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CRITERIA FOR APPOINTMENT AND PROMOTION FOR SENIOR MEMBERS (ACADEMIC STAFF) OF KOFORIDUA TECHNICAL UNIVERSITY

1 GENERAL PROVISIONS FOR APPOINTMENTS AND PROMOTIONS

The objective of this document is to specify the criteria, expectations and the approach used by the Appointments and Promotions Committee to make decisions on applications submitted. Appointments and promotions shall be in accordance with the provisions in the Act establishing the University, the Statutes of Koforidua Technical University (KTU) and the Scheme of Service of staff of Technical Universities. Innovation, integrity and impact of research and professional activities of faculty members are essential core values and are taken seriously in arriving at decisions on appointments and promotions. Appointments and Promotion shall be based on the attainment of requisite qualifications and performance in the assessable areas. Critical and candid opinions and recommendations of External Assessors are essential part of the appointments and promotions of staff of KTU.

The following three levels of Committees/Boards shall see to the appointment and promotion of Senior Members and other staff of the University:

- Faculty Appointments and Promotions Committee (FAPC)
(Faculty Appointments and Promotions Review Committee)
- University Appointments and Promotions Board (UAPB)
- Appointments and Promotions Committee (APC)

2. APPOINTMENTS AND PROMOTIONS COMMITTEES/BOARDS

2.1 FACULTY APPOINTMENTS AND PROMOTIONS COMMITTEE

The Faculty Appointments and Promotion Committee is a sub-committee of the University Appointments and Promotions Board. The composition, functions and conditions of the Faculty Appointments and Promotions Committee are as follows:

2.1.2 Membership

The Faculty Appointments and Promotions Committee shall comprise the Dean of the Faculty as the Chairperson, all persons of professorial status, all Heads of Department within

the Faculty, and the Faculty Administrator as the Secretary (not below the rank of Assistant Registrar). In evaluating the application the following shall be strictly observed:

- a) Where the Head of Department is below the rank of the grade to which the applicant is seeking promotion, the Head of Department shall not assess the applicant but forward all documents of the applicant to the Faculty Appointments and Promotions Committee.
- b) Where the Dean is below the rank of the grade to which the applicant is seeking promotion, the Dean shall not assess the applicant but forward all documents of the applicant to the University Appointments and Promotions Board.
- c) On the other hand if the Dean is of higher or similar rank to the position applied for, he/she shall assess the applicant's application and forward his/her confidential assessment to the Faculty Appointments and Promotions Committee.

2.1.3 Functions

The Faculty Appointments and Promotions Committee shall consider applications for appointments and promotions to Senior Member positions in the Academic Departments in the University.

- (a) Applications for appointments and promotions shall be forwarded to the Head of Department in the first instance.
- (b) The Head of Department shall then forward each application with his comments to the Dean.
- (c) Upon receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Committee for consideration.
- (d) No application shall be withheld from the Faculty Appointments and Promotions Committee.
- (e) The Committee shall consider all applications for Appointments and Promotions and shall forward the papers of all applicants with its comments and recommendations to the University Appointments and Promotions Board.
- (f) Where any member of the Committee is being considered for appointment/promotion, he/she shall not participate in the discussions.
- (g) The Committee shall conduct no business unless there are, at least, three members present.

- (h) Pursuant to Schedules B10 (a) and E of the Statutes of the University, membership of the Faculty Appointments and Promotions Committee (the Faculty Appointment and Promotion Review Committee) must be of a rank higher or same as the rank to which the application is being made.
- (i) If the membership of the Committee is less than three, then the papers of the candidate shall be forwarded directly to the University Appointments and Promotions Board for its consideration.

2.2 UNIVERSITY APPOINTMENTS AND PROMOTIONS BOARD

There shall be a University Appointments and Promotions Board for the engagement of the services of senior members and other staff of the university.

2.2.1 Membership and Tenure

- (a) Membership of the University Appointments and Promotions Board shall comprise:
 - (i) Vice Chancellor - Chairperson;
 - (ii) Pro Vice Chancellor of the University;
 - (iii) Two (2) Members not below the rank of Professor elected by the Academic Board, one to represent Science, Engineering and Technology, and the other to represent the Applied Arts and Vocational;
 - (iv) Dean of the Faculty/School or Institute to which appointment is being made (provided the Dean is of similar or higher rank to which the applicant is seeking for);
 - (v) Head of Department/Unit in which the appointment is being made (provided the Head of Department is of similar or higher rank to which the applicant is seeking for);
 - (vi) At least one (1) External Assessor in the candidate's area of specialization.
- (b) The Registrar shall be in attendance and act as Secretary.
- (c) The term of office of all members of the Board (other than ex-officio members) shall be two (2) years subject to re-appointment or re-election.

2.2.2 Meetings and Quorum

- (a) The Appointments and Promotions Board shall meet as and when necessary.

- (b) The quorum for meeting shall be five members including the Vice Chancellor.
- (c) Where the University Appointments and Promotions Board cannot form a quorum, all the applications shall be forwarded to the University Council.

2.2.3 Functions

The Appointments and Promotions Board shall:

- (a) Recommend to Council for the appointment of Senior Members (teaching and non-teaching e.g. Assistant Lecturer, Lecturer, Lecturer and above and equivalent grades).
- (b) Recommend the appointment and promotion of senior and junior staff.
- (c) Engage and promote other Senior Members on behalf of Council.
- (d) Approve an appointment for a period of up to one (1) year in urgent cases, pending the regularization of the appointment.
- (e) To recommend to Council the appointment of Academic and Administrative staff where appropriate.
- (f) Draw up and review the criteria for appointment/promotions from time to time.

2.2.4 Rules and Procedures

- (a) No business shall be conducted in the absence of the Vice Chancellor of the University or the Pro Vice Chancellor of the University.
- (b) The Vice Chancellor shall be present for appointments or promotions.
- (c) The Board shall review applications received in the light of the following:
 - i. Applicant's formal qualifications, experience and age;
 - ii. Status of contract (short-term, long-term, post-retirement, etc.);
 - iii. Recommendations of the Departments/Units where applicable
 - iv. Report(s) of External Assessors where applicable.
- (d) Appointment/promotion shall be made to a named department or departments/unit.
- (e) Proceedings of the Appointments and Promotions Board shall be kept in the form of minutes on general policy matters and minutes of individual appointments.

- (f) Minutes on general policy matters shall be sent to all Heads of Department/Units.
- (g) Relevant extracts from the minutes in respect of individual appointments shall be made available only by the Vice Chancellor to competent authorities if required.
- (h) All documents in the appointment process and all discussions at the Appointment and Promotions Board shall be confidential.
- (i) The Registrar of the University shall communicate the decision of the Appointment and Promotions Board to the applicant within three weeks, and in the case of appointments requiring prior approval by the University Council, within two (2) weeks after such approval.
- (j) The Appointment and Promotions Board may, on application, review its own decisions affecting appointment/promotion. For this purpose, the full membership of the Appointment and Promotions Board shall be present.
- (k) Appeals shall lie from the Appointment and Promotions Board to the University Council. In considering such appeals, Council may be assisted by an expert appointed by Council.
- (l) Any member who disagrees with the decisions of the Appointment and Promotions Board may petition Council within the seven (7) days on receipt of the communication from the Secretary of the University. Council's decision on any appeal is final.

2.3 APPOINTMENTS AND PROMOTIONS COMMITTEE

There shall be a Council's Appointments and Promotions Committee for the engagement of the services of Senior Members and other staff of the University.

2.3.1 Membership and Tenure

- (a) Membership of the Appointments and Promotions Board shall comprise:
 - (i) External Academic Council Member - Chairperson;
 - (ii) Vice Chancellor
 - (iii) At least One External Assessor in the candidate's area of specialization.
 - (iv) And any other person the Council may determine
- (b) The Registrar shall be in attendance and act as Secretary.

- (c) The term of office of all members of the Committee (other than ex-officio members) shall be two (2) years subject to re-appointment or re-election.

2.3.2 Meetings and Quorum

- (a) The Appointments and Promotions Board shall meet as and when necessary.
- (b) The quorum for meeting shall be three (3) members including the Vice Chancellor.

2.3.3 Functions

The Appointments and Promotions Committee shall:

- (a) Evaluate recommendations and reports submitted by the University's Appointments and Promotions Board
- (b) Evaluate any human resource issues that may be brought to Council by Management.
- (c) Any other human resource issues that council may determine.

3.0 APPOINTMENTS

3.1 Assessable areas for Appointments

The assessable areas for appointment shall be as follows:

- (i) Academic Qualification
- (ii) Teaching or relevant professional experience
- (iii) Promotion of knowledge

3.2 Eligibility for Appointment

3.2.1 Assistant Lecturer / Assistant Research Fellow

For appointment to the grade of Assistant Lecturer / Assistant Research Fellow, applicant must have a relevant master's degree or equivalent professional qualification in relevant discipline.

3.2.2 Lecturer / Research Fellow

For appointment to the grade of Lecturer / Research Fellow, applicant must have a terminal degree in the relevant subject area.

3.2.3 Senior Lecturer / Senior Research Fellow

For appointment to the grade of Senior Lecturer / Senior Research Fellow, applicant must have a terminal degree and must have served satisfactorily as a Lecturer for a minimum of four (4) years and shown evidence of outstanding performance in the three performance criteria areas.

3.2.4 Associate Professor

For appointment to the grade of Associate Professor, applicant must have a terminal degree and must have served as a senior lecturer for a minimum of four (4) years and shown evidence of outstanding performance in the three performance criteria areas.

3.2.5 Professor

For appointment to the grade of a Professor, applicant must have a terminal degree, PhD, DTech or its equivalent and must have served for at least four (4) years as an Associate Professor. In addition, the applicant must meet the minimum scores in the three performance areas.

3.3 Appointments under Special Circumstances

3.3.1 Appointment of an Applicant with Industrial/Research experience without any teaching experience to a Lecturer/Research Fellow

Applicants must have a Research Master's degree in a relevant subject area, and must have worked in a relevant industry/research institution satisfactorily in a position equivalent to an Assistant Lecturer (e.g. Assistant Research Scientist) for a minimum of four (4) years and must support his/her application with a minimum of eight (8) publications published in recognized peer reviewed journals. In addition, the applicant shall teach for at least one (1) year to be assessed before he/she can qualify to apply. Furthermore, External Assessors shall be required to evaluate applicant's publications and other relevant materials in the line with the University's criteria for appointment and promotion.

3.3.2 Appointment of an Applicant with Industrial/Research experience without any teaching experience to a Senior Lecturer /Senior Research Fellow

Applicants must have a terminal degree in a relevant subject area, and must have worked in a relevant industry/research institution satisfactorily in a position equivalent to a Lecturer (e.g. Research Scientist) for a minimum of four (4) years and must support his/her application

with a minimum of twelve (12) publications published in recognized peer reviewed journals. In addition, the applicant shall teach for at least one (1) year to be assessed before he/she can qualify to apply. Furthermore, External Assessors shall be required to evaluate applicant's publications and other relevant materials in the line with the University's criteria for appointment and promotion.

3.3.3 Appointment of an Applicant with Industrial/Research experience without any teaching experience to an Associate Professor

Applicants must have a terminal degree in a relevant subject area, and must have worked in a relevant industry/research institution satisfactorily in a position equivalent to a Senior Lecturer (e.g. Senior Research Scientist) for a minimum of four (4) years and must support his/her application with a minimum of sixteen (16) publications published in recognized peer reviewed journals. In addition, the applicant shall teach for at least one (1) year to be assessed before he/she can qualify to apply. Furthermore, External Assessors shall be required to evaluate applicant's publications and other relevant materials in the line with the University's criteria for appointment and promotion.

3.3.4 Appointment of an Applicant with Industrial/Research experience without any teaching experience to a Full Professor

Applicants must have a terminal degree in a relevant subject area, and must have worked in a relevant industry/research institution satisfactorily in a position equivalent to an Associate Professor (e.g. Principal Research Scientist) for a minimum of four (4) years and must support his/her application with a minimum of twenty (20) publications published in recognized peer reviewed journals. In addition, the applicant shall teach for at least one (1) year to be assessed before he/she can qualify to apply. Furthermore, External Assessors shall be required to evaluate applicant's publications and other relevant materials in the line with the University's criteria for appointment and promotion.

