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# **CRITERIA FOR APPOINTMENT AND PROMOTION OF SENIOR MEMBERS (ADMINISTRATIVE AND PROFESSIONAL RANKS) OF KOFORIDUA TECHNICAL UNIVERSITY**

## **1.0 INTRODUCTION**

The objective of this document is to specify the criteria, expectations and the approach used by the University Appointments and Promotions Board/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.

### **1.1 General Provisions for Appointment and Promotion**

- (i) It is expected that in the interest of fairness and transparency, all recruitment exercises shall be advertised publicly. Positions which require appointments through interviews may first be advertised internally. All appointments at entry grade levels should be based on:
  - (a) advertised qualifications (as in the Scheme of Service for Staff of Technical Universities);
  - (b) satisfactory interview and references;
  - (c) recommendation of University Appointments and Promotions Board/Committee; and approval by the Governing Council.
- (ii) Promotion exercises shall be undertaken in accordance with the Scheme of Service for Staff of Technical Universities and the University's internal regulations.
- (iii) The primary responsibility in the appointment and promotion process centers on the applicant and the materials he/she prefers to support his/her application; such

application being characterised by a detailed Curriculum Vitae (CV) and a comprehensive dossier describing in detail proposals and position papers written on administrative matters in addition to records of service to the University, the larger community and profession of activities and recognition.

- (iv) Appointment and Promotion of all Senior Members (Non-Teaching) of the University shall be considered at the following three (3) levels of Committees/Boards:
  - Registry Appointments Review Committee (RARC)
  - University Appointments and Promotions Board (UAPB)
  - Appointments and Promotions Committee (APC)
- (v) Appointment and Promotion shall be based exclusively on merit and not on the availability of positions at a given rank.

## **2.0 APPOINTMENTS AND PROMOTIONS COMMITTEES**

### **2.1 Registry Appointments Review Committee**

- (i) There shall be a Registry Appointments Review Committee appointed by the Vice Chancellor for two years in consultation with the Registrar, membership of which shall reflect the various grades not below the grade of Assistant Registrar.
- (ii) The Registrar is the Chairperson of the Registry Appointments Review Committee, membership of which shall not exceed five, but the Committee may co-opt others as appropriate to assist its work.
- (iii) The Committee shall consider the applications for appointment or promotion and forward the list of the applicants with its comments and recommendations to the Appointments Board.
- (iv) The Registry Appointments Committee shall meet at least twice a semester.

## **2.2 University Appointments and Promotions Board (UAPB)**

**The composition and functions of the University Appointments and Promotions Board are as follows:**

### **2.2.1 Composition**

- (a) Membership of the Appointments and Promotions Board shall comprise:
  - (i) Vice Chancellor of the University - Chairperson
  - (ii) Pro Vice Chancellor of the University - Member
  - (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 to which appointment is being made;
  - (v) Head of Department / Unit in which the appointment is being made;
  - (vi) At least one External Assessor in the candidate's area of specialisation.
- (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.

### **2.2.2 Quorum**

The quorum for meeting shall be five (5) members including the Vice Chancellor.

### **2.2.3 Functions**

- (i) Recommend to Council for the appointment of Senior Members (teaching and non-teaching e.g. Assistant Lecturer, Lecturer and above and equivalent ranks).
- (ii) Recommend the appointment and promotion of Senior and Junior staff.

- (iii) Engage and promote other Senior Members on behalf of Council.
- (iv) Approve an appointment for a period of up to one (1) year in urgent cases, pending the regularisation of the appointment.
- (v) To recommend to Council the appointment of Academic and Administrative staff where appropriate.
- (vi) Draw up and review the criteria for appointments /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 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:
  - (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 department/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 Appointments and Promotions Board shall be confidential.

- (i) The Registrar of the University shall communicate the decision of the Appointments and Promotions Board to the applicant within three (3) weeks, and in the case of appointments requiring prior approval by the Technical University Council, within two (2) weeks after such approval.
- (j) The Appointments 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 Technical 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 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.

## **2.3 Appointments and Promotions Committee (APC)**

**The composition and functions of the Appointments and Promotions Committee are as follows:**

### **2.3.1 Composition**

- (a) Membership of the Appointments and Promotions Committee shall comprise:
  - i. External Academic Council Member - Chairperson
  - ii. Vice Chancellor - Member
  - iii. At least one External Assessor in the candidate's area of specialisation.
  - iv. And any other person 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 Quorum**

The quorum for meeting shall be five (5) members including the Vice Chancellor.

### **2.4.3 Functions**

- (i) Evaluate recommendations and reports submitted by the University Appointments and Promotions Board.
- (ii) Evaluate any human resource issues that may be brought to Council by Management.
- (iii) Any other human resource issue that Council may determine.

