be assessed by the Applicant's Supervisor 60%)
6. The total marks shall be scaled to 60 %. i.e.. 1+2+3+4+5+6
7. Performance Appraisal Forms of the Candidates shall be included at all levels

### **Co-authorship**

Co-authored papers by more than three authors will attract **full mark** for the **first three authors** and half ( $\frac{1}{2}$ ) of the mark for the remaining authors. For an applicant to score points, original or photocopy of the reprints or full text of the paper and acceptance letter or evidence of action taken by management must be attached to the dossier presented.

TOTAL MARKS OBTAINABLE	TOTAL MARKS OBTAINED	PERCENTAGE MARK OBTAINED	60% Mark Obtained
100			

IS THE APPLICANT RECOMMENDED FOR PROMOTION?

YES.....

NO.....

REASON(S).....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**Name of Assessor:**.....

**Signature:** .....

**Designation (..... )**

**Date:**.....

**NOTE:** Please the criteria is just a guide, you may please add more sheets and write your justification for your recommendation where necessary.

**Non-eligibility for Promotion**

- i. A member of staff who has resigned or has submitted notice of resignation is not eligible to apply for promotion.
- ii. A member of staff on leave with or without pay for a period of more than 12 months does not qualify to apply for promotion. However, a member of

staff who submit application for promotion prior to the start of study leave is eligible.

- iii. A member shall not be eligible to apply for promotion less than six months to retirement.

### **Procedures and Documentation Required for Promotion**

Procedures for **submission** of promotion documents are stated in the Cape Coast Technical University Statute

## **5.0 SALARY & COMPENSATION**

- a) The Cape Coast Technical University reserves the right to locate a newly appointed Senior Member on an appropriate point of the salary scale taking into consideration, additional qualifications over the minimum as well as years of relevant experience. Applicants with the minimum qualification and minimum experience who are approved for appointment in the Senior Member category will be placed at the initial point of the salary scale. However, each additional year of relevant experience will, from the date of appointment, attract increment based on performance.
- b) The Technical University recognizes that the salary scales progress within the time of one's career in the University. It is important to note, however, that commitment, performance, professionalism, range of responsibilities etc. facilitate a more rapid progression through the scales for a deserving Senior Member.
- c) The Technical University, through the various academic and administrative units, may find innovative ways of enhancing Senior Member compensation

through bonuses and other schemes. Such payments shall be subject to the approval of the Vice-Chancellor.

### **5.1 Contract Duration and Probation**

- a. Academic staff of Lecturer and Senior Lecturer ranks shall be appointed on a 6 years contract in the first instance. This contract may be renewed for another period of 3 years only, if the staff is not promotable but has demonstrated enough progress in all three areas of Teaching, Research, and Service. Professorial grade staff (i.e Associate Professor and Professor) are tenured staff and therefore not subject to contracts of fixed duration while in regular employment.
- b. A Senior Member who is appointed without any previous relevant experience shall be required to serve one (1) year probation from the date of appointment. This probation period is to afford the appointing Technical University and the relevant academic/administrative unit, the opportunity to observe the Senior Member's performance and general suitability of work in the academic setting.
- c. The Head of an academic/administrative unit shall at the end of the first year of probation, give the Senior Member a progress report indicating his strengths and weaknesses. At the end of the probation period, the Senior Member shall be assessed by the Head of academic/administrative unit and an assessment report submitted to the Appointments and Promotions Board through the Registrar for the confirmation of appointment. This report should be supported by any necessary evidence such as course evaluation, evidence of involvement in the life of the University

- etc. Based on the report, the Senior Member will be issued a letter, confirming his appointment as well as indication of new location on the salary scale. Should the report be unsatisfactory, the University reserves the right to terminate the appointment or extend the probation. These activities should in principle take place within the last two (2) months of the end of the probation period and any decisions taken communicated to the Senior Member within this period.
- d. A member of staff whose contract is coming to an end shall be notified in writing by the Registrar through the Head of academic/administrative unit a year in advance to provide an updated curriculum vita to his Head of Department/Centre/Unit/Section.
  - e. Information from the member of staff obtained pursuant to 5.1(d) and comments by the Head of academic/administrative unit shall be reviewed by the Faculty Board/Administration Appointments and Promotions Committee which may recommend to the University Appointments and Promotions Board for renewal, indicating duration.
  - f. In the case of Senior Staff and Junior Staff, a person appointed to an established post shall be on probation for one year after which he/she will become eligible for confirmation in his/her appointment subject to a report of satisfactory work and conduct from the Head of the Department concerned.
  - g. The Registrar on the recommendation of the Head of Department concerned may extend the probationary period of a member of staff for not more than three months if he considers it necessary.
  - h. The Vice-Chancellor may, on the advice of the Registrar, reduce the probationary period of a

member of staff by not more than three (3) months if he considers it necessary.

## 5.2 Performance Assessment

- a) It is mandatory that Heads of academic/administrative units assess the members of their academic/administrative units at least once a year on their performance. The assessment may provide the basis for training, promotions, salary increments and other benefits. In order to be abreast with current practices in staff appraisal, the Technical University shall undertake Performance Management to help develop the knowledge, skills and abilities (KSAs) of all staff. Without prejudice to the Technical University's right to set out additional criteria, the assessment and review will cover the areas set out in **1(f) and 1(h)**.
- b) The assessment procedure will generally be as follows:
  - i) The Head of academic/administrative unit shall annually assemble all information on each Senior Member.
  - ii) The Head shall review the collated information as well as use the standardized performance appraisal form issued by the University's Human Resource Unit to assess the Senior Member.
  - iii) The Head shall submit a written assessment report as well as all other information, including the performance appraisal form, to the Registrar through the Dean of Faculty who shall then table it at the University Appointments and Promotions Board. In the case of non-academic

Senior Members, the report shall be submitted to the Registrar.

### **5.3 Promotion**

Individuals on their own initiative or at the invitation of the Heads of Department/Centre/Unit/Section may apply for promotion as provided for in the Scheme of Service.

Promotion shall normally proceed from one rank to the immediate next rank i.e. from Lecturer to Senior Lecturer to Associate Professor to Professor; for the non-teaching Senior Member, Assistant Registrar to Senior Assistant Registrar. Promotions to Deputy Registrar and analogous rank and above are filled by appointment.