3.4 Progression from one Rank to Another

- (1) Promotion shall normally proceed from one rank to the immediate next rank and that is, from lecturer to senior lecturer to associate professor to professor.
- (2) Without prejudice to subsection (1), a senior member of the University may apply at any time to be promoted to a rank for which that member feels qualified.

(3) In the case of an application for promotion from Lecturer to Senior Lecturer the applicant shall have completed the first two years of probation before becoming eligible to apply.

3.5 Procedure for an Appointment

3.5.1 Invitation for Application for Appointment

1. Vacancies shall be announced by internal or external advertisement as appropriate.

The vacancies may be filled through:

- (a) secondment from other universities under a scheme of staff exchange;
 - (b) technical assistance between the University and another agency;
 - (c) a recommendation to the Vice Chancellor by the Dean in consultation with the Head of Department, as appropriate; or
 - (d) application by individuals on their own initiative.
2. Notwithstanding subsection (1), a Senior Member of the University may apply for promotion at any time.

3.5.2 Attainment and Performance Evaluation for Appointment

Performance evaluation for Appointment shall be by the following:

- (i) The Head of Department
- (ii) The Faculty Appointments and Promotions Sub- Committee
- (iii) University Appointments and Promotions Board

3.5.3 Assessment by Head of Department

The Head of Department shall use the information provided by the applicant as a basis to assess the applicant in the areas of attainment and performance. For each area, the Head of Department shall assess the application with justifiable reasons. Where the Head of Department is below the rank of the grade to which the applicant is seeking promotion, the Head of Department shall not assess the applicant but forward all documents of the applicant to the Faculty Appointment and Promotions Committee through the Dean of the respective Faculty.

3.5.4 Assessment by Faculty Appointments and Promotions Committee

The Faculty Appointments and Promotions Committee shall use the information provided by the applicant, the Head of Department's assessment, their interview results and confidential reports on the applicant as a basis to assess the applicant performance and give justifiable reasons

3.5.5 Assessment by University Appointments and Promotions Board

The final assessment shall be made by the University Appointments and Promotions Board using as basis evidence provided by the applicant, the Faculty Appointments and Promotion Sub- Committee, confidential reports and results obtained by interviewing the applicant. As a norm at all the levels of appointments and promotions, no person with rank lower than the one to which the application is being made shall participate in that discussion.

3.5.6 Decisions of the University Appointments and Promotions Board

Decisions of the University Appointments and Promotions Board shall be communicated to applicants within fourteen (14) days unless the application has to be referred to Council for approval.

3.5.7 Effective Date of Appointment

The effective date of appointment shall be from the date of assumption of duty by the applicant.

3.5.8 Withdrawal of Offer of Appointment

Successful applicants who do not assume duty on the agreed date of assumption may have their appointments withdrawn.

3.5.9 Right of Appeal

Successful applicants on account of failure to assume duty shall have the right to appeal.

3.5.10 Duration of Appointments

(i) Assistant Lecturer/ Assistant Research Fellow grade

The Assistant Lecturer/Assistant Research Fellow position is a temporary one designed for prospective Lecturers. Such a candidate shall be appointed for a period of two (2) years and renewable for a further period of two (2) years only. The appointment of the Assistant Lecturer may be terminated unless the candidate registers for and obtains a terminal degree to qualify for appointment as Lecturer within the above-mentioned period. The Assistant Lecturer/Research Fellow must go through the relevant Appointments and Promotions procedure to be appointed.

(ii) Lecturer/ Research Fellow/Senior Lecturer/ Senior Research Fellow grades

Appointment to the position of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term upon satisfactory performance. A Lecturer/Research Fellow's

appointment may be renewed up to a minimum of two (2) terms, that is, a total of twelve (12) years upon which the appointment may be terminated unless the applicant qualifies for promotion to Senior Lecturer. Lecturer already in service with Masters' degree must upgrade to PhD or equivalent degree by the end of the second term.

(iii) Professorial grade

This is tenured appointment which shall be up to the compulsory retiring age.

3.5.11 Renewal and Termination of Appointments

(i) Assistant Lecturer/ Assistant Research Fellow grade

A candidate shall be appointed for a period of two (2) years and his/her appointment renewed for a further period of two (2) years only. The appointment of the Assistant Lecturer/ Assistant Research Fellow may be terminated unless the candidate registers for and obtains a terminal degree to qualify for appointment as Lecturer within the above-mentioned period.

(ii) Lecturer/ Research Fellow

Appointment to the position of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term upon satisfactory performance. A Lecturer/Research Fellow's appointment may be renewed up to a minimum of two (2) terms, that is, a total of twelve (12) years upon which the appointment may be terminated unless the applicant qualifies for promotion to Senior Lecturer. Lecturer already in service with Masters' degree must upgrade to PhD or equivalent degree by the end of the second term.

3.5.12 Contract Appointments

(i) Eligibility: Appointments on contract beyond the compulsory retiring age may be recommended by the Faculty Appointments and Promotion Sub-Committee on evidence of the following:

- a. Good Health
- b. Non availability of staff on critical areas of specialization and where there are no prospects of immediate recruitment.
- c. Continued academic activity after his/ her last appointment/ promotion

(ii) Duration: Appointments on contract beyond the compulsory retiring age shall be in consonance with the constitutional provisions of Ghana and the University's internal regulations.

3.5.13 Appointment of Emeritus Professor

- i. The candidates for the position of Emeritus Professor shall be active in their fields and easily accessible to the university
- ii. The title Emeritus Professor shall be conferred on a full professor who is no longer in the employment of the University
- iii. Nomination shall be considered by the Department, reviewed by the Faculty Appointments and Promotions Committee and the University Appointments and Promotions Committee, whose report shall be placed before the Academic Board. The recommendations of the Academic Board shall be placed before Council for consideration and approval
- iv. A stipend is not attached to the position of Emeritus Professor, but the appointee shall have access to the University facilities such as library and secretarial support and may assist the work of the Department.

3.5.14 Visiting Faculty

- (i) Appointments of visiting scholars shall be upon the recommendation of the Head of Department.
- (ii) The applications shall be reviewed by the Faculty Appointments and Promotions Committee which shall submit a recommendation including curriculum vitae to the University Appointments and Promotions Board.
- (iii) Such appointment shall be for a period of one (1) year in the first instance and may be renewed for another one (1) year only.
- (iv) In consultation with the Dean or Head of Department, the Vice Chancellor may, in urgent cases, approve a temporary appointment for a period of up to one year, to which the designation “visiting faculty” shall apply.

4.0 PROMOTIONS

4.1 Assessable Areas for Promotions

- (1) Subject to the provisions dealing with basic qualifications, Senior Members applying for appointment or promotion will be evaluated on the basis of:
 - (a) Teaching
 - (b) Research and Scholarly works
 - (c) Innovation works, etc
 - (d) University, Departmental and Public Service
 - (e) Professional Activities.

(2) Other factors that may be considered include:

- (a) the recommendations of the Faculty or Registry Appointments and Promotions Review Committee
- (b) applicant's formal qualifications
- (c) summary of annual reports dating to last appointment or promotion
- (d) Summary of student assessments in the last five (5) years (if holding teaching appointment).

(3) External Assessment

The applicant's publications shall be assessed and recommended by at least two (2) external Assessors.

4.1.1 Teaching

(1) Where teaching is the primary and core duty of a senior member, the candidate for promotion shall be required to demonstrate an ability to teach effectively in addition to his other responsibilities.

(2) In judging a candidate's effectiveness in teaching, the appointing authority shall consider the candidate's command of his subject; his continuous growth in his/her field; his/her ability to organise and present his/her materials with clarity; his ability to excite intellectual curiosity in his students and to stimulate advanced students to original work; and the extent and skill of his participation in the general guidance and counseling of students. Council shall, on the recommendation of the Academic Board, develop an appointment instrument for implementing this provision.

(3) The Appointing Authority is required to consider the following factors and criteria in the evaluation of teaching performance:

- (a) demonstrated competence in the subject matter in the classroom and public presentations, including seminars, colloquia, conferences and inter-faculty lectures;
- (b) effectiveness in the development and use of innovative methods in teaching;
- (c) guidance and leadership in student activities;
- (d) initiation and participation in curriculum development (e.g. introduction of new courses or programmes);
- (e) textbook authoring;
- (f) effectiveness in supervising research projects and graduate students; and
- (g) teaching load.

4.1.2 Research, Scholarly and Innovation Contributions

(1) For purposes of appointment and promotion of senior members, the appointing authority shall take account of research and creative scholarship of demonstrable quality. Evidence of research and scholarship should be based upon the senior member's published research in refereed journals, conference proceedings, monographs, technical reports or an original professional work such as architectural or engineering designs, computer software or film or drama productions or other creative works.

(2) In the evaluation of a candidate's research and scholarly contribution the following types of research shall be recognized:

- (a) *Independent Research*: This should be based upon the candidate's own interests and needs;
- (b) *University Sponsored Research*: This is research based on specific areas of interest of the University and may be funded with research grants and or released time of the senior member in question. The research may be either basic or applied;
- (c) *Contract Research*: This is research based upon the needs and interests of an external client who funds the research in return for access to the results; the client usually identifies the problem while the task of the researcher is solely to provide the solution and deliver the results on schedule and within the time frame set by the contract. The contract would often have a confidentiality clause and may also restrict publication of the results of the research. However, such result should be considered of high value to the University.
- (d) *Published Text and Reference Books*: This is research aimed at publishing textbooks and reference materials and includes translation of specialized scientific and scholarly works, reviews of rare books and published research by scientific societies approved by the Academic Board;
- (e) *Inventions and Novelties*: This research consists mainly in scientific inventions or new discoveries which have been patented by the researcher or the University with recognized patent agencies in any part of the world

(3) The appointing authority shall also consider the following in the evaluation of a senior member's research and scholarly accomplishments:

- (a) Contributions in the area of coordination of knowledge such as survey articles and books reviews;
- (b) Technical reports authored;
- (c) Prizes and awards received for scholarly achievement; and

(4) For purposes of this section, publication shall mean:

- (a) Papers in internationally recognized refereed journals (local and external);

- (b) Papers in refereed proceedings in international conferences and specialized symposia
 - (c) Refereed, published or accepted-for-publication technical reports from specialised university research centres or other internationally recognized research and policy institutions;
 - (d) Refereed textbooks and reference books;
 - (e) Refereed authentication review of rare books;
 - (f) Refereed translation of specialized scientific books and other scholarly works;
 - (g) Refereed books and research reports published by scientific societies approved by the Academic Board;
 - (h) Inventions and novelties that patents from recognized patent agencies approved by the Academic Board; and
 - (i) Distinguished creative activities in accordance with criteria approved by the Academic Board.
- (5) In the evaluation of books, articles, technical reports, inventions and novelties and other scholarly works accepted as publication, the key ingredient should be on quality not quantity. The Assessor can judge the significance of a publication by examining the quality of the journals in which it appears, the use to which other researchers have made of it or by requesting testimony from distinguished scholars or authors in the candidate's field of research.

4.1.3 Service (University, National and International)

- (1) The appointing authority shall give due recognition to and take account of the contribution of a Senior Member to University, National and International.
- (2) In the case of departmental service, account shall be taken of a senior member's contribution to the administration and development of his department, faculty or college including but not limited to effective participation in departmental, college and university committees.
- (3) Service rendered by a senior member to the local (non-university) community and the country, both in their special capacities as scholars and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These may include organizing short courses, national or international conferences, seminars, workshops, technical projects, authoring articles for the general public, translations, Service on editorial boards of scholarly journals, membership of technical committees of international or national conferences or symposia, high level consulting work, identifying needs and elaborating coherent training programmes in some areas of expertise, as well as establishing a link for technical cooperation between the University and other institutions in specific areas of expertise.

(4) The professional activities of a senior member shall be recognized in the evaluation of their applications for appointment and or promotion. In particular, account shall be taken of the candidate's contribution to the development of his profession through those activities where appropriate, for example, in the case of a senior member from the College of Health Sciences, provision of clinical services to a hospital.