## **3.0 APPOINTMENTS**

### **3.1 Assessable Areas for Appointments**

- (i) For appointment or promotion to the administrative or professional ranks, demonstrated evidence or promise of continuing performance in respect of the following abilities shall be required;
  - (a) grasp of administrative procedures or regulations and organisational ability;
  - (b) leadership;
  - (c) initiative and reliability; and
  - (d) a sense of responsibility.
- (ii) For the purposes of assessment in respect of (i), the applicant shall furnish evidence of his/her contribution to the work of the University or any other institution, to which may be attached relevant research publications, memoranda, administrative/project reports, other than a confidential material, to be reviewed as appropriate by the Registrar, Dean, Director, Chairperson of a University Board or Committee or any other person in a supervisory administrative capacity.

### **3.2 Norms for Assessable Areas**

Each of the areas of attainment and performance shall, for purposes of appointment, be assessed at one of the following four levels:

- High Performance
- Good Performance
- Adequate Performance
- Inadequate Performance

The basis for every assessment shall be defined at all levels of performance evaluation namely, by the Head of Department, the Registry Appointments Review Committee and the University Appointments and Promotions Board.

- "High Performance" if the total points scored is 80 - 100
- "Good Performance" if the total points scored is 60 - 79
- "Adequate Performance" if the total points scored is 50 - 59
- "Inadequate Performance" if the total points scored is below 50

### **3.3 Eligibility for Appointment**

#### **3.3.1 Appointments in the Office of the Registrar**

##### **3.3.1.1 Junior Assistant Registrar - (SM 5)**

For appointment to the rank of Junior Assistant Registrar an applicant must hold at least a Masters' degree preferably in Administration and Management related area.

##### **3.3.1.2 Assistant Registrar - (SM 4)**

The requirements for the appointment of an Assistant Registrar are:

- i. at least a Masters' degree preferably in Administration and Management related area.
- ii. applicant must have a minimum of two (2) years post qualification experience as Junior Assistant Registrar in a University or comparable grade in similar institution.

##### **3.3.1.3 Senior Assistant Registrar - (SM 3)**

- i. For appointment to the rank of Senior Assistant Registrar an applicant must hold at least a Masters' degree preferably in Administration and Management related area. Applicant must have served as Assistant Registrar in a University or comparable grade in a similar institution or organisation for at least six (6) years.
- ii. Two external assessors are required.

#### **3.3.1.4 Deputy Registrar - (SM 2)**

- i. For appointment to the rank of Deputy Registrar an applicant must hold at least a Masters' degree preferably in Administration and Management related area. Applicant must have served as Senior Assistant Registrar in a University or comparable grade in a similar institution or organisation for at least six (6) years.
- ii. Applicant shall demonstrate outstanding administrative and leadership abilities, proven by relevant working experience and written work including publications, reports and memoranda.
- iii. Two external assessors are required.
- iv. Appointment is tenured.

#### **3.3.1.5 Registrar and Equivalent Positions - (SM 1)**

Appointment to the position of Registrar and other equivalent positions shall proceed as provided by the Statutes and the Scheme of Service for Staff of Technical Universities.

### **3.4 Appointments under Special Circumstances**

#### **(i) Appointment to Senior Assistant/Deputy Registrar or Equivalent Professional Ranks**

In exceptional circumstances, applicants with extensive exceptional performance in only one area may be considered for appointment to Senior Assistant / Deputy Registrar or equivalent professional rank provided they possess the minimum qualifications and requirements for appointment to the Assistant Registrar or equivalent rank; this condition may be applied to applicants with special contributions to make to the development of the University or to Appointments to fill vacancies in Departments facing prolonged critical staffing problems.

### **3.5 Procedure for an Appointment**

#### **3.5.1 Invitation for Application for Appointment**

- (i) 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 Registrar in consultation with the Head of Department, as appropriate; or
  - (d) application by individuals on their own initiative.
- (ii) Notwithstanding subsection (i), a Senior Member of the University may apply for promotion at any time.

#### **3.5.2 Attainment and Performance Evaluation for Appointment**

- (i) By the Head of Department/Directorate
- (ii) By the Registry Appointments Review Committee
- (iii) By University Appointment and Promotions Board

##### **3.5.2.1 Assessment by Head of Department/Directorate**

The Head of Department/Directorate shall use the information provided by the applicant as a basis to assess him/her in the areas of attainment and performance. For each area, the Head of Department shall assess the applicant as "high", "good", "adequate" or "inadequate" with justifiable reasons.

##### **3.5.2.2 Assessment by Registry Appointments Review Committee**

The Registry Appointments Review Committee shall use the information provided by the applicant, Head of Department's assessment, their interview results and confidential reports on the

applicants as a basis to assess the applicant as "high", "good", "adequate" or "inadequate" with justifiable reasons.

#### **3.5.2.3 Assessment by University Appointments and Promotions Board**

The final assessment shall be by the University Appointments and Promotions Board using as a basis evidence provided by the applicant, the Registry Appointments Review Committee, confidential reports and results obtained by interviewing the applicant.

### **3.6 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 after approval by the Academic Board unless the application has to be referred to Council for approval.

### **3.7 Effective Date of Appointment**

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

### **3.8 Withdrawal of Offer of Appointment**

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

### **3.9 Right of Appeal**

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

### **3.10 Duration of Appointments**

#### **(i) Assistant Registrar and Equivalent Professional Rank**

- (a) The appointment shall normally be for six (6) years, the first two (2) years of which shall be regarded as period of probation.
- (b) The appointment shall be reviewed before the end of the sixth (6<sup>th</sup>) year and may normally be renewed for no longer than three (3) more years.