Any Senior Member of the Technical University who qualifies for promotion may apply at any time to be promoted or appointed to next rank for which he considers himself qualified in accordance with the Appointments and Promotions Criteria.

An application accompanied by curriculum vitae and other relevant documents, indicating the position sought and the area of discipline concerned shall be submitted to the University Appointments and Promotions Board through the Head of academic/administrative unit with a covering letter copied to the Registrar.

In the case of staff who are nearing retirement age, application for promotion supported by materials for assessment may not be processed unless they were received at least six (6) months to retirement.

The Head of an academic/administrative unit shall refer each application supported by materials for assessment to the

Faculty Board/AA&PC for comments and recommendations within one (1) month of receipt of the documents

Each application is then submitted for evaluation by two (2) external assessors who shall be persons of standing in the applicant's field. The external assessors shall be of a higher rank than the applicant and shall not have any relationship with the applicant

Promotion to the grade of Senior Lecturer shall be considered on the basis of good performance in the following:

- i. Scholarship;
- ii. Research contribution to knowledge;
- iii. Teaching and student mentoring and supervision;
- iv. Academic leadership;
- v. Inventiveness;
- vi. Industry collaboration;
- vii. Technology innovations;
- viii. Extension work/service; and
- ix. Creative and artistic productions/works.

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

Promotion to the grade of Associate Professor shall be on the basis of the requirements for a Senior Lecturer as well as outstanding scholarship in the candidate's field of teaching, skills development and research and contribution to socioeconomic growth of the country as well as the intellectual life and reputation of the Technical University.

Promotion to the grade of Professor shall be on the basis of the requirements for Associate Professor as well as internationally acknowledged scholarship in the candidate's field of teaching and research and outstanding contribution to technology

development and innovation as well as the intellectual life of the Technical University.

Promotion to the administrative/professional grades shall be based on evidence of continuing performance in respect of the following:

- i) Grasp of administrative procedures/regulations and organizational ability;
- ii) Leadership;
- iii) Initiative and reliability;
- iv) Good understanding of the mission and mandate of the Technical University;
- v) Sense of responsibility;
- vi) Capacity, expertise and relevant education in one's chosen functional area; and
- vii) Relevant publications and/or administrative monographs.
- viii) Assessment of an application and other relevant documents based on the criteria set in 5.8(h&l) above shall be reviewed as appropriate by the Head of Department/Centre/Unit/Section, AA&PC and the University Appointments and Promotions Board. For Senior Staff and Junior Staff, promotion shall be made according to merit, satisfactory service and in accordance with the provisions of the Scheme of Service for staff of Technical Universities and subject to availability of vacancies.

The Appointment and Promotions Committee shall recommend the effective date of all promotions.

A permanent employee shall be eligible for promotion after serving the minimum number of years as specified in the scheme of service subject to satisfactory service on a grade.

Any adverse reports during assessment shall be shown to the employee concerned.

Promotions in the University shall be in two categories:

- i. General promotions based on establishment in the Academic/ Administrative units concerned and the Scheme of Service and Criteria for Promotion; and
- ii. There shall be pool promotion of junior staff employees who become eligible for promotion but for whom there is no establishment.
- iii. When there is a promotion test, no employee shall be promoted unless he has passed the test.
- iv. The passing of a qualifying test or examination for a higher grade shall not necessarily entitle any employee to promotion. However, such an employee shall be granted up to two incremental credits in addition to the normal increment provided the employee has not reached the maximum point of the salary scale.

### *5.3.1 Adequacy of Publications*

For the avoidance of doubt, publications shall be deemed to be sufficient if the following number of papers can be obtained.

**i. Senior Lecturer - 6 refereed papers**

**ii. Associate Professor - 8 refereed papers**

**iii. Professor - 10 refereed papers**

- e. Promotion shall be made according to merit, satisfactory service and in accordance with the provisions of the Scheme of Service for staff of Technical Universities and subject to availability of vacancies.

- f. The Appointment and Promotions Committee shall recommend the effective date of all promotions.
  - g. A permanent employee shall be eligible for promotion after serving the minimum number of years as specified in the scheme of service subject to satisfactory service on a grade.
  - h. Any adverse reports during assessment shall be shown to the employee concerned.
  - i. Promotions in the University shall be in two categories:
  - j. General promotions based on establishment in the Academic/ Administrative units concerned and the Scheme of Service and Criteria for Promotion; and
  - k. There shall be pool promotion of junior staff employees who become eligible for promotion but for whom there is no establishment.
- l. When there is a promotion test, no employee shall be promoted unless he has passed the test.
- m. The passing of a qualifying test or examination for a higher grade shall not necessarily entitle any employee to promotion. However, such an employee shall be granted up to two incremental credits in addition to the normal increment provided the employee has not reached the maximum point of the salary scale.

## **6.0 RESIGNATION/RETIREMENT/TERMINATION**

A Senior Member may resign his appointment by giving the Vice-Chancellor notice of his/her intention in writing, as specified in the terms of appointment and conditions of Service. This notice shall be at least One (1) month or payment of one month salary in lieu of notice.

A Senior Member shall normally retire from the service of the Technical University at the end of the academic year in which he attains the compulsory retiring age, currently sixty (60).

- a)** A Senior Member may retire voluntarily from the age of fifty-five (55) years with appropriate retiring benefits. A minimum of six (6) months' notice of intention to retire is required.
- b)** A retired Senior Member shall not be allowed to stay in University accommodation for a period not exceeding three (3) months from the date of retirement.

The appointment or contract engagement of a Senior Member may be terminated based on two (2) written notices of poor performance as determined by the Performance Appraisal Report following assessment by the  
Head of

Department/Centre/Unit/Section. The Senior Member would have signed the appraisal form as evidence of the appraisal having taken place. Where a Senior Member is unwilling to sign, the Head shall make an appropriate report of his unwillingness to endorse the appraisal form and submit same to the Registrar through the next superior Officer for investigation. The Senior Member shall be notified of the termination of appointment or contract at least one (1) months to the termination date or in default be paid One (1) months'

salary in lieu. Termination of appointments of all Senior Members shall be subject to the approval of Council.