4.2 Eligibility for Promotion

4.2.1 Lecturer/Research Fellow

Applicants must hold a terminal degree (PhD) or its equivalent professional qualification in a relevant subject area. Appointment to the position of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term upon satisfactory performance. A Lecturer/Research Fellow's appointment may be renewed up to a maximum of two (2) terms that is a total of twelve (12) years upon which the appointment may be terminated unless the applicant qualifies for promotion to Senior Lecturer position. Lecturers already in service with Master's degree must upgrade to PhD or its equivalent degree by the end of the second term renewal.

4.2.2 Senior Lecturer /Senior Research Fellow

Applicants must have a terminal degree (PhD) or its equivalent, and must have served satisfactorily as a Lecturer for a minimum of four (4) years and must support his/her application with a minimum of six (6) publications published in recognized peer reviewed journals. Applicants in the Research Fellow grade shall be required to present 50% more than the number of publications expected of those in the Lecturer grade. In addition, evidence of practical and applied scientific research and industry-related innovation shall be considered. External Assessors shall be required to evaluate applicant's publications and other relevant materials in line with the University's criteria for appointment and promotion.

4.2.3 Associate Professor

Applicant must have a terminal degree (PhD) or its equivalent, and must have served satisfactorily as a Senior Lecturer for a minimum of four (4) years and shown evidence of outstanding performance in teaching, research and industry-related innovation in the candidate's subject area, as well as, contribution to the intellectual reputation of the University. Applicant must support his/her application with a minimum of ten (10) publications in recognized reputable peer reviewed journals after promotion to Senior Lecturer grade. Applicants in the Research Fellow grades shall be required to present 50% more than the number of publications expected of those in the Lecturer

grade. Original works and productions such as technical designs, scientific inventions and production, creative and art works supported with write ups shall also be considered. The applicant must be assessed and recommended for promotion by at least two (2) external assessors on his/her research work, inventiveness and experience in industry and extension services.

4.2.4 Professor

Appointment or promotion to the grade of Professor shall be on the basis of the candidate being nationally and internationally acknowledged as a teacher, scholar and innovator in the candidate's field with significant contribution to industrial innovations, as well as, his/her contribution to the intellectual and professional reputation of the University. Applicant must have a terminal degree (PhD) or its equivalent and must have served for at least four (4) years as an Associate Professor. Evidence of practical and applied scientific research and industry-related innovation shall be required. Applicant shall demonstrate the capacity for continuous research and dissemination of knowledge through technology transfer and publications. Applicant shall present a minimum of ten (10) cumulative relevant publications in recognized reputable peer reviewed journals after promotion to Associate Professor grade. Applicants in the Research Fellow grades shall be required to present 50% more than the number of publications expected of those in the Lecturer grade. Original works and publication, creative and art works supported with write ups shall also be considered. The applicant must be assessed and recommended for promotion by at least two (2) external assessors on his/her research work, inventiveness and experience in industry and extension services.

4.2.5 Library Staff

The Library staff provide leadership in advancing the University's teaching, research and innovation mission through a clear vision of the library's role, comprehensive strategic planning and incorporation of emerging technology, sound fiscal management and engagement of all members of the university community. Therefore the Library staff SHALL be appointed and promoted in accordance with the provisions in pages 29, 37 to 41, and 68 to 73 of this criteria for Appointment and Promotion for senior members (Academic) of the University.

4.3 Promotion of Senior Members (Teaching) on Study / Sabbatical Leave/Due to retire

(a) A senior member who qualifies for promotion (i.e. in accordance with the Scheme of Service) can apply before leaving for study leave, and shall have his/her application processed. If he/she is successful, the effective date of the promotion shall be the date of application.

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

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

(d) Senior members who are due to retire from the University may submit their applications for promotion at least one (1) year before the date of retirement. Applications submitted outside this limit *shall not* be considered.

4.4 Progression from one Rank to Another

(1) Promotion shall normally proceed from one rank to the immediate next rank and that is, from Lecturer to Senior Lecturer to Associate Professor to Professor.

(2) Without prejudice to subsection (1), a senior member of the University may apply at any time to be promoted to a rank for which that member feels qualified. The applicant must have at least twice the number of publications and exceptional performance in the other requirements.

(3) In the case of an application for promotion from Lecturer to Senior Lecturer the applicant shall have completed the first two years of probation before becoming eligible to apply.

4.6 Procedures for Promotion

4.6.1 Applications for promotion

(1) Applications indicating the position sought and the area or discipline concerned shall be submitted to the Dean through the Head of Department with a covering letter to the Dean with a copy to the Registrar.

(2) The Head of Department shall forward the application within fourteen (14) days of receipt to the Dean of Faculty.

- (3) In the case of an application for promotion, where the Registrar considers that the application is complete, the effective date shall be the date on which the papers and any other documents submitted for assessment are received by the Office of the Registrar,
- (4) The effective date shall be confirmed in the minutes of the Faculty Appointments and Promotions Committee.
- (5) The Dean shall forward to the Registrar one copy of each application submitted as confirmation that the application has been received and the forwarding letter shall be copied to the applicant.
- (6) In the case of a person applying from outside the University the application shall be sent to the Registrar who shall refer it to the Head of Department to be processed as in subsection (1). (7) Where the Head of Department is below the rank of the grade to which the applicant is seeking promotion, the Head of Department shall not assess the applicant but forward all documents of the applicant to the Faculty Appointment and Promotions Committee through the Dean of the respective Faculty.

4.6.2 Handling of Application at the Dean's Office

- (1) Following consideration by the Faculty Appointments and Promotions Committee, the Dean shall, in consultation with the Head of Department, nominate persons who may be asked to undertake an assessment of an applicant's work.
- (2) The Dean shall request each assessor to comment on each publication submitted for assessment, stating its contribution to the candidate's field and the candidate's academic standing in accordance with the University's grading or weighting system.
- (3) The request for an assessment shall be accompanied by:
 - (a) a copy of the application including the curriculum vitae;
 - (b) copies of publications and any other exhibits of the applicant's work; and
 - (c) the criteria for appointment or promotion.
- (4) An assessment shall not be provided by the Head of Department on the applicant's publications.
- (5) For promotion from Lecturer to Senior Lecturer, assessment of publications shall normally be done by at least two (2) External Assessors.
- (6) An external assessor is a person of good standing in the applicant's field, normally of professorial status or equivalent with a PhD but not employed by or in any way currently connected with the University.
- (7) The assessor should not, however, have been associated with the applicant's formal studies at the graduate or professional level, nor should the assessor have been a collaborator.
- (8) All correspondence between the Dean and the assessor shall be copied to the Registrar.

(9) Whether an applicant fails or passes, the Dean and Head of Department shall provide the applicant with information in writing on the strengths and weaknesses of the application.

4.6.3 Handling of Applications at the Registry

(1) The Registrar shall maintain a register of applications received in the office of the Registrar indicating the dates of receipt, and shall bring the register to the attention of the Appointments Board at least once a semester indicating the state of processing of each application.

(2) When the processing of an application is completed, the Registrar on being satisfied that everything is in order, shall list the application for consideration by the Appointments Board, inviting the candidate for an interview where necessary.

(3) In each case of an appointment or promotion the Registrar shall provide the Appointments Board with:

- (a) the approved departmental establishment, if applicable;
- (b) the approved criteria for appointment or promotion;
- (c) the reports of the Faculty Appointments and Promotions Committee;
- (d) the report of the assessor(s); and
- (e) the salary scale and the recommended entry point.

4.7 Attainment and Performance Evaluation for Promotion

4.7.1 Assessment by Head of Department

When the Head of Department receives an application from a candidate in his/her Department, he/she shall give his/her comments and recommendations. He/She shall then forward the application to the Dean of the Faculty.

4.7.2 Assessment by Faculty Appointments and Promotions Committee

- 1) There shall be a Faculty Appointments and Promotions Committee appointed by the Faculty Board for a two-year term with the Dean as the chairperson.
- 2) Inter-Faculty Appointments and Promotions Committee may be constituted where necessary.
- 3) There shall be in each Faculty, a Faculty Appointments and Promotions Sub Committee to consider applications for appointments and promotions to Senior Member position in the Academic Departments in the University. The Dean of the Faculty shall be the Chairman of the Sub-committee. Where the Dean is below the rank of the position being considered, all the papers of the candidate shall be forwarded to the Appointments and Promotions Board. The membership shall be all persons of professorial status and all Heads of Department

- within the Faculty, provided always that a Head of Department shall not be below the rank of the position to which the candidate is seeking to be appointed or promoted. The Faculty Officer, who shall be of the rank not below an Assistant Registrar, shall be the Secretary to the Committee.
- 4) Applications for appointments and promotions shall be forwarded to the Head of Department in the first instance. The Head of Department shall then forward each application with his comments to the Dean. Upon receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Sub-Committee for consideration. No application shall be withheld from the Faculty Appointment and Promotions Sub-Committee. The Subcommittee shall consider all applications for appointment and promotions and shall forward the papers of all applicants with its comments and recommendations to the Appointments and Promotions Board. Where any member of the Sub-Committee is being considered for promotion, he/she shall not participate in the discussions.
 - 5) The sub-committee shall conduct no business unless there are, at least, three members present.
 - 6) If in the observation of the provisions of Section 3) to 5), the membership of the Sub-Committee is less than three, then the papers of the candidate shall be forwarded to the University Appointments and Promotions Board for its consideration.
 - 7) The Committee may co-opt others as appropriate to assist its work.
 - 8) The Faculty Appointments and Promotions Committee shall meet at least twice a semester.
 - 9) On receipt of an application the Dean shall refer it to the Faculty Appointments and Promotions Committee for consideration.
 - 10) The review process shall include a report from the Head of Department on an interactive assessment of the applicant.
 - 11) An application shall not be withheld from the Faculty Appointments and Promotions Committee.
 - 12) The Committee shall consider the applications for appointments and promotions and shall forward the list of the applicants with its comments and recommendations to the Appointments Board.

4.7.3 Assessment by University Appointments and Promotions Board

There shall be an Appointments and Promotions Board for the engagement of the services of Senior Members and other staff of the Technical University.

4.7.3.1. Membership and Tenure

- (a) Membership of the Appointments and Promotions Board shall comprise:
 - (i) Vice Chancellor of the University - Chairperson;
 - (ii) Pro Vice Chancellor of the University;
 - (iii) Two (2) Members not below the rank of Professor elected by the Academic Board, one to represent Science and Technology, and the other to represent the Technical and Vocational;
 - (iv) Dean of the Faculty/School or Institute;
 - (v) Head of Department/Unit in which the appointment is being made;
 - (vi) One External Assessor in the candidate's area of specialization.
- (b) The Registrar shall be in attendance and act as secretary.
- (c) The term of office of all members of the Committee (other than ex-officio members) shall be two (2) years subject to re-appointment or re-election.

4.7.3.2 Meetings and Quorum

- (a) The Appointments and Promotions Board shall meet as and when necessary.
- (b) The quorum for meeting shall be five members including the Vice Chancellor.

4.7.3.3 Functions

The Appointments and Promotions Board shall:

- (a) Recommend to Council for the appointment of Senior Members (teaching and non-teaching e.g. Assistant Lecturer, Lecturer, Lecturer and above and equivalent grades).
- (b) Recommend the appointment and promotion of senior and junior staff.
- (c) Engage and promote other Senior Members on behalf of Council.
- (d) Approve an appointment for a period of up to one (1) year in urgent cases, pending the regularization of the appointment.
- (e) To recommend to Council the appointment of Academic and Administrative staff where appropriate.