### **3.11 Renewal and Termination of Appointments**

#### **(i) Assistant Registrar and Equivalent Professional Rank**

- (a) The appointment shall be reviewed before the end of the sixth (6<sup>th</sup>) year and may normally be renewed for no longer than three (3) more years.
- (b) At the end of the ninth (9<sup>th</sup>) year the appointment shall be terminated unless the Assistant Registrar or equivalent can be promoted to the next rank.
- (c) In exceptional circumstances, the Appointments Board may, on the recommendation of the Registry Appointments Review Committee, extend the appointment for a further period not exceeding two (2) more years, at the end of which the appointment shall be terminated unless the appointee can be promoted to the next rank.

## **4.0 PROMOTIONS**

### **4.1 Assessable Areas for Promotions**

Administrative and professional staff shall be promoted on the basis of competence and satisfactory performance in *four (4)* composite assessable areas namely:

- i. Knowledge of Work/Ability in Work
- ii. Promotion of Work/Application of Knowledge
- iii. Human/Public Relations
- iv. Service (University, National & International)

#### **4.1.1 Assessable Areas for Staff in the Office of the Registrar**

##### **(i) Knowledge of Work/Ability in Work**

Knowledge of Work/Ability in Work shall include the following:

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

##### **(ii) Application of Knowledge/Promotion of Work**

Application of Knowledge/Promotion of work shall include:

- a) Memoranda on Administrative matters and issues
- b) Written reports
- c) Position Papers
- d) Identification of problems, loopholes etc. and suggestions or proposals/recommendations made by the applicant to improve upon his/her schedule of duties.
- e) Other relevant publications (if any).
- f) Articles/papers published in refereed journals shall be an added advantage.

g) In assessing promotion of work, the applicant's papers (written reports/memos/proposals/publications, etc.) shall provide evidence of any of the following:

- Must lead to a change in policy;
- Must have impact on management and must advance the cause of policy direction;
- Must impact on policy implementation;
- Must lead to initiation and or innovation of a new product or new policy directive.

**NB:**

1. Written reports, memoranda etc. on policy issues, administrative matters should be written to Council through applicant's Head of Unit/Department/Directorate. At each stage, the applicant's Head of Unit/Department/Directorate should indicate his/her comments and forward the document to the next level for onward transmission to Council for approval.
2. Any publication that does not give credit to the University cannot be used for promotion.
3. A maximum of two (2) co-authorship is encouraged.

**(iii) Human/Public Relations**

Human /Public Relations shall include:

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

**(iv) Service**

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

#### **4.1.2 Assessable Areas for Staff in the Finance/Internal Audit Directorate / Procurement Office**

##### **(i) Knowledge of Work/Ability in Work**

- (a) The extent to which the applicant's work reflects current developments and skills in accountancy, finance, management information system and procurement;
- (b) The extent to which the applicant enforces financial, procurement and related regulations of the University in the execution of his/her duties; and
- (c) Ability of the applicant to adapt to changes in government legislative directives and policies in the discharge of duties.

##### **(ii) Application of Knowledge/Promotion of Work**

- (a) Evidence of competence in the performance of the applicant's duties include:
  - accuracy of work
  - timely delivery of reports
  - firm grasp of Accounting/Auditing/Procurement policies
- (b) Development of effective accounting control system;
- (c) Quality of advice:
  - ability to provide sound financial/audit, procurement related advice to various University Committees and Units, as evidenced by contributions either orally or writing at meetings;
- (d) Ability to handle and supervise subordinate staff;
- (e) Ability to initiate policy change

**(iii) Human/Public Relations**

Human/Public Relations shall include:

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

**(iv) Service**

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

**4.1.3 Assessable Areas for Staff in the Works and Physical Development Directorate**

**(i) Knowledge of Work/Ability in Work**

- (a) Knowledge of technical specifications/codes;
- (b) Knowledge of Government legislation on physical development and Estate Management;
- (c) Ability to work with minimal supervision; and
- (d) Up-to-date knowledge in technical and professional matters

**(ii) Application of Knowledge/Promotion of Work**

- (a) Competence in handling pre and post contract services as well as estate management reliably and promptly.

**1. Pre-Contract Services**

- Advising Clients
- Developing briefs
- Design-sketches, services etc.
- Preparation of working drawings
- Preparation of bills of quantity and tender documents

## **2. Post-Contract Services**

- Advising Contractors
- Supervising service, projects, etc. and valuation and preparation of certificates
- Handing over of projects to the clients
- Giving initial guidance on maintenance of projects
- Preparation of final accounts on projects

## **3. Estate Management**

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

### **(iii) Human/Public Relations**

Human /Public Relations shall include:

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

### **(iv) Service**

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

## **4.1.4 Assessable Areas for Staff in the Information Communication Technology (ICT) Directorate**

### **(i) Knowledge of Work/Ability in Work**

- (a) Up-to-date knowledge in ICT generally;
- (b) Knowledge of technical specifications involving networking, internet connectivity etc.;
- (c) Ability to work with minimum supervision;
- (d) Capacity for sustained work.