- c) The contract of a Senior Member shall not be renewed for another period if in the view of the Appointments Board the health, age or other infirmities of the Senior Member might not make it possible for that Senior Member to efficiently and effectively carry out his duties.
- d) The Technical University reserves the right to terminate a Senior Member's appointment without notice for poor performance, serious misconduct, criminal offences, including proven culpability in examination malpractice and other behavior deemed unfit for a Senior Member and which either brings or has significant potential to bring the Technical University into disrepute.
- e) Pursuant to 6(e,f, &g) above, the Grievance and Disciplinary Procedures of the Technical University shall apply.
- f) Post retirement contracts are restricted to Senior Members who retire compulsorily and whose academic/administrative units can justify or make the case for their services.

**For the avoidance of doubt, the following shall be applicable to Senior or Junior Staff:**

- a) An employee who is confirmed in his appointment may have his appointment terminated by the University on grounds of misconduct or general inefficiency provided that he had previously been warned in writing by his Head of Department that his work or conduct had been unsatisfactory and a copy

of such warnings had been forwarded to the Registrar on each occasion.

- b) The appointment of a confirmed employee shall not be terminated until he has gone through the full disciplinary process.
- c) A confirmed employee whose appointment is terminated for inefficiency or misconduct shall be given one (1) calendar months' notice or one (1) month's pay in lieu of notice at any time as well as any leave due to him. He shall be allowed to continue to stay in University premises for a period not exceeding one (1) month and be paid appropriate transport allowance to his home town provided he has served University for a period of not less than ten (10) years.
- d) The University may at any time and for any good reason terminate the appointment of an employee who is on probation. If the termination is not due to an employee's misconduct, he/she shall receive one (1) calendar months' notice or one (1) month's pay in lieu of notice. In addition, he will be granted his earned leave, and be paid the appropriate transport allowance to his home town.
- e) An employee who terminates his appointment by resignation shall be required to give one (1) months' notice or pay one (1) month's salary in lieu of notice. He shall also be required to vacate University premises immediately or at the expiry of his notice.

## **7.0 HOUSING**

- a) The Technical University may provide accommodation, for which rent, to be determined from time to time, will be charged. The Technical

University shall pay housing allowance to the Senior Member in lieu of university accommodation at a rate approved by Government.

- b) The allocation of Technical University houses to entitled staff shall be governed by regulations approved by the Academic Board and administered by the Housing Committee.
- c) **Senior Staff or Junior Staff** may be provided with University accommodation, where available, and may be allocated to employees whose duties require them to reside near their place of work. The rent for such accommodation shall be determined by the University from time to time.

### 7.1 Owner Occupier Scheme

- a) To encourage Senior Members to procure their own means of accommodation, the Technical University may assist Senior Members to secure mortgaged loans.
- b) In order to become attractive for Senior Members to own and live in their own houses, the Technical University will pay 40% of monthly basic salary as owner-occupier allowance to deserving Senior Member who secures and lives in his own home.

### 8.0 CHILDREN

- a) In the conditions of service, “child” means a Senior Member’s own issue, his adopted child, or his registered ward as defined by the University provided that such a child/ward is under twenty-one (21) years of age.

- b) The recognized children and wards of Senior Members shall be those in the records of the University.

## **9.0 ALLOWANCES**

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

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

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

**9.2 Responsibility Allowance** – Payable to designated officials as provided in their contract of appointment or in recognition of responsibilities additional to their normal scope of work.

**9.3 Entertainment Allowance** – Payable to designated officials for the purpose of providing entertainment on behalf of the Technical University.

**9.4 Extra Teaching Load Allowance** – Means teaching above the normal load. For the avoidance of doubt, the normal load is twelve (12) hours per week of semester. The Senior Member is to apply through the Head of academic/administrative unit

for the payment of such allowances at the end of each semester.

- 9.5 Extra Marking Allowance** – Means marking above the normal load. For the avoidance of doubt, the normal load is 140 cumulative scripts. The Senior Member is to apply through the Head of academic/administrative unit for the payment of such allowances at the end of each semester.
- 9.6 Invigilation Allowance** – Payable to Senior Members who invigilate during Technical University examinations. The amount payable shall be determined from time to time.
- 9.7 Professional Allowance & Allowance in lieu of Professional Practice** – Payable to Senior Members who are professionals as approved by Council. This would be 25% of basic monthly salary.
- 9.8 Departmental Duty Allowance** – Payable to Lecturers for such departmental activities as academic advisory, examination duties, departmental workshops and seminars upon submission of a report to the head of department. The amount payable shall be approved by the University Council from time to time.
- 9.9 Sitting Allowance** – Payable to a Senior Member who attends University Meetings. Appropriate sitting allowances shall be approved by the University Council from time to time.
- 9.10 Per Diem Allowances** – A range of allowances payable to Senior Members as reimbursable and out-of-pocket payment to cover work away from one's normal work station.

- 9.11 Risk Allowance** – Payable to a Senior Member who engages in hazardous duties such as laboratory scientists, geologists, medics on dangerous diseases etc. The categories of senior members who shall be entitled to this allowance shall be determined by the University Council from time to time. The rate would be 25% of the basic monthly allowance.
- 9.12 Book Allowance** – Payable to Senior Members at rates negotiated from time to time.
- 9.13 Research Allowance** – Payable to Senior Members at rates negotiated from time to time.
- 9.14 Industrial Attachment/Internship Allowance** – Payable to Senior Members and Senior Staff who undertake approved short duration internships in industry to update their practical knowledge and skills or conduct joint research with industry partners. The rates shall be negotiated and approved by the University Council.
- 9.15 Project Supervision Allowance** – Payable to Lecturers who supervise final year and postgraduate students' projects. The amount payable shall be approved by the University Council.
- 9.16 Additional Duty Allowance** - Payable to Senior Members who have been assigned additional duties in writing for a position other than his own for more than twenty-one (21) days and not more than six (6) months. The rate is 10% of monthly basic salary.
- 9.17 Call-in Allowance** – Payable to Senior Members who are not entitled to over time allowance and who are call to work after close of work or on weekends. Call-in allowance shall be paid only for the performance of work which has received prior

written approval of Management. 10% of the daily rate multiplied by the number of hours worked.

**9.18 Permanent Posting Allowance** - Payable to Senior Members who are moved from one geographical area, location or station to another which is 50 kilometers or more in radius of his current station within the same organization or service to perform duties relating to the class of post that the employee belongs for the period exceeding three (3) months. The rate is three (3) months of basic salary.