- (f) Draw up and review the criteria for appointment/promotions from time to time

4.7.3.4 Rules and Procedures

- a. No business shall be conducted in the absence of the Vice Chancellor of the Technical University or the Pro Vice Chancellor of the Technical University.
- b. The Vice Chancellor shall be present for appointments or promotions to Dean and equivalent grades
- c. The Committee shall review applications received in the light of the following:
- d. Applicant's formal qualifications, experience and age;
 - i. Status of contract (short-term, long-term, post-retirement, etc.);
 - ii. Recommendations of the Departments/Units where applicable
 - iii. Report(s) of External Assessors where applicable.
- e. Appointment/promotion shall be made to a named department or departments/unit.
- f. Proceedings of the Appointment and Promotions Board shall be kept in the form of minutes on general policy matters and minutes of individual appointments.
- g. Minutes on general policy matters shall be sent to all Heads of Department/Units.
- h. Relevant extracts from the minutes in respect of individual appointments shall be made available only by the Vice Chancellor to competent authorities if required.
- i. All documents in the appointment process and all discussions at the Appointment and Promotions Board shall be confidential.
- j. The Registrar of the University shall communicate the decision of the Appointment and Promotions Board to the applicant within three weeks, and in the case of appointments requiring prior approval by the Technical University Council, within two (2) weeks after such approval.
- k. The Appointment and Promotions Board may, on application, review its own decisions affecting appointment/promotion. For this purpose, the full membership of the Appointment and Promotions Board shall be present.
- l. Appeals shall lie from the Appointment and Promotions Board to the Technical University Council. In considering such appeals, Council may be assisted by an expert appointed by Council.
- m. Any member who disagrees with the decisions of the Appointment and Promotions Committee may petition Council within the seven (7) days on receipt of the communication from the Secretary of the Technical University. Council's decision on any appeal is final.

4.7.3.5 Deadline for Publication of Promotion Results

The results of promotion exercise shall be published as soon as practicable. For non-professorial grades the results shall be made known immediately after the Academic Board approval. However, for professorial grades, results shall be made known after approval by the University Council.

4.7.3.6 Right of Appeal

- (a) Any member who disagrees with the decisions of the Appointment and Promotions Committee may petition Council within the seven (7) days on receipt of the communication from the Registrar of the Technical University.
- (b) The University Appointments and Promotions Board may, upon petition by a Senior Member, review its own decisions affecting the appointment or promotion of the Senior Member.
- (c) If the Senior Member is still dissatisfied with the outcome of his/her petition to the Appointments and Promotions Committee, he/she may appeal to Council.
- (d) In considering such appeals, Council may be assisted by an expert or experts invited by Council.
- (e) Council's decision on any appeal is final.

5.0 GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION

5.1 PRINCIPLE OF ASSESSMENT OF CANDIDATES FOR VARIOUS RANKS

According to Schedule E (15) (a), (b) of the KTU Statutes, the applications of all candidates for promotion shall be evaluated on a 100-point scale which shall consist of the weighted average of scores on each of the criteria set out above. The 100-point shall be awarded as follows:

- (a) The weighted average scores for candidates whose core responsibility is teaching-Fifty-five–(55) points for Teaching; Twenty-five–(25) points for Research and Scholarly Works; Fifteen–(15) points for University, Departmental and Public Service; Five–(5) points for Professional Activities (Please refer to Table 1a).
- (b) The weighted average scores for candidates whose core responsibility is research- Fifty-five–(55) points for Research and Scholarly Works; Twenty-five–(25) points for Teaching; Fifteen–(15) points for University, Departmental and Public Service; Five–(5) points for Professional Activities (Please refer to Table 1b).

Schedule E (16) stipulates that a candidate shall be promoted to the rank applied for if his total number of weighted average points is not less than seventy (70) points. In the case of a candidate whose primary or core responsibility is teaching at least thirty-five (35) points must be from Teaching and in the case of a candidate whose primary or core responsibility is research at least thirty-five (35) points must be from Research and Scientific Contribution (Please refer to Tables 5.1 (a) - (c)).

Table 5.1 (a): Norms for Assessment for Lectureship Grades

S/N	Assessable Area	Weighted Average Points	Minimum Points to Pass
1	Teaching Performance	55	35
2	Research/ Scholarship	25	35
3	Service	15	
4	Professional Activities	5	
	TOTAL	100	70

Table 5.1 (b): Norms for Assessment for Research Fellow Grades

S/N	Assessable Area	Weighted Average Points	Minimum Points to Pass
1	Research/ Scholarship	55	35
2	Teaching Performance	25	35
3	Service	15	
4	Professional Activities	5	
	TOTAL	100	70

Table 5.1 (c): Norms for Assessment for Library staff (Senior Members)

S/N	Assessable Area	Weighted Points	Minimum Points to Pass
1	Human Relations	40	70
2	Research/ Scholarship	35	
3	Service	15	
4	Professional Activities	10	
Total		100	

5.2 EVALUATION OF TEACHING

5.2.1 Evaluation of Teaching Performance for Lectureship and Research Fellow Grades

Table 5.2: Teaching Performance for Lectureship and Research Fellow grades

S/N	Performance Area	Maximum expected Weight	Score Obtained
1	Lecture/Teaching load	10	
2	Regularity and punctuality at lectures	10	
3	Quality of Teaching (ICT tools in teaching, availability and introduction of syllabus, etc.)	10	
4	Provision of learning experience for students (practical, field trips, industrial attachment supervision, etc.)	10	
5	Ability to complete syllabus on schedule with evidence	10	
6	Punctuality in submission of examination questions and marked scripts	10	
7	External examiner's and moderator's comments on applicant's examination questions and marking scheme	10	
8	Student's assessment of teaching/practical	10	
9	Quality of supervision of students' projects/theses	10	
10	Quality of examination questions and marking scheme (coverage of syllabus, clarity, practicability, innovativeness, etc. of questions)	10	
	TOTAL	100	T

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes, the weighted average scores for candidates whose core responsibility is **teaching**, is Fifty-five–(55) points for

Teaching. Therefore the total scores obtained by any candidate for teaching should be weighted to 55 points. If an applicant obtains a total score **T**, then it is weighted as follows:

Maximum Expected Score = 100

100 is equivalent to 55 points,

Therefore the total weighted score will be: $= \frac{T}{100} \times 55 \text{ Points}$

However, for a candidate whose **core responsibility is research**, the weighted average score is twenty-five–(25) points for Teaching. Therefore the total scores obtained by any candidate for teaching should be weighted to 25 points. If an applicant obtains a total score **T**, then it is weighted as follows:

Maximum Expected Score = 100

100 is equivalent to 25 points,

Therefore the total weighted score will be: $= \frac{T}{100} \times 25 \text{ Points}$

5.3 Assessors

The performance of a candidate in teaching shall be assessed by the candidate's Head of Department, students of the candidate's Academic Department, and the Dean of the Faculty of the candidate.

5.4 Evaluation of research and scholarly accomplishments

5.4.1 Indicators for Assessment

- a) Research conducted
- b) Publications arising out of research conducted
- c) Invention arising out of research conducted
- d) Development of technology (machines, equipment, tools and other products, industrial products, health, cosmetics, fuel and lubricants, etc.)

For clarity the following shall be acceptable publication for promotion

- a) Refereed Journal papers
- b) Conference papers published in refereed conference proceedings
- c) Peer-reviewed document on exhibitions of art, sculpture, innovative designs, innovative manufacture/ fabrication of prototypes
- d) Published book in the areas of specialization for higher education
- e) Chapter in published books in the area of specialization for higher education
- f) Patented inventions and technologies or products
- g) Copyright ownership of technology or products
- h) Evidence of Intellectual Property (IP) (copyright and industrial designs)

5.4.2 Weighting (single and co-authorship)

Table 5.4.2.1: Weighting (single and co-authorship)

S/N	Publication	Publication Equivalence (From 1 st Author to 3 rd Author)	Publication Equivalence (for the 4 th Author position and above)
1	A refereed journal paper	1 to each author	1/2 to each author
2	A published book for higher education in the area of specialization	1 to each author	1/2 to each author
3	A published refereed conference paper/peer reviewed document on exhibition (art, sculpture, innovative design, manufacture/fabrication of prototype e.g. auto vehicle laboratory equipment, tools, product development, etc.)	1/2 to each author	1/4 to each author
4	A Chapter in a published book in the area of specialization for higher education	1 to each author	1/2 to each author
5	A patented invention/technology/product (IP with evidence)	3 to each author	2 to each author
7	IP (Technology) transfer with evidence	2 to each author	1 to each author

All publications required for promotion must be relevant to the area of specialization of candidate.

5.4.3 Points for types of publications

Table 5.4.3.1: Points for types of publications

S/N	Type of Publication	Maximum Points
1	Each refereed journal paper in the area of specialization for higher education	10
2	Each published book in the area of specialization for higher education	30
3	Each refereed conference proceedings paper	5
4	Each chapter in a published book in the area of specialization for higher education	10
5	Each peer reviewed document on exhibition	5
6	Each patented invention/technology/product (IP with evidence)	30
7	IP (Technology) transfer with evidence	20

5.5 ASSESSMENT OF SCHOLARLY PERFORMANCE FOR PROMOTION TO SENIOR LECTURER, ASSOCIATE PROFESSOR AND PROFESSOR

Table 5.5.1: Scholarly Performance for Promotion from Lecturer to Senior Lecturer (Only refereed journals)

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based On Authorship Criteria
1	Refereed journal paper 1	10			
2	Refereed journal paper 2	10			
3	Refereed journal paper 3	10			
4	Refereed journal paper 4	10			
5	Refereed journal paper 5	10			
6	Refereed journal paper 6	10			
	TOTAL	60	N/A	N/A	T

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes, the weighted average scores for candidates whose core responsibility is **teaching**, is Twenty-five–(25) points for Research and Scholarly Works. Therefore the total scores obtained by any candidate for teaching should be weighted to 25 points. In the case of a Lecturer seeking promotion to Senior Lecturer, the minimum number of publications required is six (6), and so if such a Lecturer presents 6 (Only refereed journals) as shown in Table 6, and gets the total score of **T**, then the weighted score will be calculated as follows:

Maximum expected score = **60**

60 is equivalent to 25 points

Therefore the weighted score of **T** will be: $= \frac{T}{60} \times 25 \text{ Points}$

Please note that promotion from Senior Lecturer to Associate Professor and from Associate Professor to Professor will follow similar calculations.

Table 5.5.2: Scholarly Performance for Promotion from Research Fellow to Senior Research Fellow (Different types of publications)

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based on Authorship Criteria
1	Refereed journal paper 1	10			
2	Refereed journal paper 2	10			
3	Refereed journal paper 3	10			
4	A published book for higher education in the area of specialization	30			
5	Published refereed conference paper 1	5			

6	Published refereed conference paper 2	5			
7	Chapter in a published book in area of specialization for higher education	10			
8	Chapter in a published book in area of specialization for higher education	10			
9	A patented invention	30			
10	IP (Technology) transfer with evidence	20			
	TOTAL	140	N/A	N/A	T

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes, the weighted average scores for candidates whose core responsibility is research, is fifty-five (55) points for Research and Scholarly Works. In the Scheme of Service for Staff of Technical Universities (Pages 5 and 6), it is indicated that applicants in the Research Fellow grade are expected to produce 50% more publications than those in the Lectureship grade, therefore a candidate seeking to be promoted from Research Fellow to Senior Research Fellow, will be expected to submit a minimum of nine (9) publications, but if the candidate submits ten (10) (Different types of publications), as shown in Table 7, and gets the total score of **T**, then the weighted score will be calculated as follows:

Maximum expected score = 140

130 is equivalent to 55 points

Therefore the weighted score of **T** will be: $= \frac{T}{140} \times 55 \text{ Points}$

Please note that promotion from Senior Research Fellow to Associate Professor and from Associate Professor to Professor will follow similar calculations.