**(ii) Application of Knowledge/Promotion of Work**

Written reports/memoranda on ICT related issues must:

- (a) Lead to change in policy;
- (b) Impact on policy implementation;
- (c) Solve ICT problems in the University;
- (d) Demonstrate evidence of initiative in effectively managing the ICT resources of the University.

**(iii) Human/Public Relations**

Human/Public Relations shall include:

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

**(iv) Service**

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

***NB: Papers submitted for assessment must span the period served on the ranks.***

**4.2 Norms for Assessable Areas**

Assessment of the four (4) areas shall be as follows:

- "High Performance" if the total points scored is 80 - 100
- "Good Performance" if the total points scored is 60 - 79
- "Adequate Performance" if the total points scored is 50 - 59
- "Inadequate Performance" if the total points scored is below 50

## 4.3 Eligibility for Promotion

### 4.3.1 Promotion in the Office of the Registrar

#### 4.3.1.1 Assistant Registrar to Senior Assistant Registrar

An applicant seeking promotion to the rank of Senior Assistant Registrar must satisfy the following conditions:

- (i) Must have served as Assistant Registrar in the University for at least ***four (4)*** years;
- (ii) Must have obtained a positive annual appraisal (***at least 60%***) from Head of Department/Directorate over last ***four (4)*** years;
- (iii) Must have had no disciplinary sanction taken against him/her over the last ***four (4)*** years;
- (iv) Must have a favourable Assessment by Head of Department/ Directorate;
- (v) Have ***at least five (5)*** publications/position papers/ memoranda on administrative or professional issues/ written reports to his/her credit;
- (vi) Must have "two (2) high performance" and "two (2) good performance" or "three (3) good performance" and one (1) "adequate performance" in all four assessable areas;
- (vii) Favourable reports from two (2) External Assessors on the applicant's memoranda, reports, position papers, publications, etc., will be required;
- (viii) Must show evidence of having made significant contribution to the University.

#### 4.3.1.2 Senior Assistant Registrar to Deputy Registrar

For promotion from Senior Assistant Registrar to Deputy Registrar an applicant must satisfy the following conditions:

- (i) Must have served as Senior Assistant Registrar in the University for at least *four (4)* years;
- (ii) Must have received very positive annual appraisal reports (*at least 75%*) over the last *four (4)* years;
- (iii) Must have a favourable assessment by the Registrar (where applicable);
- (iv) Must have had no disciplinary sanction taken against him/her over the last *four (4)* years;
- (v) Must have at *least seven (7)* publications/position papers/memoranda on administrative or professional issues/written reports to his/her credit;
- (vi) Must have "three (3) high performance" and "one (1) good performance" or "four (4) high performance" in all four assessable areas;
- (vii) Favourable reports from two (2) External Assessors on the applicant's memoranda, reports, position papers, publications, etc., will be required. One of the external assessor will sit in the interview;
- (viii) The candidate must pass an interview;
- (ix) Must show evidence of having made significant contribution to the University.

## 4.3.2 Promotions in the Finance/Internal Audit Directorates/Procurement Office

### 4.3.2.1 Accountant /Assistant Internal Auditor /Assistant Procurement Officer to Senior Accountant /Senior Assistant Internal Auditor / Senior Assistant Procurement Officer

For promotion from Accountant/Assistant Internal Auditor /Assistant Procurement Officer to Senior Accountant/Senior Assistant Internal Auditor/Senior Assistant Procurement Officer, applicants must satisfy the following conditions:

- i. Must have served as Accountant/Assistant Internal Auditor/Assistant Procurement Officer in the University for at least ***four (4)*** years;
- ii. Must have obtained a positive annual appraisal (***at least 60%***) from Head of Department/Directorate over last ***four (4)*** years;
- iii. Must have had no disciplinary sanction taken against him/her over the last ***four (4)*** years;
- iv. Must have a favourable assessment by Head of Department /Directorate;
- v. Have ***at least five (5)*** publications/position papers /memoranda on administrative or professional issues/ written reports to his/her credit;
- vi. Must have "two (2) high performance" and "two (2) good performance" or "three (3) good performance" and "one (1) adequate performance" in all four assessable areas;
- vii. Favourable reports from two (2) External Assessors on the applicant's memoranda, reports, papers, publications, etc., will be required;
- viii. Must show evidence of having made significant contribution to the University.