**9.19 Temporary Posting Allowance** - Payable to Senior Members who are moved from one geographical area, location or station to another which is 50 kilometers or more in radius of his current station within the same organization or service to perform duties relating to the class of post that the employee belongs for the period not exceeding three (3) months. The rate is 20% of basic allowance for three (3) months plus Hotel accommodation for three (3) months.

**9.20 Tools Allowance** – Payable to Senior Members who use their own tools to perform official duties. The rate shall be as approved from time to time.

**9.21 Physically Challenged Guide Allowance** – Payable to a Physically Challenged Senior Member who needs a guide for onward payment to the guide. The rate shall be the daily minimum wage for twenty-seven (27) days.

**9.22 Physically Challenged Transport Allowance** – Payable to a Physically Challenged Senior Member who is certified as needing special needs of

transport to enable him commute to and from work.  
The rate is 20% of monthly basic salary.

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

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

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

**9.26 Clothing Allowance**-payable to senior members (non-Teaching) of the grade of Senior Assistant Registrar and analogous rank or above to enhance their appearance at work, the rate shall be 10% monthly basic salary.

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

**9.28 Utility Allowance** – Payable to Senior Members to cover for utility bills. The rate shall be as approved from time to time.

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

- 9.30 Industrial Skills Development Allowance –** Payable to Senior Members who exhibit visible acquisition of industrial experience to update practical knowledge and skill or conduct joint research with industry partners. This shall not apply to Industrial Liaison Officers. Rate payable is 30% of monthly basic salary.
- 9.31 Non-Basic Salary Allowance –** Payable to Senior Members at a rate determined from time to time.
- 9.32 Security Allowance-** Payable to recipients of owner occupier allowance. Rates shall be as determined from time to time.
- 9.33 Travelling and Transport/Removal Allowance payable to Senior Staff and Junior Staff**

When an employee travels within Ghana by road or by rail;

- i. On assumption of duty on first appointment, or on transfer or on retirement, an employee shall be provided with transport at rates applicable in the Universities.
- ii. An employee travelling on duty or on recall from approved annual leave shall be paid transport allowance at rates laid down by the University from time to time.
- iii. On resignation, an employee with less than five (5) years continuous service shall not be entitled to Removal Allowance.
- iv. An employee whose appointment has been terminated on grounds of ill-health shall be paid transport allowance as if on retirement.

### **9.34 Accident-Free Incentive**

Motor Driver or Driver Mechanic on permanent establishment shall be paid Accident-Free incentive of one and half (1.5) months' basic salary after satisfying the following conditions:

- (i) He has done one (1) year accident-free driving in the employment of the University
- (ii) He has not been cautioned, charged or reprimanded by the University authorities or law enforcement agencies for any traffic offence.
- (iii) His conduct has not caused any damages to a University vehicle.
- (iv) He has not misconducted himself in the performance of his duties as a driver.
- (v) Payment of the incentive shall be paid every year, after assessment.
- (vi) The term 'accident' in this context means any occurrence where the Driver is at fault which leads to the non-claim insurance being lost to the University or any damage to the vehicle or to some other property for which the University is required to incur any expenditure whatsoever

## **10.0 MISCELLANEOUS ALLOWANCES AND GENERAL PROVISIONS**

- a) **Warm Clothing Allowance** – A Senior Member traveling to a temperate country on University business would be entitled to warm clothing allowance at a rate to be determined by the University from time to time. This allowance is to be paid only once in every five (5) years – frequency of travel notwithstanding.

- b) **Vehicle Maintenance Allowance** – Payable to Senior Members who own cars and must be used in the performance of their duties. The vehicles must be registered in their names. In all cases, approval must be obtained from the Registrar. Payment of the allowance stops if the vehicle for which the allowance is paid ceases to be road worthy for over three (3) months.
- c) **Off-Campus Allowance** – Payable to Senior Members who do not live on campus at rates to be determined by the University from time to time.
- d) **Long Service Award** – Payable to Senior Members who have served the Technical University over periods such as ten (10) years, twenty (20) years, thirty (30) years and forty (40) years at rates to be determined by the University Councils from time to time.
- e) **Staff Education Advance:** An employee, who proposes to write a recognized examination on application and subject to availability of funds, shall be given Staff Education Advance as stated in the appendix.
- f) **Uniforms:** All employees who are required to wear uniforms or any protective devices necessary for their proper protection while on duty shall be so provided with uniforms or the protective devices at the expense of the University as and when necessary. Employees shall be responsible for the maintenance of the uniforms in good conditions. An employee may be surcharged with the cost of replacement of any uniform or protective device in his charge which has become unserviceable through neglect, lack of care or willful damage on his part.

- g) Compensation for Injury:** Any employee who sustains any injury or suffers disability, illness or disease in the course of performance of his duties shall be entitled to compensation in accordance with the Workman's Compensation Law 1987 (PNDCL 187) and any subsequent enactment.
- h) Health and Safety of Employees:** The University shall take such measures as will ensure the good health and safety of its employees in accordance with the provisions of Part XV of the Labour Act of 2003 (Act 651).

### **11.0 BAGGAGE EXPENSE**

- a) A Senior Member who is granted a passage will be entitled to payment of freight for baggage at rates and in accordance with regulation determined from time to time. Baggage shall not be taken to include motor vehicles. The University does not accept responsibility for the cost of packing, carting and insurance of baggage.
- b) A Senior Member who is granted this facility by the University and who does not serve a minimum period of two (2) years following provision of the facility shall be required to refund the whole amount.

### **12.0 REMOVAL ALLOWANCE/TERMINAL PASSAGE**

- a) On first appointment, a Senior Member recruited within Ghana will be provided with transport or be paid an appropriate allowance to convey his personal effects from his home town or place of residence.
- b) On proper completion of appointment, a Senior Member will be provided with transport or be paid an appropriate removal allowance to convey his personal effects to his permanent place of residence agreed upon by the University.

- c) **Other Allowances** – Any other allowance that may be determined from time to time.