5.6 EVALUATION OF SERVICE (UNIVERSITY, NATIONAL AND INTERNATIONAL)

Table 5.6.1: Indicators for Assessment

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	SCORE
1	Service (University, National and International)		
	<i>i. Administrative experience – Substantive position</i>		
	a. Vice Chancellor	45	
	b. Pro Vice Chancellor (Professorial grade)	50	
	c. Dean of Faculty/Director/Senior Hall Warden/Tutor (Professorial grade)	40	
	d. Dean of Faculty/Director/Senior Hall Warden/Tutor (Senior Lecturer)	30	
	e. Vice Dean (Professorial grade)	25	
	f. Vice Dean (Senior Lecturer)	20	
	g. Vice Dean (Lecturer)	10	

	h. Head of Department/Hall Warden (Professorial grade)	25	
	i. Head of Department/Hall Warden (Senior Lecturer)	15	
	j. Head of Department/Hall Warden (Lecturer)	10	
	k. Head of Section/Examination Officer (Professorial grade)	20	
	l. Head of Section/Examination Officer (Senior Lecturer)	15	
	m. Head of Section/Examination Officer (Lecturer)	10	
	n. Industrial Attachment Coordinator/Counselor (Professorial grade)	20	
	o. Industrial Attachment Coordinator/Counselor (Senior Lecturer)	15	
	p. Industrial Attachment Coordinator/Counselor (Lecturer)	10	
<i>ii. Administrative experience – Acting Position (In cumulative terms)</i>			
	a. Less than 3 months (Professorial grade)	10	
	b. Less than 3 months (Senior Lecturer)	5	
	c. Less than 3 months (Lecturer)	3	
	d. Between 3 months and 6 months (Professorial grade)	15	
	e. Between 3 months and 6 months (Senior Lecturer)	10	
	f. Between 3 months and 6 months (Lecturer)	5	
	g. 6 months and above (Professorial grade)	20	
	h. 6 months and above (Senior Lecturer)	15	
	i. 6 months and above (Lecturer)	10	
<i>iii. Membership of Statutory Committees</i>			
	a. Chairman (Professorial grade)	10	
	b. Chairman (Senior Lecturer)	8	
	c. Chairman (Lecturer)	5	
	d. Other Members/Secretary (Professorial grade)	8	
	e. Other Members/Secretary (Senior Lecturer)	6	
	f. Other Members/Secretary (Lecturer)	4	
<i>iv. Membership of Non-Statutory Committees</i>			
	a. Chairman (Professorial grade)	8	
	b. Chairman (Senior Lecturer)	6	
	c. Chairman (Lecturer)	4	
	d. Other Members/Secretary (Professorial grade)	6	
	e. Other Members/Secretary (Senior Lecturer)	4	
	f. Other Members/Secretary (Lecturer)	2	

v. Attendance of meetings and functions			
	a. Each departmental board meeting attended (Professorial grade)	10	
	b. Each departmental board meeting attended (Senior Lecturer)	8	
	c. Each departmental board meeting attended (Lecturer)	6	
	d. Each congregation attended (Professorial grade)	5	
	e. Each congregation attended (Senior Lecturer)	4	
	f. Each congregation attended (Lecturer)	4	
	g. Each matriculation attended (Professorial grade)	5	
	h. Each matriculation attended (Senior Lecturer)	4	
	i. Each matriculation attended (Lecturer)	3	
	j. Each convocation meeting attended (Professorial grade)	5	
	k. Each convocation meeting attended (Senior Lecturer)	4	
	l. Each convocation meeting attended (Lecturer)	3	
2.	Service to the National and International Community		
	a. Chairman of National or International Committee	10	
	b. Membership of National or International Committee	8	
	c. Membership of Editorial Board of recognized journals	8	
	d. External Assessor for promotion of research/academic staff	10	
	e. External Examiner/Moderator/Reviewer of journal article	10	
	f. Initiation and participation in curriculum development	6	
3.	Community/Industrial Engagement		
	a. Industrial /Professional engagement or training	40	
	b. Industrial Consultancy	40	
	c. Contract Research with industry	40	
	d. Industrial Resources mobilization	40	
4.	Grants		
	a. Above US\$20000 or its equivalence in Ghana Cedis	40	
	b. Between US\$10000 - US\$20000 or its equivalence in Ghana Cedis	30	
	c. Below US\$10000 or its equivalence in Ghana Cedis	20	
Total Score			T

The total score is marked over 100. If the total score of the applicant is greater than or equal to 100, the applicant is assigned the full point which is 15 points (Refer to Table 5.1 (a): Norms for Assessment for Lectureship Grades). On the other hand if the applicant gets a total score which is below 100, it is converted as follows:

$$POINTS = \frac{T}{100} \times 15$$

5.7 EVALUATION OF PROFESSIONAL ACTIVITIES

Table 5.7.1: Indicators for Assessment

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	SCORES
1	President/Chairman	60	
2	Secretary	50	
3	Member	40	
4	Involvement in continuous professional development activities with evidence (Maximum of 5 activities)	30 Marks per activity	
TOTAL			T

The total score of the applicant is marked over 100. If the total score of the applicant is greater than or equal to 100, the applicant is assigned the full points for Professional activities which is 5 points (Refer to Table 5.1 (a): Norms for Assessment for Lectureship Grades). On the other hand if the applicant gets a total score which is below 100, it is converted as follows:

$$POINTS = \frac{T}{100} \times 5$$

5.8 EVALUATION OF PERFORMANCE OF LIBRARY STAFF

5.8.1 Scholarly Performance for Promotion of Library Staff

Table 5.8.1.1: Scholarly Performance for Promotion for Library Staff

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based on Authorship Criteria
1	Refereed journal paper 1	10			
2	Refereed journal paper 2	10			
3	Refereed journal paper 3	10			
4	Refereed journal paper 4	10			
5	Refereed journal paper 5	10			
6	A published book for higher education in the area of specialization	30			
7	A published refereed conference paper 1	5			
8	A published refereed conference paper 2	5			
	TOTAL	90	N/A	N/A	T

In accordance with the norms of assessment for Staff in the Library (Senior Members), thirty-five (35) points is allocated to Research/Scholarship. In the case of an Assistant Librarian seeking promotion to Senior Assistant Librarian, the minimum number of publications required is four (4), and so if such a candidate submits eight (8) publications as shown in Table 8, and gets the total score of **T**, then the weighted score will be calculated as follows:

Maximum expected score = **90**

Total scores obtained = **T**

90 is equivalent to 35 points

Therefore **T** will be weighted as: $= \frac{T}{90} \times 35 \text{ Points}$

Please note that promotion from Senior Assistant Librarian to Deputy Librarian will follow similar calculations.

5.9 EVALUATION OF PERFORMANCE OF HUMAN /PUBLIC RELATIONS OF LIBRARY STAFF

Table 5.9.1: Human /Public Relations Performance of Library Staff (Senior Members)

S/N	Roles/Function/Activity	Maximum Expected Weight	Score
1	Supporting diversity:		
	a. Works effectively with a wide range of people	3	
	b. Sets and models a culture that leverages differences and supports diversity	2	
	c. Respectful of people and their different values	3	
	d. Encourages and values diverse points of view and differing opinions	2	
2	Organizational awareness:		
	a. Able to provide accurate advice to internal and external customers regarding structure and operation of the University	5	
	b. Advocates for own area, while supporting University-wide initiatives	5	
3	Communication		
	a. Communicates clearly and concisely, in a manner appropriate to the intended audience	5	
	b. Listens to understand, seeks input from others and clarification where necessary	5	
	c. Uses plain language when communicating, regardless of medium or audience	3	
	d. Uses non-discriminatory language	5	
	e. Understands and makes use of appropriate communication technologies to promote successful and efficient communication	5	
	f. Shares information openly and honestly	4	
	g. Is influential and persuasive when necessary	3	
4	Customer Service:		
	a. Understands the needs of internal and external customers	5	

	b. Assists with customer queries accurately and promptly, in a professional and courteous manner	5	
	c. Provides customers with sufficient information to allow them to make choices about solutions	5	
	d. Strives to develop innovative solutions to improve customer service	3	
	e. Monitors customer satisfaction and listens and responds to customer concerns	2	
	f. Seeks long-term mutual benefit to the customer and the University	5	
5	Building Relations :		
	a. Builds appropriate rapport, maintains open and honest discussions with internal and external customers	5	
	b. Uses tact, diplomacy and discretion	5	
	c. Is approachable, open, non-defensive and transparent in their dealings with others	5	
	d. Perceives the moods and feelings of others; understands attitudes, interests, needs and perspectives of others	3	
	e. Proactively works to build and maintain internal and external relationships and networks to share knowledge and achieve goals	5	
	f. Exercises effective influencing skills when seeking and building consensus	2	
6	Personal effectiveness:		
	a. Understands how own work contributes to area/University objectives and goals	5	
	b. Understands limits of own authority and knows when to consult or inform others	5	
	Total Score	110	T

Since the work of the Librarian is mainly based on Human/Public Relations, 40 points is allocated to Human /Public Relations in accordance with the norms of assessment for the Library Staff (Please see Table 1c), therefore the weighted average score will be calculated as follows:

Maximum expected score = 110

Total scores obtained = T

110 is equivalent to 40 points

Therefore **T** will be weighted as: $= \frac{T}{110} \times 40 \text{ Points}$

5.10. EVALUATION OF PERFORMANCE OF SERVICE OF LIBRARY STAFF

Table 5.10.1: Service Performance for Library Staff

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT
1	Service to the University	
	<i>Administrative experience – Substantive position</i>	
	a. Head of Division/Directorate(Deputy Librarian)	45
	b. Head of Department (Senior Assistant Librarian)	40
	c.Head of Section (Assistant Librarian)	30
	<i>Administrative experience – Acting Position (In cumulative terms)</i>	
	a. Less than 3 months (Deputy Librarian)	5
	b. Less than 3 months (Senior Assistant Librarian)	3
	c. Less than 3 months (Assistant Librarian)	2
	d. Between 3 months and 6 months (Deputy Librarian)	10
	e. Between 3 months and 6 months (Senior Assistant Librarian)	5
	f. Between 3 months and 6 months (Assistant Librarian)	3
	g. 6 months and above (Deputy Librarian)	15
	h. 6 months and above (Senior Assistant Librarian)	10
	i. 6 months and above (Assistant Librarian)	6
	<i>Membership of Statutory Committees</i>	
	a. Chairman (Deputy Librarian)	10
	b. Chairman (Senior Assistant Librarian)	8
	c. Chairman (Assistant Librarian)	5
	d. Other Members/Secretary (Deputy Librarian)	8
	e. Other Members/Secretary (Senior Assistant Librarian)	6
	f. Other Members/Secretary (Assistant Librarian)	4
	<i>Membership of Non-Statutory Committees</i>	
	a. Chairman (Deputy Librarian)	8
	b. Chairman (Senior Assistant Librarian)	6
	c. Chairman (Assistant Librarian)	4
	d. Other Members/Secretary (Deputy Librarian)	6
	e. Other Members/Secretary (Senior Assistant Librarian)	4
	f. Other Members/Secretary (Assistant Librarian)	2
	<i>Attendance of Meetings and Functions</i>	
	a. Each departmental meeting attended (Deputy Librarian)	10
	b. Each departmental meeting attended (Senior Assistant Librarian)	8
	c. Each departmental meeting attended (Assistant Librarian)	6
	d. Each congregation attended (Deputy Librarian)	5
	e. Each congregation attended (Senior Assistant Librarian)	4
	f. Each congregation attended (Assistant Librarian)	3
	g. Each matriculation attended (Deputy Librarian)	5
	h. Each matriculation attended(Senior Assistant Librarian)	4

	i. Each matriculation attended (Assistant Librarian)	3
	j. Each convocation meeting attended (Deputy Librarian)	5
	k. Each convocation meeting attended (Senior Assistant Librarian)	4
	l. Each convocation meeting attended (Assistant Librarian)	3
2.	Service to the National and International Community	
	a. Chairman of National or International Committee	10
	b. Membership of National or International Committee	8
	c. Membership of Editorial Board of Recognized Journals	8
	d. External Assessor for promotion of staff	10
	e. External Examiner/Reviewer of Journal article/Conference proceedings	10
	f. Initiation and participation in curriculum development	6
3	Resource Mobilization	
	a. Any evidence of resources mobilization to the University i.e. material, technical and financial resources	10
4.	Institutional Linkages	
	a. Any evidence of local and institutional linkages	10

5.11. EVALUATION OF PROFESSIONAL ACTIVITIES FOR LIBRARY STAFF

Table 5.11.1: Indicators for Assessment

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	SCORES
1	President/Chairman	60	
2	Secretary	50	
3	Member	40	
4	Involvement in continuous professional development activities with evidence (Maximum of 5 activities)	30 Marks per activity	
TOTAL			T

The total score of the applicant is marked over 100. If the total score of the applicant is greater than or equal to 100, the applicant is assigned the full points for Professional activities which is 10 points (Refer to Table 5.1 (c): Norms for Assessment for Lectureship Grade). On the other hand if the applicant gets a total score which is below 100, it is converted as follows:

$$POINTS = \frac{T}{100} \times 10$$

5.12 APPOINTMENT OF ASSESSORS

The appointment of External Assessors for Appointments and Promotions shall be the responsibility of the Vice-Chancellor who may act on the recommendation of the Dean of the candidate's Faculty. External Assessors are essential components in the process of evaluation of the candidate for promotion, and their assessment will be used as a guide in arriving at the final decision on the applicant.