#### **4.3.2.2 Senior Accountant/Senior Assistant Internal Auditor/Senior Assistant Procurement Officer to Deputy Director of Finance /Deputy Internal Auditor/ Procurement Officer**

For promotion from Senior Accountant/Senior Assistant Internal Auditor /Senior Assistant Procurement Officer to Deputy Director of Finance/Deputy Internal Auditor/Deputy Procurement Officer, applicants must satisfy the following conditions:

- (i) Must have served as Senior Accountant/Senior Assistant Internal Auditor/Senior Assistant Procurement Officer in the University for at least **four (4)** years;
- (ii) Must have received very positive annual appraisal reports (**at least 75%**) over the last **four (4)** years;
- (iii) Must have a favourable assessment by the Director of Finance/Director of Internal Audit/Procurement Officer (where applicable);
- (iv) Must have had no disciplinary sanction taken against him/her over the last **four (4)** years;
- (v) Must have **at least seven (7)** publications/position papers/memoranda on administrative or professional issues/written reports to his/her credit;
- (vi) Must have "three (3) high performance" and "one (1) good performance" or "four (4) high performance" in all four assessable areas;
- (vii) Favourable reports from two (2) External Assessors on the candidate's memoranda, reports, position papers, publications, etc., will be required. One of the external assessor will sit in the interview;
- (viii) The candidate must pass an interview;
- (ix) Must show evidence of having made significant contribution to the University.

### 4.3.3 Promotion in the Works and Physical Development Directorate

#### 4.3.3.1 Promotion from Assistant Development Officer/Assistant Estate Officer to Senior Assistant Development Officer/ Estate Officer

For promotion from Assistant Development Officer/Assistant Estate Officer to Senior Assistant Development Officer/Estate Officer, applicants must satisfy the following conditions:

- (i) Must have served as Assistant Development Officer/Assistant Estate Officer in the University for at least ***four (4)*** years;
- (ii) Must have obtained a positive annual appraisal (***at least 60%***) from Head of Unit/Department/Division over the last ***four (4)*** years;
- (iii) Must have had no disciplinary sanction taken against him/her over the last ***four (4)*** years;
- (iv) Must have a favourable assessment by Head of Department/Directorate;
- (v) Have ***at least five (5)*** publications/position papers /memoranda on administrative or professional issues/written reports to his/her credit;
- (vi) Must have "two (2) high performance" and "two (2) good performance" or "three (3) good performance" and one (1) adequate performance" in all four assessable areas;
- (vii) Favourable reports from two (2) External Assessors on the applicant's memoranda, reports, position papers, publications, etc., will be required;
- (viii) Must show evidence of having made significant contribution to the University.

#### **4.3.3.2 Promotion from Senior Assistant Development Officer/Estate Officer to Deputy Director of Works and Physical Development**

For promotion from Senior Assistant Development Officer/Estate Officer to Deputy Director of Works and Physical Development, applicants must satisfy the following conditions:

- (i) Must have served as Senior Assistant Development Officer/Estate Officer in the University for at least *four (4)* years;
- (ii) Must have received very positive annual appraisal reports (*at least 75%*) over the last *four (4)* years;
- (iii) Must have a favourable assessment by the Director of Works;
- (iv) Must have had no disciplinary sanction taken against him/her over the last *four (4)* years;
- (v) Must have *at least seven (7)* publications/position papers/memoranda on administrative or professional issues/written reports to his/her credit;
- (vi) Must have "three (3) high performance" and "one (1) good performance" or "four (4) high performance" in all four assessable areas;
- (vii) Favourable reports from two (2) External Assessors on the applicant's memoranda, reports, position papers, publications, etc., will be required. One of the external assessor will sit in the interview;
- (viii) The candidate must pass an interview;
- (ix) Must show evidence of having made significant contribution to the University.

**NB:** Papers already considered for promotion from Assistant Registrar and equivalent ranks to Senior Assistant Registrar and equivalent ranks shall not be counted towards promotion from Senior Assistant Registrar and equivalent ranks to Deputy Registrar and equivalent ranks.

**4.3.4 Appointment / Promotion to the rank of ICT Officer / Legal Officer / Sports Officer / Industrial Liaison Officer / Planning Officer / Quality Assurance Officer / Medical Director (SM 3)**

*Appointment/Promotion to the above listed positions shall be made in accordance with the Scheme of Service for Staff of Technical Universities and the Statutes of the University.*

**4.4 Promotion Under Special Circumstances**

For exceptional performance candidates may be promoted out of turn, or before they satisfy the normally applied conditions. However, their performance must significantly exceed the terms required for the normal conditions.

**4.5 Procedures for Promotions**

**4.5.1 Applications for Promotion**

- (i) Applications indicating the position sought and the area or discipline concerned on appropriate University application form shall be submitted to the Office of the Registrar who shall refer the application to the appropriate Head of Department for comments with copy of the forwarding letter to the Head of Division/Directorate.
- (ii) The Head of Department shall forward the application within fourteen (14) days of receipt to the Head of Division / Directorate.
- (iii) The Head of Division / Directorate shall, on receipt of the application dossier from the Head of Department, with comments and recommendations, refer the application to the Registry Appointments Review Committee within **fourteen (14)** days of receipt.
- (iv) The Registry Appointments Review Committee shall within **fourteen (14)** days of receipt, consider the application and submit a comprehensive report with its recommendations to the Chairman of the University Appointments and Promotions Board through the Registrar.