### **13.0 LOAN FACILITIES**

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

- a) Car loan
- b) Car rehabilitation loan
- c) Furniture loan
- d) Fridge loan
- e) Housing loan
- f) Salary advance
- g) Rent Advance
- h) ICT Equipment loan

The University may also grant a Senior /Junior Staff the following loans subject to the availability of funds:

- a) Vehicle Loan
- b) Furniture Loan
- c) Working Tools Loan

### **14.0 PASSAGE**

#### **a. Cost of Overseas Passage**

Overseas passage granted to Senior Members will be economy class by air in accordance with rules laid down by the Technical University from time to time. The Technical University will also pay on submission of bills or receipts, and at rates determined from time to time, the cost of onward transportation by rail or road from the port of arrival of a Senior Member to his approved destination

overseas and from there to the port of departure for his return journey.

**b. Overseas Passage on First Appointment**

On first appointment, a Senior Member will be provided passage with his spouse and children (up to a maximum of four (4) children).

## **15.0 LEAVE**

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

- a) Annual leave;
- b) Study leave with pay;
- c) Study leave without pay;
- d) Casual leave;
- e) Examination leave;
- f) Special leave;
- g) Leave of absence with pay;
- h) Sick Leave
- i) Maternity Leave
- j) Vacation Leave
- k) Sabbatical Leave
- l) Secondment
- m) Pat-time Study Leave; and
- n) Compassionate Leave

### **15.1 Annual Leave**

Annual Leave is earned. New employees qualify for leave after working for a minimum of six (6) months on a continuous basis. Earned leave is calculated for new

members of staff on a pro-rata basis. Staff on permanent employment earn annual leave based on their rank/category. Annual leave shall be approved to take effect over a specified period.

i. Senior Members working days	-	42
ii. Senior Staff working days	-	42
iii. Junior Staff (Clerk I & above) 34 working days	-	
iv. Junior Staff (Clerk II & below) 32 working days	-	
v. Labourers, Cleaners, Apprentices etc.	-	25 working days

Teaching Senior Members are entitled annually to eight weeks' leave (vacation leave) to be taken during vacations. No such leave can be earned in a year in which a senior member takes a sabbatical/study leave/leave of absence.

Leave may not be deferred to accumulate.

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

## **15.2 Study Leave with Pay**

A staff holding permanent appointment in the University may apply for study leave with pay. Such a staff should meet the following conditions for eligibility:

- i. Must apply for the facility;
- ii. Must have worked continuously for three (3) years;
- iii. Must submit an admission letter from an established institution of learning;
- iv. The institution must be offering certificates recognized by the nation's accrediting agencies.

Employees granted paid study leave cannot apply for paid maternity leave.

Employees who proceed on study leave have to return to the service of the University for at least the number of approved years of studies plus one (1) year.

Study leave awardees who fail to return to post after the study leave shall be sanctioned for the investment made in them and the accompanying loss of teaching, research or administrative time from the staff.

The losses occasioned by a staff member's failure to return from study leave shall be deducted outright from any benefits accruing to those who resign or vacate posts after study leave. Legal means may be used to recover any funds from study leave defaulters.

A staff granted study leave with pay must complete a bond form.

### **15.3 Study Leave without Pay**

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

- a. When the application for leave with pay is unsuccessful;
- b. When the applicant has not served the minimum three (3) years waiting period but feels that the admission cannot be deferred or missed;
- c. When the applicant feels that the benefits from early graduation far outweighs the benefits from an approved study leave with pay option;
- d. When the HOD's assessment shows that the applicant's absence would not adversely affect the functions of the Department;
- e. When the applicant seeks to pursue a programme that is not approved by the University or does not relate to the duties of the applicant as a staff.
- f. In making an application for extension of study leave (with/without pay), the employee concerned should observe the following:
  - i. Serve at least three months' notice; and
  - ii. State, with confirmation from the supervisor, the work that has been carried out so far, as well as what remains to be completed and the time within which the remainder of the work is expected to be finished.

#### **15.4 Casual Leave**

- a. Casual leave is permission granted to a member of staff to solve an urgent personal problem outside the programmed leave roster.
- b. Casual leave may be granted to a member of staff on as many occasions as the member of staff makes a good case for them.
- c. A request for casual leave may be doubted, however, the leave may be approved to be deducted from earned or future earned leaves.

- d. Heads of Department who approve casual leaves shall inform the Registrar about the approval so given, following the laid down channels of communication.
- e. In all cases, applicants shall apply stating the urgent problem and the time, and number of days needed to solve the problem.
- f. Where practicable, a written approval shall be obtained by the applicant before embarking on the casual leave.
- g. Casual leave shall be deducted from Annual Leave.

### **15.5 Examination Leave**

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

### **15.6 Compassionate Leave**

Compassionate leave may be given to staff in cases of:

- i) Personal grief – death of close relatives or associates;
- ii) Motor accident involving staff or relative;
- iii) Fire or sickness involving close relatives; and

- iv) Natural disaster such as flooding or bush fires or earthquake.

### **15.7 Leave of Absence with Pay**

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

resigned/retired in accordance with these regulations and the letter of grant.

- h) A person on leave of absence with pay shall receive the basic salary from the University and may receive allowances from the receiving institution.

### **15.8 Leave of Absence Without Pay**

A person on leave of absence without pay shall not receive salary from the University.

### **15.9 Sick Leave**

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

### **15.10 Maternity Leave**

- a) Maternity leave is leave approved for pregnant female employees to nurture their pregnancy and the newborn child for a period as prescribed by the Labour Law.
- b) An applicant for maternity leave would normally be expected to submit a letter from a Medical Officer advising when to start the maternity leave.
- c) The approving officer shall as much as possible be guided by the expert advice of the Medical Officer.
- d) The applicant may, however, apply to take six (6) weeks of her maternity leave before confinement if she is of the opinion that her health and that of the unborn baby may be affected by continued exertion at the work place.
- e) A woman on maternity leave may be granted maternity leave extension when she presents a medical certificate

that she is not fit enough to resume duty upon examination.

- f) When a woman obtains advice from a Medical Officer on when to start her confinement and deliberately conceals it and produces it after delivery, the effective date shall be calculated from the date on the medical certificate.
- g) The period of approved maternity leave shall count as continuous service to beneficiaries.
- h) Women returning from approved maternity leave are entitled to a half-day facility to end on the first anniversary of the birth of the child. Potential beneficiaries shall apply and obtain approval to that effect.
- i) Employees on maternity leave do not qualify for study leave with pay.