5.12.1 External Assessors

At least two (2) External Assessors shall be appointed for the promotion of all senior members. An External Assessor shall be a person who is competent in the field of the candidate's specialty.

5.12.2 Submission of Application Dossier

The candidate shall be expected to submit:

1. Five (5) original copies of the publications
 - Teaching staff- Applicants should select out of their papers and submit not more than 15 papers for external assessment
 - Research Fellow- Applicants should select out of their papers and submit not more than 20 papers for external assessment
2. Ten (10) copies of Curriculum Vitae (three (3) original plus seven (7) photocopies)

Applicants shall submit soft copies of all publications in addition to the materials submitted. Any publication that does not give credit to the University cannot be used for promotion. A staff member who has resigned or has submitted notice of resignation is not eligible for promotion.

6.0 ADDITIONAL INFORMATION

6.1 Collusion

Collusion means unauthorized collaboration on assessable work (written, oral or practical) with other people. This occurs when you present group work as your own or as the work of another person.

You will be guilty of collusion if you knowingly allow any of your academic work to be acquired by another person for presentation as if it were that person's own work.

6.2 Plagiarism

This is the act of "wrong appropriation", "close imitation" or "purloining and publication" of another person's language, thoughts, ideas or expressions and the representation of them as one's own original work.

Plagiarism means to take and use another person's ideas and or manner of expressing them and to pass them off as your own by failing to give appropriate acknowledgment. This includes material sourced from the internet, staff, other students, and from published and unpublished works.

6.3 Self-Plagiarism

Self-plagiarism is commonly described as recycling or reusing one's own specific words from previously published texts. While it does not cross the line of true theft of others' ideas, it nonetheless can create issues in the scholarly publishing world.

Beyond verbatim sections of text, self-plagiarism can also refer to the publication of identical papers in two places (sometimes called “duplicate publication”). Moreover, it is best practice to cite your previous work thoroughly, even if you are simply revisiting an old idea or a previously published observation.



APPENDIX A

APPLICATION FORM FOR APPOINTMENT OF SENIOR MEMBERS/STAFF

This form is to be completed and returned (original and ten (10) copies) to the Registrar of Koforidua Technical University, Koforidua or to the Overseas representative of Universities of Ghana office, 321 City Road, London. (EC IV ILJ)

1. JOB PARTICULARS:

Application for Appointment as:.....

Full-Time or Part-Time :

Department/Directorate/Faculty :

2. PERSONAL PARTICULARS:

(a) Surname (Prof./Dr./Mr./Mrs/Miss/etc):.....

(b) First and other Names:.....

(c) Present Address in full:.....

(d) Telephone No:.....

(e) Email Address:.....

(f) Nationality:

i. Nationality at birth (if different):.....

ii. Surname at birth (if different):.....

iii. *If naturalized citizen, give number and date of certificate:.....

iv. *Aliens registration number:.....

(g) Date and place of birth:

(h) Religion:.....

(i) Marital Status:

(j) Name and Address of Spouse:.....

Nationality.....

(k) Full name and nationality at birth of :.....

Father:.....

Alive or Dead:..... Nationality:

Mother (maiden name).....

Alive or Dead:..... Nationality:

(l) Particulars of Children:

S/N	Names of Children	Date of Birth

**The above information is requested now as it may be needed at a later date for entry into Ghana*

3. EDUCATION

(a) Secondary / Other Non-Tertiary Schools attended with dates:

Schools	Dates		Certificate (s) Awarded	Subjects Studied
	From	To		

(b) Universities & Polytechnics / Other Tertiary Institutions Attended:

Institutions	Dates		Certificate (s) Awarded	Programmes Studied
	From	To		

NB: Qualifications (degrees, certificates, diplomas, with classes, distinctions, etc.) and membership/fellowship of Professional bodies, giving the dates on which each was obtained: (Photocopies of certificates should be attached).

(c) A brief detail of any Research/Publication/Invention/Design or Contribution to knowledge and date (if any):

.....

.....

.....

.....

.....

.....

(d) **For Teaching Staff only:** What special areas of interest do you prefer to teach if appointed?

.....

.....

.....

.....

4. TEACHING/RESEARCH/PROFESSIONAL/INDUSTRIAL EXPERIENCE:

(a) Present Employment

From (Date)	Name and Address of Employer	State (A) Position held (B) Subjects taught/Particulars of work (C) Salary
		(A)..... (B)..... (C).....

(b) Previous Employment

Dates		Name and address of Employer	State(A) Position held (B) Subjects taught/Particulars of work (C) Full-time or part-time
From	To		
			(A) (B) (C)..... (D) Reasons for leaving

			(A) (B) (C)..... (D) Reasons for leaving
--	--	--	--

*(c) State further details of Teaching /Research /Professional/Industrial Experience on additional sheets if necessary.

(d) Have you ever been dismissed? If yes, when?.....

Give reason(s) for dismissal:

.....

.....

5. PUBLICATIONS/EXHIBITIONS (with Dates):

.....

.....

.....

.....

.....

6. GENERAL

(a) Have you ever lived in a tropical climate? If so, state when and where.

(b) If engaged, how soon after notification of selection could you leave for Ghana or assume duty?

7. The space below may be used for any additional information you wish to give.

8. NAMES AND ADDRESSES OF THREE (3) REFEREES

(At least two of them should be able to report on your Academic /Professional competence. Names of relatives must not be given.)

i.

ii.

iii.

9. EMERGENCY CONTACT:

a. Name:..... b. Tel No.:
c. Address:
d. Town: e. Street:.....
f. House No:

10. NEXT OF KIN:

a. Name:..... b. Tel No.:
c. Address:
d. Town: e. Street:.....

f. House No:

11. EVIDENCE OF POLICE BACKGROUND CLEARANCE (to be attached).....

.....

.....

12. DECLARATION: I declare that all information provided is true and undertake that any false information detected should cause my immediate dismissal.

Signature of Applicant:

Date:

FOR OFFICE USE ONLY:

a. Date interviewed:..... b. Appointed? Yes/No

c. Date of Assumption of Duty:.....

APPENDIX B
KOFORIDUA TECHNICAL UNIVERSITY, KOFORIDUA
APPLICATION FOR PROMOTION
TO BE COMPLETED IN DUPLICATE
(SENIOR MEMBERS – TEACHING /RESEARCH STAFF)

Name of applicant (in block letters)

Present Rank

I wish to apply for promotion to the rank of

.....

In the Department of

I attach my full curriculum vitae including the following:

1. Academic degrees earned with dates
Institutions attended with dates
2. Details of teaching experience with dates:
 - a) Academic ranks held and Subjects taught
 - b) Supervision of students project works/theses / research
 - c) Other professionally related experience
3. Details of **research, scholarly accomplishments** and Innovation undertaken since last appointment/ promotion to the University
 - a) Research conducted (topics with dates)
 - b) Publications arising out of the research
 - i. Papers in internationally recognized refereed journals (local and external);
 - ii. Papers in refereed proceedings in international conferences and specialized symposia
 - iii. Refereed, published or accepted-for-publication technical reports from specialized university research centres or other internationally recognized research and policy institutions;
 - iv. Refereed textbooks and reference books;
 - v. Refereed authentication review of rare books;
 - vi. Refereed translation of specialized scientific books and other scholarly works;
 - vii. Refereed books and research reports published by scientific societies approved by the Academic Board;
 - viii. Inventions and novelties that patents from recognized patent agencies approved by the Academic Board; and
 - ix. Distinguished creative activities in accordance with criteria approved by the Academic Board.
 - x. Peer reviewed document on exhibitions
 - c) Contributions in co-authored publications
4. Conferences /Seminars and Workshops at which papers were read
5. List of the publications:
 - a. Published with exact references

- b. Unpublished
- 6. Copies of Publication:
 - a. Five (5) original copies of the publications
 - b. Ten (10) copies of Curriculum Vitae (three (3) original plus seven (7) photocopies) of selected publications (not exceeding fifteen (15) for Teaching staff and 20 for Research Fellows).
- 7. Record of service to the community (University, National, International) with dates and supporting evidence.
- 8. My evaluation of my performance in the following areas of attainment with reasons and justification:
 - a. Teaching
 - b. Research and scholarly accomplishments
 - c. Service (University, National and International)
 - d. Professional Activities

DECLARATION

I declare that all my submissions are true and devoid of plagiarized materials.

SIGNATURE OF APPLICANT..... DATE

Notes on EVALUATION (No. 8)

1. The applicant shall assess his/ her own achievements, giving justification in the four areas of attainment by using the assessable norms requirements (Please refer to Tables 5.1 (a) - (c)).
 - a. Teaching
 - b. Research and scholarly accomplishments
 - c. Service (University, National and International)
 - d. Professional Activities
2. The Head of Department and the Faculty Appointments and Promotions Committee shall assess and evaluate the candidate's achievements giving justification in the four performance areas. However, where the Head of Department is below the rank of the grade to which the applicant is seeking promotion, the Head of Department shall not assess the applicant but forward all documents of the applicant to the Faculty Appointment and Promotions Committee through the Dean of the respective Faculty. As a norm, no person with rank lower than the one to which the application is being made shall participate in that discussion.

APPENDIX C
(CONFIDENTIAL)

ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT

[To be written or typed by the Head of Department himself or the qualified staff and signed under the following headings]:

i. Evaluation of Teaching

(This assessment should sum up the applicants performance as a University teacher. And how he discharges his Departmental assignments related to teaching.

- a) Lecture/Teaching load
- b) Regularity and punctuality at lectures
- c) Quality of Teaching (ICT tools in teaching, availability and introduction of syllabus, etc.)
- d) Provision of learning experience for students (practical, field trips, industrial attachment supervision, etc)
- e) Ability to complete syllabus on schedule with evidence
- f) Punctuality in submission of examination questions and marked scripts
- g) External examiner's and moderator's comments on applicant's examination questions and marking scheme
- h) Student's assessment of teaching/practical
- i) Quality of supervision of students' projects/theses
- j) Quality of examination questions and marking scheme (coverage of syllabus, clarity, practicability, innovativeness, etc. of questions)

ii. Evaluation of Research and scholarly accomplishments

- a) Certify the following statements made by the applicant
 - Research conducted (Topics with dates)
 - Publications arising out of Research
 - Journal in which papers are published
 - Contributions to research resulting in co-authored publications
- a) Certify registered Intellectual Properties (Patents, Utility models, new products/technologies) listed by Applicant.
- b) Certify Exhibitions conducted and Technology transfer(s) listed by Applicant.

iii. Evaluation of Service (University, National, International)

- a) General contribution to the work of the University, national or international Committees/ organizations.
- b) Assessment of the activities in which the applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or the international community.

iv. Evaluation of Professional Activities

- a) Role in the Professional body
- b) Involvement in continuous professional development activities

APPENDIX D
(CONFIDENTIAL)
ASSESSMENT AND EVALUATION BY FACULTY APPOINTMENTS AND
PROMOTIONS COMMITTEE

The Faculty Appointments and Promotions Committee will:

- (1) Evaluate the candidate and the Head of Department's assessment of him under the following headings:

(i) Teaching

- a) Lecture/Teaching load
- b) Regularity and punctuality at lectures
- c) Quality of Teaching (ICT tools in teaching, availability and introduction of syllabus, etc.)
- d) Provision of learning experience for students (practical, field trips, industrial attachment supervision, etc.)
- e) Ability to complete syllabus on schedule with evidence
- f) Punctuality in submission of examination questions and marked scripts
- g) External examiner's and moderator's comments on applicant's examination questions and marking scheme
- h) Student's assessment of teaching/practical
- i) Quality of supervision of students' projects/theses
- j) Quality of examination questions and marking scheme (coverage of syllabus, clarity, practicability, innovativeness, etc. of questions)

(ii) Research and scholarly accomplishments

- a) Certify the following statements made by the Applicant
 - Research conducted (Topics with dates)
 - Publications arising out of the Research
 - Journal in which papers are published
 - Contributions to research in co-authored publications
- b) Certify registered Intellectual Properties (Patents, Utility models, new products/technologies).
- c) Certify Exhibitions conducted and Technology transfer(s) listed by Applicant.