#### **4.5.1.1 Handling of Applications at the Registry**

- a) 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.
- b) 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 University Appointments and Promotions Board, inviting the candidate for an interview where necessary.
- c) In each case of an appointment or promotion the Registrar shall provide the Appointments Board with:
  - (i) the approved departmental establishment, if applicable;
  - (ii) the approved criteria for appointment or promotion;
  - (iii) the reports of the Faculty Appointments and Promotions Committee;
  - (iv) the report of the assessor(s); and
  - (v) the salary scale and the recommended entry point.
- d) The Head of Unit/Section/Department/Division, upon receipt of an application shall acknowledge receipt of same to the applicant copied to the Registrar;
- e) The Head of Unit/Section/Department/Division, upon receipt of an application shall acknowledge receipt of same to the applicant copied to the Registrar;
- f) The Registry Appointments Review Committee (RARC) shall inform the applicant and the Registrar of the receipt of application and arrangements for consideration of same;

- g) The University Appointments and Promotions Board (UAPB) shall acknowledge receipt of applications from the RARC copied to the applicant concerned;
- h) The Secretary to the UAPB shall periodically update applicants on the status of their applications and any arrangements thereof.

#### **4.5.2 Attainment and Performance Evaluation for Promotion**

Assessment of applicants for promotion shall be made at all the levels as follows:

- (i) By the applicant
- (ii) By the Head of Department/Directorate
- (iii) By the Registry Appointments Review Committee
- (iv) By the University Appointments and Promotions Board

##### **4.5.2.1 Assessment by Applicant**

Applicants for promotion should assess their own performance ("high", "good", "adequate" or "inadequate") in the areas of attainment and performance, stating reasons and justifications for such assessments with supporting evidence and submit their applications to the Registrar through to their respective Heads of Department or Directorate.

##### **4.5.2.2 Assessment by Head of Department/Directorate**

The Head of Department/Directorate shall certify the information provided by the applicant and assess him/her in the areas of attainment and performance. For each area the Head of Department/Directorate shall assess the applicant as "high", "good" "adequate" or "inadequate" with justifiable reasons.

##### **4.5.2.3 Assessment by Registry Appointments Review Committee**

The Registry Appointments Review Committee shall assess the applicant in all the areas of attainment and performance as "high", "good" "adequate" or "inadequate" with justifiable reasons.

#### **4.5.2.4 Assessment by University Appointments and Promotions Board**

The final assessment shall be made by the University Appointments and Promotions Board using as basis evidence submitted by the applicant, Head of Department, the Registry Appointments Review Committee and External Assessors.

#### **4.6 Deadline for Publication of Promotion Results**

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

#### **4.7 Effective Date of Promotion**

The effective date of promotion of successful applicants shall be the date on which the papers and any other documents submitted for assessment are received by the Office of the Registrar.

#### **4.8 Right of Appeal**

- (i) Any member who disagrees with the decisions of the University Appointments and Promotions Board may petition Council within *seven (7)* days on receipt of the communication from the Registrar of the University.
- (ii) 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.
- (iii) If the Senior Member is still dissatisfied with the outcome of his/her petition to the University Appointments and Promotions Board/Committee, he/she may appeal to Council.
- (iv) In considering such appeals, Council may be assisted by an expert or experts invited by Council.
- (v) Council's decision on any appeal is final

## **5.0 PROMOTION OF STAFF ON STUDY/SABBATICAL LEAVE**

- (i) A senior member who qualifies (i.e. serves the required duration) for promotion and applies before leaving for study leave shall have his application processed. If he/she is successful, the effective date of the promotion shall be the date of application. However, the applicant shall be issued his/her promotion letter upon his/her return from study leave.
- (ii) A senior member who did not serve the minimum duration required for promotion before going on full-time study leave does not qualify to apply while on study leave. He/she may apply for promotion only after he/she returns to post and completes the required duration.
- (iii) Staff on Study/Sabbatical Leave cannot be promoted. Staff on Study Leave cannot count their years of absence towards their promotion. However, the number of years spent for further study will be counted as years of service to the University.

## **6.0 PROMOTION OF MEMBERS OF STAFF DUE TO RETIRE/ MEMBERS OF STAFF WHO HAVE RESIGNED/SUBMITTED NOTICE OF RESIGNATION**

- (i) 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.
- (ii) A member of staff who has resigned or submitted notice of resignation is not eligible for promotion.

## **7.0 GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION**

The assessment of applicants for promotion to respective ranks shall be guided by the four assessable areas namely:

<b>Area</b>	<b>Weight (%)</b>
Knowledge of Work/Ability in Work	35
Promotion of Work/Application of Knowledge	35
Human/Public Relations	10
Service	20

## 7.1 Criteria For Assessment

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

S/N	Indicators for Assessment	Weight
1.	Demonstration and application of administrative/professional procedures, current administrative trends including relevant Government administrative policies and guidelines	20
2.	Quality of work (presentation & content)	15
3.	Responsiveness to work (e.g. timely delivery of responsibilities/schedules, query/reprimand free, acceptance of full responsibility for actions/inactions)	15
4.	Mentorship (supervision of subordinate staff/ development of human capital)	
	1 mentee (5 marks)	15
	3 or more mentees (15 marks)	
5.	Resourcefulness and drive (ability to create new situations under difficult conditions, ingenuity, skillfulness) - evident through letters of commendation	20
6.	Capacity to work under pressure	5
7.	Ability to work independently	10