### **15.11 Vacation Leave**

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

### **15.12 Sabbatical Leave**

- a) Senior Members may be granted sabbatical leave upon application.
- b) An employee desiring to proceed on sabbatical leave must apply through the HoD and Dean to the Registrar for transmission to the Research, Conference and Scholarships Committee.
- c) The HoD and Dean/Director of the applicant must also indicate in writing the soundness of the request and an

assurance that the University will not suffer in the absence of the applicant.

- d) Senior Members qualify for sabbatical leave after teaching/administrative work or researching continuously for six (6) years.
- e) A paid study leave grant shall be treated as an interruption or break in service for sabbatical leave entitlement.
- f) Senior Members who serve six (6) years continuously shall be entitled to one (1) year sabbatical leave and ten (10) years uninterrupted service shall qualify for two (2) years' sabbatical leave.
- g) Senior Members who proceed on one (1) year sabbatical leave have to return to the service of the University at least for two (2) years and those on two (2) year's sabbatical leave have to return to serve the University for at least three (3) years
- h) Senior Members shall return to the service of the University after the sabbatical leave. The obligatory service after sabbatical leave is determined as the number of years of the leave period enjoyed plus one year. Staff on sabbatical leave may apply for one year leave of absence without pay to complete teaching, research or administrative programmes before returning to their employment. Members on one (1) year leave without pay after enjoying sabbatical leave must return to post after the one-year extension has lapsed.
- i) Sabbatical leave awardees who fail to return to post after the sabbatical leave shall be sanctioned for the investment made in them and the accompanying loss of teaching, research or administrative time from the staff.

- j) The losses occasioned by a Senior Member's failure to return from sabbatical leave shall be deducted outright from any benefits accruing to them. Legal means may also be used to recover any liability from sabbatical leave defaulters.
- k) Where sabbatical leave beneficiaries vacate their posts after the leave, the University shall withhold all benefits due the staff.

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

- a) The granting of study/sabbatical leave of any kind will be subject to the staffing position and the programme of work of a department. Study/sabbatical leave will not be granted merely because it has been earned under conditions of service. The University will, however, ensure that as much as possible, study/sabbatical leave is not withheld for unduly long periods.
- b) A Senior Member who intends to take study/sabbatical leave should consult his Head of Department in the early stages of his plans (at least six months' notice should normally be given to the Head of Department) and thereafter submit an application to the ViceChancellor using the approved 'Channels of Communication'
- c) Such an application should include a statement of what the applicant expects to do, how long he estimates that the proposed programme of work will take him, the time he wants to take the study/sabbatical leave and any other necessary information.

- d) The Head of Department will forward the application through the Dean of the faculty with his detailed comments to the Vice-Chancellor.
- e) No study/sabbatical leave or leave of absence will normally be granted within two academic years of recruitment or of return from study/sabbatical leave.
- f) Where study leave of more than one year has been granted, the employee concerned should send annual progress reports on his work to the Vice-Chancellor through his Head of Department.

### **15.13 Part-Time Study Leave**

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

### **16.0 SECONDMENT**

- a) A Senior Member who wishes to be seconded to an institution should have the said institution write formally to the Vice-Chancellor requesting and making

the case for the secondment. The Senior Member is also required to write to the Vice-Chancellor at the same time requesting said secondment.

- b) The Technical University will then satisfy itself that the secondment will ultimately be in the interest and to the advantage of both the Senior Member and the University. The Vice-Chancellor shall confer with the Senior Member and his Head of academic/administrative unit etc. If there are no reasons to refuse the secondment, an approval letter will be issued by the Vice-Chancellor, stating the duration of secondment and any other terms associated including any payments required to be made by the institution to the University.
- c) A seconded Senior Member still remains an employee of the Technical University and must conduct himself bearing cognizance of this. Salaries and other emoluments shall however, be the responsibility of the organization to which the Senior Member has been seconded. In this regard, a Senior Member on secondment which is not at the instance of the University has to vacate his University residence within three (3) months of taking up the new appointment.
- d) Time spent on secondment cannot count towards calculation of sabbatical leave and other leave provisions – except in the situation where the secondment was at the direct instance of the Technical University.
- e) A Senior Member is expected to return to the service of the University on completion of the secondment. Any extension would have to be discussed and negotiated provided that the total period spent on secondment does not exceed five (5) years. In the event that the

secondment and or any extension requested would keep the Senior Member away from the University for more than five (5) years (sixty (60) calendar months or ten (10) semesters), the Senior Member would be required to resign his position. Failure to do so would amount to vacation of post.

- f) A Senior Member whose request for secondment is refused but who proceeds on such secondment would be deemed to have vacated his post.
- g) All requests for secondment or extension of secondment must always allow or factor in a six (6) month notice period.

## **17.0 VACATION OF POST**

- a) Where a Senior Member, for some reason, is away from duty for more than ten (10) working days, the University may enquire into the reasons for the continuous absence and this may eventually result in the Technical University declaring the position of the Senior Member vacated from the date on which he left his post. A member who has vacated his post would not be deemed to have given notice of his intention to leave the service of the Technical University.
- b) If a Senior Member fails to return to the service of the Technical University after paid leave (Sabbatical, Study Leave or any other leave), he shall be deemed to be on leave without permission and subject to paragraph 17(a) above, his post shall be declared vacated. He shall refund all expenditure incurred on him during such leave including cost of passages, University contributions towards maintenance of his social security benefits and other fees.

## **18.0 LEAVE AND UNIVERSITY ACCOMMODATION**

### **18.1 Leave of Absence**

Entitled staff proceeding on Leave of absence may retain their University houses. Where the leave is for a period of more than twelve (12) months, the staff shall surrender their houses after a grace period of three (3) months.

### **18.2 Sabbatical Leave**

Senior Members going on Sabbatical Leave may keep their houses during the leave period.

### **18.3 Study Leave**

Entitled staff proceeding on a year's Study Leave may keep their houses while on leave. Those proceeding on more than a year's study leave may, however, be required to surrender their houses after a grace period of six (6) months. Senior Members taking their study leave in Ghana may keep their houses during the period of leave.

- a) The grace periods noted in section 18.3 above are on the assumption that the Senior Member has family living in the house who would need to be given time to vacate the premises. Should there be no such family, then the Senior Member would be required to surrender the house before leaving for study leave.