(iii) Service (University, National, International)

- a) General contribution to the work of the University, National or International Committees/organizations
- b) Assessment of the activities in which the Applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or the international community.

- 1) Make definite recommendations (with justification) on the candidate's application for promotion to the University Appointments and Promotions Board.
- 2) Forward to the University Appointments and Promotions Board the:
 - i. Original copy of the candidate's application;
 - ii. Head of Department's assessment;
 - iii. Faculty Appointments and Promotions Board's Evaluation and Recommendation; and
 - iv. Minutes of the meeting of the Faculty Appointments and Promotions Board at which the candidate's application was considered.

(iv) Evaluation of Professional Activities

- a) Role in the Professional body
- b) Involvement in continuous professional development activities

APPENDIX E

PROMOTION OF ACADEMIC STAFF EXTERNAL ASSESSMENT ON CANDIDATE'S RESEARCH AND SCHOLARLY ACCOMPLISHMENT

This University is currently considering Prof/ Dr./Mr./Mrs./Miss....
..... for promotion from
..... to

Our criteria for promotion require that an external assessment of each candidate's research and scholarly accomplishments as evidenced by his publications be sought, and you have been proposed as an external assessor for this candidate.

For your information, three other criteria (*Teaching, Service and Professional Activities*) will be used by the University in addition to your assessment to arrive at a final decision on the application.

We should therefore be grateful if you could assist in this exercise by assessing the quality of the underlisted publications which Dr./Mr./Mrs./Assoc. Prof.
.....has submitted in support of his/her application and which are enclosed. These are selected papers out of his publications.

The thrust of your assessment should be on quality rather than on quantity and should indicate whether the publications and others demonstrate scholarship creativity and are worthy of an Academic seeking promotion to the grade we are considering.

It should certify clearly:

1. Extent to which each paper reflects the author's awareness of current knowledge in Subject areas.
2. Each paper should be graded over ten (10).
3. Original contribution of paper to, or its potential on:
 - (i) existing knowledge, and/or
 - (ii) technological development (local or otherwise) and/or
 - (iii) any other important areas
4. Scholarship and standard of presentation
5. Summary of your assessment which should touch upon:
 - Comments on the quality of research or work output
 - The general quality of the publications
 - A conclusion as to whether these are what one would expect of a person of the rank of

Please forward your assessment and the papers under confidential cover to the Vice-Chancellor.

APPENDIX F
SAMPLE ASSESSMENT OF TEACHING PERFORMANCE FOR LECTURESHIP
AND RESEARCH FELLOW GRADES

Table I- Teaching Performance for Lectureship and Research Fellow grades

S/N	Performance Area	Maximum expected Weight	Score Obtained
1	Lecture/Teaching load	10	8
2	Regularity and punctuality at lectures	10	7
3	Quality of Teaching (ICT tools in teaching, availability and introduction of syllabus, etc.)	10	9
4	Provision of learning experience for students (practical, field trips, industrial attachment supervision, etc)	10	10
5	Ability to complete syllabus on schedule with evidence	10	8
6	Punctuality in submission of examination questions and marked scripts	10	10
7	External examiner's and moderator's comments on applicant's examination questions and marking scheme	10	7
8	Student's assessment of teaching/practical	10	8
9	Quality of supervision of students' projects/theses	10	8
10	Quality of examination questions and marking scheme (coverage of syllabus, clarity, practicability, innovativeness, etc. of questions)	10	9
TOTAL		100	84

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes, the weighted average scores for candidates whose core responsibility is **teaching**, is Fifty-five–(55) points for Teaching. Therefore the total scores obtained by any candidate for teaching should be weighted to 55 points.

Maximum expected score = 100

Score obtained (T) = 84

Therefore the total weighted score will be:

$$= \frac{T}{100} \times 55 \text{ Points} = \frac{84}{100} \times 55 \text{ Points} = 46.2 \text{ Points}$$

However, for a candidate whose **core responsibility is research**, the weighted average score is twenty-five–(25) points for Teaching. Therefore the total scores obtained by any candidate for teaching should be weighted to 25 points. If an applicant obtains a total score 84, then it is weighted as follows:

Maximum Expected Score = 100

100 is equivalent to 25 points,

Therefore the total weighted score will be: $= \frac{84}{100} \times 25 \text{ Points} = 21 \text{ points}$

Table II - Scholarly Performance for Promotion from Lecturer to Senior Lecturer (Only refereed journals)

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based On Authorship Criteria
1	Refereed journal paper 1	10	1st	8	8
2	Refereed journal paper 2	10	2nd	8	8
3	Refereed journal paper 3	10	3rd	9	9
4	Refereed journal paper 4	10	3rd	7	7
5	Refereed journal paper 5	10	4th	9	4.5
6	Refereed journal paper 6	10	5th	9	4.5
	TOTAL	60	N/A	N/A	41

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes,, the weighted average scores for candidates whose core responsibility is **teaching**, is Twenty-five– (25) points for Research and Scholarly Works. Therefore the total scores obtained by any candidate for teaching should be weighted to 25 points.

In the case of a Lecturer seeking promotion to Senior Lecturer, the minimum number of publications required is six (6), and so if such a Lecturer presents 6 (Only refereed journals) as shown in Appendix II, the weighted average score will be calculated as follows:

Maximum expected score = 60

Total scores obtained = 41

60 is equivalent to 25 points

Therefore 41 will be weighted as

$$= \frac{41}{60} \times 25 \text{ Points} = 17.08 \text{ points}$$

Please note that promotion from Senior Lecturer to Associate Professor and from Associate Professor to Professor will follow similar calculations.

Table III - Scholarly Performance for Promotion from Research Fellow to Senior Research Fellow (Different types of publications)

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based on Authorship Criteria
1	Refereed journal paper 1	10	3rd	7	7
2	Refereed journal paper 2	10	4th	9	4.5
3	Refereed journal paper 3	10	5th	7	3.5
4	A published book for higher education in the area of specialization	30	4th	27	13.5
5	Published refereed conference paper 1	5	3rd	4	4

6	Published refereed conference paper 2	5	4th	4	2
7	Chapter in a published book in area of specialization for higher education	10	1st	10	10
8	Chapter in a published book in area of specialization for higher education	10	3rd	8	8
9	A patented invention	30	3rd	27	27
10	IP (Technology) transfer with evidence	20	5th	18	9
	TOTAL	140	N/A	N/A	88.5

In accordance with Schedule E (15) (a) of Koforidua Technical University Statutes, the weighted average scores for candidates whose core responsibility is research, is fifty-five (55) points for Research and Scholarly Works. In the Scheme of Service for Staff of Technical Universities (Pages 5 and 6), it is indicated that applicants in the Research Fellow grade are expected to produce 50% more publications than those in the Lectureship grade, therefore a candidate seeking to be promoted from Research Fellow to Senior Research Fellow, will be expected to submit a minimum of nine (9) publications, but if the candidate submits ten (10) (Different types of publications), as shown in Appendix III, then the weighted average score will be calculated as follows:

Maximum expected score = 140

Total scores obtained = 88.5

140 is equivalent to 55 points

Therefore 88.5 will be weighted as $\frac{88.5}{140} \times 55 = 34.77$

Please note that promotion from Senior Research Fellow to Associate Professor and from Associate Professor to Professor will follow similar calculations.

APPENDIX G

GUIDELINES FOR EVALUATION OF PERFORMANCE OF SERVICE FOR LECTURESHIP AND RESEARCH FELLOW GRADES

The total score of the applicant is marked over 100. If the total score of the applicant is greater than or equal to 100, the applicant is assigned the full points for service which is 15 points (Refer to Table 5.1(a): Norms for Assessment for Lectureship Grades). On the other hand if the applicant gets a total score which is below 100, it is converted as follows:

$$POINTS = \frac{Total\ score}{100} \times 15$$

Two scenarios are envisaged

SCENARIO 1 -The case where an applicant gets a total score greater than or equal to 100

SCENARIO 2- The case where an applicant gets a total score less than 100

SCENARIO 1

Table I - A sample hypothetical score greater than or equal to 100

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	HYPOTHETICAL SCORE
1	Service (University, National and International)		
	<i>Administrative experience – Substantive position</i>		
	a. Vice Chancellor	45	
	b. Pro Vice Chancellor (Professorial grade)	50	
	c. Dean of Faculty/Director/Senior Hall Warden/Tutor (Professorial grade)	40	
	d. Dean of Faculty/Director/Senior Hall Warden/Tutor (Senior Lecturer)	30	
	e. Vice Dean (Professorial grade)	25	
	f. Vice Dean (Senior Lecturer)	20	
	g. Vice Dean (Lecturer)	10	
	h. Head of Department/Hall Warden (Professorial grade)	25	
	i. Head of Department/Hall Warden (Senior Lecturer)	15	10

j.	Head of Department/Hall Warden (Lecturer)	10	
k.	Head of Section/Examination Officer (Professorial grade)	20	
l.	Head of Section/Examination Officer (Senior Lecturer)	15	
m.	Head of Section/Examination Officer (Lecturer)	10	
n.	Industrial Attachment Coordinator/Counselor (Professorial grade)	20	
o.	Industrial Attachment Coordinator/Counselor (Senior Lecturer)	15	8
p.	Industrial Attachment Coordinator/Counselor (Lecturer)	10	
	<i>Administrative experience – Acting Position (In cumulative terms)</i>		
a.	Less than 3 months (Professorial grade)	10	
b.	Less than 3 months (Senior Lecturer)	5	3
c.	Less than 3 months (Lecturer)	3	
d.	Between 3 months and 6 months (Professorial grade)	15	
e.	Between 3 months and 6 months (Senior Lecturer)	10	6
f.	Between 3 months and 6 months (Lecturer)	5	
g.	6 months and above (Professorial grade)	20	
h.	6 months and above (Senior Lecturer)	15	
i.	6 months and above (Lecturer)	10	
	<i>Membership of Statutory Committees</i>		
a.	Chairman (Professorial grade)	10	
b.	Chairman (Senior Lecturer)	8	5
c.	Chairman (Lecturer)	5	
d.	Other Members/Secretary (Professorial grade)	8	
e.	Other Members/Secretary (Senior Lecturer)	6	5
f.	Other Members/Secretary (Lecturer)	4	
	<i>Membership of Non-Statutory Committees</i>		
a.	Chairman (Professorial grade)	8	
b.	Chairman (Senior Lecturer)	6	3
c.	Chairman (Lecturer)	4	
d.	Other Members/Secretary (Professorial grade)	6	

	e. Other Members/Secretary (Senior Lecturer)	4	2
	f. Other Members/Secretary (Lecturer)	2	
	<i>Attendance of meetings and functions</i>		
	a. Each departmental board meeting attended (Professorial grade)	10	
	b. Each departmental board meeting attended (Senior Lecturer)	8	8*6 meetings =48
	c. Each departmental board meeting attended (Lecturer)	6	
	d. Each congregation attended (Professorial grade)	5	
	e. Each congregation attended (Senior Lecturer)	4	4*3 congregations. =12
	f. Each congregation attended (Lecturer)	4	
	g. Each matriculation attended (Professorial grade)	5	
	h. Each matriculation attended (Senior Lecturer)	4	4*5 matriculations =20
	i. Each matriculation attended (Lecturer)	3	
	j. Each convocation meeting attended (Professorial grade)	5	
	k. Each convocation meeting attended (Senior Lecturer)	4	4*5convocations =20
	l. Each convocation meeting attended (Lecturer)	3	
2.	Service to the National and International Community		
	a. Chairman of National or International Committee	10	
	b. Membership of National or International Committee	8	5
	c. Membership of Editorial Board of recognized journals	8	4
	d. External Assessor for promotion of research/academic staff	10	
	e. External Examiner/Moderator/Reviewer of journal article	10	6
	f. Initiation and participation in curriculum development	6	
3.	Community/Industrial Engagement		
	a. Industrial /Professional engagement or training	40	10
	b. Industrial Consultancy	40	
	c. Contract Research with industry	40	
	d. Industrial Resources mobilization	40	12