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

1.	Memoranda on Administrative matters & issues:	
	i. Memorandum accepted by the Governing Council	40
	ii. Memorandum leading to change in policy	15
	iii. Memorandum impacting on management and advancing the cause of policy direction	15
	iv. Memorandum leading to policy implementation	15
	v. Memorandum leading to initiation and or innovation of a new product or policy directive	15

2.	Written reports - 5 marks for each report	5 multiplied by the number of reports submitted
3.	Position papers - 5 marks for each paper	5 multiplied by the number of position papers submitted
4.	Articles published in refereed journals/conference	10
5.	Other relevant publications:	
	i. Paper published in conference proceedings - (5 marks per paper)	5 multiplied by the number of papers submitted
	ii. Workshops/conferences/seminars/symposia presentations - (2.5 marks per paper)	2.5 multiplied by the number of papers submitted

### **C. Human/Public Relations**

1. **Supporting diversity:**
  - Works effectively with a wide range of people.
  - Sets and models a culture that leverages differences and supports diversity.
  - Tolerance (Respect for people and their different values). 10
  - Encourages and values diverse points of view and differing opinions.
2. **Organisational awareness:**
  - Able to provide accurate advice to internal and external customers regarding structure and operation of the University. 10
  - Advocates for own area, while supporting University-wide initiatives.

3. **Communication:**

- Communicates clearly and concisely, in a manner appropriate to the intended audience.
- Listens to understand, seeks input from others and clarification where necessary.
- Uses plain language when communicating, regardless of medium or audience.
- Uses non-discriminatory language.
- Understands and makes use of appropriate communication technologies to promote successful and efficient communication.
- Shares information openly and honestly.
- Is influential and persuasive when necessary.

10

4. **Customer Service:**

- Understands the needs of internal and external customers
- Assists with customer queries accurately and promptly, in a professional and courteous manner.
- Provides customers with sufficient information to allow them to make choices about solutions.
- Strives to develop innovative solutions to improve customer service.
- Monitors customer satisfaction and responds to customer concerns.
- Seeks long-term mutual benefit to the customer and the University.

10

5. **Building Relations :**

- Builds appropriate rapport, maintains open and honest discussions with internal and external customers.
- Uses tact, diplomacy and discretion.
- Is approachable, open, non-defensive and transparent in their dealings with others.
- Perceives the moods and feelings of others; understands attitudes, interests, needs and perspectives of others.
- Proactively works to build and maintain internal and external relationships and networks to share knowledge and achieve goals.
- Actively seeks opportunities to contribute to positive outcomes for internal and external customers.
- Exercises effective influencing skills when seeking and building consensus.

10

6 **Personal effectiveness:**

- Understands how own work contributes to area/University objectives and goals
- Understands limits of own authority and knows when to consult or inform others

10

## **D. Service (University, National & International)**

### **1. Service to the University:**

- i. Administrative Experience - Substantive position*
  - a. Head of Division/Directorate (Deputy & equivalent Professional Ranks) 40
  - b. Head of Department :
    - Senior Assistant Registrar & equivalent Professional Ranks 15
    - Assistant Registrar & equivalent Professional Ranks 10
  - c. Head of Section/Unit (Assistant Registrar & equivalent Professional Ranks) 10
- ii. Administrative Experience - Acting position as:*
  - a. Less than 3 months (in cumulative terms)
    - Registrar & equivalent ranks 12
    - Deputy Registrar & equivalent ranks 10
    - Senior Assistant Registrar & equivalent ranks 5
    - Assistant Registrar & equivalent ranks 3
  - b. Between three (3) months and six(6) months (in cumulative terms)
    - Registrar & equivalent ranks 20
    - Deputy Registrar & equivalent ranks 15
    - Senior Assistant Registrar & equivalent ranks 10
    - Assistant Registrar & equivalent ranks 5

- c. Six (6) months and above (in cumulative terms)
  - Registrar & equivalent ranks 25
  - Deputy Registrar & equivalent ranks 20
  - Senior Assistant Registrar & equivalent ranks 15
  - Assistant Registrar & equivalent ranks 10

iii. *Membership of Statutory Committees*

- a. Chairman
  - Deputy Registrar & equivalent ranks 10
  - Senior Assistant Registrar & equivalent ranks 8
  - Assistant Registrar & equivalent ranks 5
- b. Other Members/ Secretary
  - Deputy Registrar & equivalent ranks 8
  - Senior Assistant Registrar & equivalent ranks 6
  - Assistant Registrar & equivalent ranks 4

iv. *Membership of Non-Statutory Committee*

- a. Chairman
  - Deputy Registrar & equivalent ranks 8
  - Senior Assistant Registrar & equivalent ranks 6
  - Assistant Registrar & equivalent ranks 4
- b. Other Members/Secretary
  - Deputy Registrar & equivalent ranks 6
  - Senior Assistant Registrar & equivalent ranks 4
  - Assistant Registrar & equivalent ranks 2