## **19.0 GROUP PERSONAL ACCIDENT POLICY**

The Technical University would take the above policy for officers who travel frequently to carry out official duties on behalf of the Technical University or whose duties involve risks or are hazardous in nature.

## **20.0 DEATH GRATUITY**

The appropriate pension and welfare schemes shall apply.

## **21.0 MEDICAL AND DENTAL CARE**

- a)** An employee, his spouse and children, while resident in Ghana, shall contribute to a health insurance scheme.
- b)** Subject to Government Policy, an employee shall receive medical and dental attention from a University Medical Officer or a Medical Officer designated by the University.
- c)** Medical and dental attention to be obtained on the specific prior written recommendation of a University Medical Officer or of a Medical Advisor to whom an employee or a member of his family has been directed in advance by a University Medical Officer or a Medical Officer designated by the University, provided that: -
  - i.** all medical and dental attention shall exclude subsistence costs in hospital;
  - ii.** the cost of any travel necessary in order to receive such attention and to return to the University will be borne by the University subject to the approval of the Vice-Chancellor in each case;
  - iii.** the University Council may authorize that an employee be reimbursed the cost of medical or dental attention taken outside the scope of the condition contained in this paragraph
  - iv.** the University shall refund to only the employee the cost of medical and dental appliances such as spectacles once every two (2) years and other medical

and dental appliances such as, hearing aids, artificial limbs and dentures once in every three years

- v. in cases of chronic ill-health, financial responsibility in respect of the spouse or children of an employee will be determined by the University Council.
- d)** Subject to Government policy, expenses on medical treatment outside Ghana in respect of a member of staff, or spouse or child of a member of staff may be met by the University on the recommendation of a Medical Board.
- e)** A husband or a wife or parent may accompany a wife or a husband or child respectively on certification by the Medical Board that this is necessary.
- f)** The application of this privilege to dependants should be restricted to spouse and children and the recommendation for medical treatment outside Ghana should be made by the Medical Board.
- g)** When an employee of the University or spouse or child is referred for medical treatment outside Ghana, the University shall apply to government for funding.
- h)** If the Medical Board recommends that a nurse should accompany a patient on treatment outside Ghana, the nurse shall be granted passages and estacode allowance at full rate.
- i)** If the Medical Board recommends in special circumstance that the patient should be accompanied by one of the persons designated in paragraph 21(h), then that person accompanying the patient shall be granted passages and estacode allowance equivalent to the difference between the full rate and the rate recommended for the patient.

## **22.0 ILL-HEALTH PROCEDURE**

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

- a) When a Senior Member/Senior/Junior Staff suffers from an illness which causes his absence from duty for a continuous period of seven days, then at the end of this period he is required, if in residence in the University, to furnish to the Vice-Chancellor a medical report from a University designated Medical Officer, or if not in residence in the University at the time of illness, a report from a registered Medical Practitioner.
- b) If the report under paragraph 22(a) above certifies that the continued absence from duty is necessary, the Senior Member/Senior/Junior Staff may be relieved of his obligation to discharge his duties without the loss of salary for periods not exceeding a total of six (6) months. Thereafter the Senior Member will receive half salary for another six (6) months. At the end of the period, he will be referred to Medical Board for a decision.

## **23.0 MEDICAL CARE FOR PENSION/RETIRED STAFF**

The University shall provide free medical care for retired staff and spouse till death.

## **24.0 DEATH OF A SENIOR MEMBER**

- a. **Provision of Coffin or Shroud/Customary Drinks**  
On the death of a Senior Member while in service, the University shall provide customary drinks, a coffin or a shroud and transport or determine the cost of the coffin or shroud and pay same to the bereaved family who opt not to receive these items.

- b. **Housing for Dependants of Deceased Senior Members** In the event of death, the spouse and/or dependants of a deceased Senior Member shall be allowed to stay in University housing for a period not exceeding six (6) months.
- c. **Payment of Final Salary in the event of Death** On the death of a Senior Member, ex-gratia equivalent to six (6) months' basic salary shall be paid to the registered spouse, children or next of kin.

#### **24.1 Death of a Senior/Junior Staff**

On the death of an employee, six (6) months' basic salary shall be paid to his spouse and/or children on university records.

#### **25.0 RETIREMENT BENEFITS**

- a) Retirement benefits shall be regulated under the appropriate pension scheme.
- b) A Senior Member who retires compulsorily or voluntarily at age fifty-five (55) or more after at least ten (10) years' service shall be entitled to payment of *ex-gratia* award of a month's basic salary for every year of service.
- c) On retirement of a Senior/Junior Staff, one (1) month's salary shall be paid for every successful year of service under the conditions stated in the Appendix. This shall apply to only staff who have served in the University for a minimum of ten (10) years.

#### **25.1 Ex-Gratia Award**

This will be paid according to current policies and practice.

## **26.0 EMPLOYEE RECORDS**

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

## **27.0 OFFICE HOURS**

An employee will normally be required to attend duty for not more than the statutory number of hours per each working week. For the avoidance of doubt, working hours shall be from 8.30 a.m. to 4.30 p.m every working day.

## **28.0 PRESS AND BROADCASTS**

- a) Disciplinary action shall be initiated against any employee who is the author of any anonymous publication, in the form of letters, articles etc. or is party to any such publication, or who in any publication bearing his signature discusses any matter concerning the University in a manner calculated to undermine confidence in the University.
- b) No employee, unless specifically authorized, shall communicate either directly to the Press, or to any unauthorized person any information gained in the course of his official duty.

## **29.0 DISCIPLINE**

### **29.1 Misconduct**

Misconduct is any act or omission likely to render an employee liable to disciplinary action. The contravention or failure to observe staff regulations without reasonable cause shall be regarded as misconduct. Misconduct is clearly spelt out in Statute 55.

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

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

### **29.2 The Disciplinary Procedure for Senior Members**

- a. Disciplinary proceedings involving Senior Members shall be referred to the Disciplinary Board of the Technical University, membership of which is in Schedule E of the

Statutes. The Disciplinary Board shall conduct an enquiry into the charge or charges made against a Senior Member and make recommendations to the Vice-Chancellor as the Chief Disciplinary Officer of the Technical University.