4.	Grants		
	a. Above US\$20000 or its equivalence in Ghana Cedis	40	
	b. Between US\$10000 - US\$20000 or its equivalence in Ghana Cedis	30	
	c. Below US\$10000 or its equivalence in Ghana Cedis	20	5
Total Score			184

Calculation of Points:

In scenario 1 above, the hypothetical total score of the applicant for service is 184, which is greater than 100. So the applicant is assigned 15POINTS (full points for service)

SCENARIO 2- The case where an applicant gets a total score less than 100

Table II - : Sample hypothetical score less than 100

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	HYPOTHETICAL SCORE
1	Service (University, National and International)		
	<i>Administrative experience – Substantive position</i>		
	a. Vice Chancellor	45	
	b. Pro Vice Chancellor (Professorial grade)	50	
	c. Dean of Faculty/Director/Senior Hall Warden/Tutor (Professorial grade)	40	
	d. Dean of Faculty/Director/Senior Hall Warden/Tutor (Senior Lecturer)	30	
	e. Vice Dean (Professorial grade)	25	
	f. Vice Dean (Senior Lecturer)	20	
	g. Vice Dean (Lecturer)	10	
	h. Head of Department/Hall Warden (Professorial grade)	25	
	i. Head of Department/Hall Warden (Senior Lecturer)	15	
	j. Head of Department/Hall Warden (Lecturer)	10	
	k. Head of Section/Examination Officer (Professorial grade)	20	

	l. Head of Section/Examination Officer (Senior Lecturer)	15	
	m. Head of Section/Examination Officer (Lecturer)	10	
	n. Industrial Attachment Coordinator/Counselor (Professorial grade)	20	
	o. Industrial Attachment Coordinator/Counselor (Senior Lecturer)	15	8
	p. Industrial Attachment Coordinator/Counselor (Lecturer)	10	
	<i>Administrative experience – Acting Position (In cumulative terms)</i>		
	a. Less than 3 months (Professorial grade)	10	
	b. Less than 3 months (Senior Lecturer)	5	
	c. Less than 3 months (Lecturer)	3	
	d. Between 3 months and 6 months (Professorial grade)	15	
	e. Between 3 months and 6 months (Senior Lecturer)	10	
	f. Between 3 months and 6 months (Lecturer)	5	
	g. 6 months and above (Professorial grade)	20	
	h. 6 months and above (Senior Lecturer)	15	
	i. 6 months and above (Lecturer)	10	
	<i>Membership of Statutory Committees</i>		
	a. Chairman (Professorial grade)	10	
	b. Chairman (Senior Lecturer)	8	5
	c. Chairman (Lecturer)	5	
	d. Other Members/Secretary (Professorial grade)	8	
	e. Other Members/Secretary (Senior Lecturer)	6	5
	f. Other Members/Secretary (Lecturer)	4	
	<i>Membership of Non-Statutory Committees</i>		
	a. Chairman (Professorial grade)	8	
	b. Chairman (Senior Lecturer)	6	3
	c. Chairman (Lecturer)	4	
	d. Other Members/Secretary (Professorial grade)	6	
	e. Other Members/Secretary (Senior Lecturer)	4	2
	f. Other Members/Secretary (Lecturer)	2	

	<i>Attendance of meetings and functions</i>		
	a. Each departmental board meeting attended (Professorial grade)	10	
	b. Each departmental board meeting attended (Senior Lecturer)	8	8*2 meetings =16
	c. Each departmental board meeting attended (Lecturer)	6	
	d. Each congregation attended (Professorial grade)	5	
	e. Each congregation attended (Senior Lecturer)	4	4*1 congregations. =4
	f. Each congregation attended (Lecturer)	4	
	g. Each matriculation attended (Professorial grade)	5	
	h. Each matriculation attended (Senior Lecturer)	4	4*1matriculations =4
	i. Each matriculation attended (Lecturer)	3	
	j. Each convocation meeting attended (Professorial grade)	5	
	k. Each convocation meeting attended (Senior Lecturer)	4	4*1convocations =4
	l. Each convocation meeting attended (Lecturer)	3	
2.	Service to the National and International Community		
	a. Chairman of National or International Committee	10	
	b. Membership of National or International Committee	8	5
	c. Membership of Editorial Board of recognized journals	8	
	d. External Assessor for promotion of research/academic staff	10	
	e. External Examiner/Moderator/Reviewer of journal article	10	6
	f. Initiation and participation in curriculum development	6	
3.	Community/Industrial Engagement		
	a. Industrial /Professional engagement or training	40	8
	b. Industrial Consultancy	40	
	c. Contract Research with industry	40	
	d. Industrial Resources mobilization	40	8
4.	Grants		
	a. Above US\$20000 or its equivalence in Ghana Cedis	40	

	b. Between US\$10000 - US\$20000 or its equivalence in Ghana Cedis	30	
	c. Below US\$10000 or its equivalence in Ghana Cedis	20	
Total Score			78

Calculation of Points:

In this scenario above the total score of the applicant for service is 78, which is less than 100.

Therefore the points for the applicant is calculated as follows:

$$POINTS = \frac{Total\ score}{100} \times 15 = \frac{78}{100} \times 15 = 11.7\ points$$

APPENDIX H

GUIDELINES FOR EVALUATION OF PERFORMANCE OF PROFESSIONAL ACTIVITIES FOR LECTURESHIP AND RESEARCH FELLOW GRADES

The full points for Professional Activities for teaching staff is 5 points (Refer to Table 5 1(a) – (b): Norms for Assessment for Lectureship Grades). The points for an applicant who gets a total score of T is calculated as follows

$$POINTS = \frac{T}{100} \times 5$$

Table I - Sample hypothetical scores for Professional Activities

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	SCORES
1	President/Chairman	60	-
2	Secretary	50	-
3	Member	40	40
4	Involvement in continuous professional development activities with evidence (Maximum of 5 activities)	30 Marks per activity	30
TOTAL			70

Calculation of Points:

The points for an applicant who gets a hypothetical total score of 70 as shown in the Table I above is calculated as follows:

$$POINTS = \frac{70}{100} \times 5 = 3.5 \text{ points}$$

Note. The maximum points obtainable is 5 points

APPENDIX I

GUIDELINES FOR EVALUATION OF PERFORMANCE OF HUMAN/PUBLIC RELATIONS FOR LIBRARY STAFF

*The full points for Human/Public Relations for Library staff is **40 points** (Table 5.1 (c): Norms for Assessment for Library staff). The points for an applicant who gets a hypothetical total score of T is calculated as follows*

$$POINTS = \frac{T}{110} \times 40$$

Table I: Sample hypothetical scores for Human/Public Relations

S/N	Roles/Function/Activity	Maximum Expected Weight	Hypothetical Score
1	Supporting diversity:		
	a. Works effectively with a wide range of people	3	2
	b. Sets and models a culture that leverages differences and supports diversity	2	1
	c. Respectful of people and their different values	3	3
	d. Encourages and values diverse points of view and differing opinions	2	2
2	Organizational awareness:		
	a. Able to provide accurate advice to internal and external customers regarding structure and operation of the University	5	4
	b. Advocates for own area, while supporting University-wide initiatives	5	3
3	Communication		
	a. Communicates clearly and concisely, in a manner appropriate to the intended audience	5	4
	b. Listens to understand, seeks input from others and clarification where necessary	5	3
	c. Uses plain language when communicating, regardless of medium or audience	3	1
	d. Uses non-discriminatory language	5	3

	e. Understands and makes use of appropriate communication technologies to promote successful and efficient communication	5	4
	f. Shares information openly and honestly	4	3
	g. Is influential and persuasive when necessary	3	2
4	Customer Service:		
	a. Understands the needs of internal and external customers	5	3
	b. Assists with customer queries accurately and promptly, in a professional and courteous manner	5	4
	c. Provides customers with sufficient information to allow them to make choices about solutions	5	3
	d. Strives to develop innovative solutions to improve customer service	3	2
	e. Monitors customer satisfaction and listens and responds to customer concerns	2	1
	f. Seeks long-term mutual benefit to the customer and the University	5	2
5	Building Relations :		
	a. Builds appropriate rapport, maintains open and honest discussions with internal and external customers	5	3
	b. Uses tact, diplomacy and discretion	5	2
	c. Is approachable, open, non-defensive and transparent in their dealings with others	5	3
	d. Perceives the moods and feelings of others; understands attitudes, interests, needs and perspectives of others	3	2
	e. Proactively works to build and maintain internal and external relationships and networks to share knowledge and achieve goals	5	2
	f. Exercises effective influencing skills when seeking and building consensus	2	2
6	Personal effectiveness:		
	a. Understands how own work contributes to area/University objectives and goals	5	3

	b. Understands limits of own authority and knows when to consult or inform others	5	3
	Total Score	110	70

Calculation of Points:

The points for an applicant who gets a hypothetical total score of 70 as shown in the Table XX above is calculated as follows

$$POINTS = \frac{70}{110} \times 40 = 25.45 \text{ points}$$

APPENDIX J

Table I: Scholarly Performance for Promotion for Library staff

S/N	Publication	Maximum Expected Points	Position of Author	Score Obtained	Equivalent Score Based on Authorship Criteria
1	Refereed journal paper 1	10	1st	8	8
2	Refereed journal paper 2	10	2nd	7	7
3	Refereed journal paper 3	10	3rd	5	5
4	Refereed journal paper 4	10	4th	7	3.5
5	Refereed journal paper 5	10	5th	8	4
6	A published book for higher education in the area of specialization	30	4th	22	11
7	A published refereed conference paper 1	5	3rd	4	4
8	A published refereed conference paper 2	5	5th	5	2.5
	TOTAL	90			45.0

In accordance with the norms of assessment for Staff in the Library (Senior Members), thirty-five (35) points is allocated to Research/Scholarship. In the case of an Assistant Librarian seeking promotion to Senior Assistant Librarian, the minimum number of publications required is four (4), and so if such a candidate submits eight (8) publications as shown in Appendix IV, and gets the total score of **T**, then the weighted score will be calculated as follows:

Maximum expected score = 90

Total scores obtained = 45.0

90 is equivalent to 35 points

Therefore 45.0 will be weighted as $\frac{45.0}{90} \times 35 = 17.5$ points

90

Please note that promotion from Senior Assistant Librarian to Deputy Librarian will follow similar calculations.

APPENDIX K

GUIDELINES FOR EVALUATION OF PERFORMANCE OF PROFESSIONAL ACTIVITIES FOR LIBRARY STAFF

The full points for Professional activities for Library staff is 10 points ((Table 5.1 (c): Norms for Assessment for Library staff). The points for an applicant who gets a hypothetical total score of T is calculated as follows

$$POINTS = \frac{T}{100} \times 10$$

Table I: Sample hypothetical scores for Professional Activities

S/N	ROLES/FUNCTION/ACTIVITY	WEIGHT	SCORES
1	President/Chairman	60	-
2	Secretary	50	-
3	Member	40	40
4	Involvement in continuous professional development activities with evidence (Maximum of 5 activities)	30 Marks per activity	30
TOTAL			70

Calculation of Points:

The points for an applicant who gets a hypothetical total score of 70 as shown in the Table XX above is calculated as follows

$$POINTS = \frac{70}{100} \times 10 = 7 \text{ points}$$

APPENDIX L

GUIDELINES FOR EVALUATION OF PERFORMANCE OF SERVICE FOR LIBRARY STAFF

The Total score of the applicant is marked over 100. If the total score of the applicant is greater than or equal to 100, the applicant is assigned the full points for service which is 15 points (Table 5.1 (c): Norms for Assessment for Library staff). On the other hand if the applicant gets a total score say T (which is below 100), it is converted as follows:

$$POINTS = \frac{T}{100} \times 15$$

NB- For sample hypothetical case of calculation of performance of service for Library staff, refer to Appendix G for Lectureship and Research Fellow Grades.