- b. In all cases of alleged misconduct for Senior Members, the Disciplinary Board shall formally charge the Senior Member concerned of misconduct and request the member to respond to the charge or charges by a certain date.
- c. The alleged offender is entitled to:
  - i. Be represented by Counsel
  - ii. Invite witnesses
  - iii. Cross examine witnesses against him
  - iv. The right to appeal to Council within 7 days of notification.
  - v. If the person being investigated fails or refuses to comment on the charge(s) preferred against him/her, the Board shall go ahead to invite witnesses, subsequently form an opinion, and make recommendations to the Vice-Chancellor.
- d. The Vice-Chancellor may, in his judgment or on the recommendations of the Board, cause a person charged with an offence likely to result in the imposition of a major penalty to be interdicted for the period that the matter is being investigated.
- e. During the period a Senior Member is on interdiction, the Vice-Chancellor may, on advice or in his or her own discretion, prescribe the salary of the affected Senior Member, but shall not be less than two-thirds of his/her gross salary. When the person wins the case, the deduction during the interdiction shall be refunded to him/her.
- f. Any Senior Member who is absent from duty without leave or reasonable cause shall not be entitled to his/her salary for the period that he/she stays away from duty. The

non-payment of salary shall be without prejudice to any disciplinary action which may be taken against him/her.

- g. Without prejudice to instituting disciplinary proceedings in respect of any absence from duty without leave or reasonable cause for more than ten (10) consecutive working days, a Senior Member may be regarded as having resigned from his/her employment without notice. If his/her whereabouts is known, he/she must be informed in writing that his absence has been so regarded.

### **29.3 Disciplinary Procedure for Senior and Junior Staff**

- a. In the case of Senior/Junior Staff, the Vice-Chancellor shall appoint an ad hoc committee which shall report to the Vice-Chancellor.
- b. When a Unionised Staff is charged with an offence likely to result in the imposition of a major penalty, the person shall be served the charge(s) to respond to by a certain date.
- c. The person charged with the offence(s) is entitled to:
  - i. Invite witnesses to plead his/her cause;
  - ii. Cross examine witnesses against him/her;
  - iii. Enjoy the services of Counsel;
  - iv. Have representation on the Committee of Enquiry investigating the case;
  - v. The right of appeal to the Vice-Chancellor
- d. Where a Senior/Junior Staff is charged with an offence(s), he/she shall be entitled to all reliefs available to the other categories of staff. Additionally, he/she shall have the right of his/her union representative to be part of the Committee examining the alleged offence(s).

## 29.4 Penalties

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

### 29.4.1 Minor Penalties

Minor penalties or sanctions in the Technical University according to Statute 71.3 are:

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

#### 29.4.1.1 Reprimand

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

#### 29.4.1.2 Withholding/Stoppage of Annual Salary Increment

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

- i. Where an HoD or Dean is convinced that an employee has not earned his/her annual increment, he/she shall inform

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

#### *29.4.1.3 Postponement of Promotion*

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

#### *29.4.1.4 Withholding of salary*

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

#### *29.4.2 Major Penalties*

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

- i. Dismissal
- ii. Termination of appointment
- iii. Suspension

- iv. Forfeiture of pay for stated period
- v. Reduction in rank or grade
- vi. Interdiction
- vii. Deferment of increment

#### *29.4.2.1 Dismissal*

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

#### *29.4.2.2 Termination of Appointment*

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

#### *29.4.2.3 Suspension*

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

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

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

#### *29.4.2.5 Reduction in Rank*

An employee may be reduced in rank as an approved sanction following disciplinary proceedings. This may come about through dereliction of duty or failure to match up to new responsibilities. In the case of reduction in rank, the employee

is placed on a grade lower than the grade being enjoyed before the sanctioning with a correspondingly lower salary.

#### *29.4.2.6 Interdiction*

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

#### *29.4.2.7 Deferment of Increment*

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

### **30.0 HANDING AND TAKING OVER FORMALITIES**

- a. Proper handing and taking over notes must be prepared in all cases of internal reshuffling, postings, resignations, and retirements.
- b. The handing over notes must cover all inventories, for example, paper files, books, stores, staff lists and capital items such as computers, cabinets, photocopiers, clocks, vehicles, equipment, and other movable items.
- c. The handing over notes should also cover one's impressions about the duties he/she is leaving behind and the challenges involved or likely to come up with time.
- d. Any officer who fails to diligently prepare handing over notes shall be recalled at his/her own expense to prepare a more detailed report if questions over propriety arise later.
- e. Losses or shortages of Technical University property detected within a month after taking over which cannot be traced in the handing over notes shall be placed at the doorsteps of the person who handed over.
- f. The Officer handing over shall be held liable for deficiencies or shortage between stocks and physical items at the time of the handing/taking over.

- g. Copies of handing/taking over notes must at all times be submitted to any superiors who need to know. Handing over notes between HoDs, Deans, Faculty Officers, Directors must be copied to the ViceChancellor, Registrar, Director of Finance, the Director of Internal Audit, Director of Estates, and other relevant officers.
- h. There shall be a file on handing/taking over which captures the history of incumbency of positions in the Technical University.
- i. The handing over notes must be signed by both the person handing over and the person taking over and dated.

### **31.0 CHANNELS OF COMMUNICATION**

- a. All members of staff are free to consult the ViceChancellor, the Registrar, and Directors (hereinafter referred to as Central Administration) on any matters affecting their Departments, Faculties/Schools, Colleges and Campuses.
- b. All official letters from individuals to the Central Administration should be routed through the Head of Department.
- c. All official letters from Heads of Department to the Central Administration should be routed through the Dean of the Faculty/School and copied to the Pro Chancellor.
- d. All official letters from Deans to the Central Administration should be routed through the Pro ViceChancellor.
- e. Notwithstanding the normal channels of communication stated in this section, in exceptional circumstances, staff may write directly to appropriate offices.
- f. Letters from members of staff of

Administrative/Professional Departments to the Vice-Chancellor, the Registrar or Directors should be routed normally through the Head.

- g. Heads of Department should comment fully on letters sent through them by the Departmental staff to the Administration. This is necessary to facilitate decision-making.
- h. Correspondence with the Registrar and Directors should be copied to the Vice-Chancellor.
- i. Letters from the Central Administration to Heads of Department, Deans/Directors, Pro Vice-Chancellor should be acted upon expeditiously.