v.	<i>Attendance of University Meetings &amp; Functions (during the assessable period)</i>	
a.	Each Congregation ceremony attended	
	• Deputy Registrar & equivalent ranks	
	• Senior Assistant Registrar & equivalent ranks	5
	• Assistant Registrar & equivalent ranks	4
		3
b.	Each Matriculation ceremony attended	
	• Deputy Registrar & equivalent ranks	
	• Senior Assistant Registrar & equivalent ranks	5
	• Assistant Registrar & equivalent ranks	4
		3
c.	Each Convocation attended	
	• Deputy Registrar & equivalent ranks	
	• Senior Assistant Registrar & equivalent ranks	5
	• Assistant Registrar & equivalent ranks	4
		3
d.	Departmental meeting attended	
	• Deputy Registrar & equivalent ranks	
	• Senior Assistant Registrar & equivalent ranks	10
	• Assistant Registrar & equivalent ranks	8
		6

## 2. **Service to the National and International Community**

a.	Chairman of National or International Committee /Bodies / Organizations	6
b.	Membership of National or International Committee /Bodies / Organizations	4
c.	Chairman of Editorial Board of recognised body	6
d.	Membership of Editorial Board of recognised body	4

e. External Assessor for promotion of Administrative staff	6
f. External Examiner/Moderator	6
g. External Reviewer of journal article	6
h. Initiation and participation in curriculum development	4
3. Resource Mobilization (Any evidence of resource mobilization to the University i.e. material, technical & financial resource)	10
4. Local & Institutional linkages (Any evidence of Local & Institutional linkages)	10
5. Membership of Professional Body (in good standing):	
Chairman	5
Other Members/Secretary	3

**NB: Evidence for Human Relations and Customer Service claims should be objectively ascertainable from documents such as Visitors' Book/Letters of Commendation/Complaints/Censure.**

## **7.2 Norms of Assessment**

<b>S/N</b>	<b>Levels</b>	<b>Grading</b>
1.	High Performance" if the total points scored is	80-100
2.	Good Performance" if the total points scored is	60-79
3.	Adequate Performance" if the total points scored is	50-59
4.	Inadequate Performance" if the total points scored is	Below 50

### 7.2.1 Expected Percentage Assessment at the Various Ranks

S/N	Ranks	Expected Percentage for Internal Assessment	Expected Percentage for External Assessment	Total
1.	Assistant Registrar and Equivalent ranks to Senior Assistant Registrar and Equivalent ranks	40%	60%	100%
2.	Senior Assistant Registrar and Equivalent ranks to Deputy Registrar and Equivalent ranks	25%	75%	100%

For promotion from Assistant Registrar and equivalent ranks to Senior Assistant Registrar and equivalent ranks an applicant must attain *forty percent (40%)* for internal assessment and *sixty percent (60%)* for external assessment.

For promotion from Senior Assistant Registrar and equivalent ranks to Deputy Registrar and equivalent ranks an applicant must attain *twenty-five percent (25%)* for internal assessment and *seventy-five percent (75%)* for external assessment in addition to internal review by the Appointments and Promotions Board/Committee.

## 8.0 Appointment of External Assessors

The appointment of External Assessors for Appointments and Promotions shall be the responsibility of the Vice-Chancellor who may act upon the recommendation of the Registrar. External Assessors shall be invited to assist the University Appointments and Promotions Board in the appointment to Senior Assistant Registrar or analogous rank and above. Two favourable External Assessors' reports shall be required for the applicant. For the position of Deputy Registrar, one of the External Assessors shall be present at the interview by the University Appointments and Promotions Board (UAPB).

## 8.1 Status of External Assessors

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. Their final recommendations are not binding on the University Appointments and Promotions Board/Committee. However, it must be reckoned that External Assessors are essential part of the promotion process and the assessment of the qualities of the applicant's papers shall be used by the University Appointments and Promotions Board/Committee in arriving at the final decision.

## 8.2 Submission of Application Dossier

The applicant shall be expected to submit:

- i. **Five** original copies of papers/publications (applicants should select out of their best papers and submit ***not more than twelve (12) papers*** for external assessment.
- ii. **Ten (10)** copies of Curriculum Vitae (CV) :
  - Three (3) original copies
  - Seven (7) photocopies

## 9.0 ADDITIONAL INFORMATION

For a good course the following areas shall be considered as part of the promotion criteria. People who indulge in the following may be denied appointment/promotion. The University seriously abhors these acts and members of its community are cautioned against them.

### 9.1 Collusion

Collusion means unauthorised 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.

## **9.2 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.

## **9.3 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.

.....

**SAMUEL OBENG APORI (ASSOC. PROF.)**  
**(CHAIRMAN OF COUNCIL)**

**DATED:**

.....

**DAVID KOFI ESSUMANG (PROF.)**  
**(VICE-CHANCELLOR)**

**DATED:**

**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/Section: .....

**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: .....

.....

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

.....

Alive or Dead: ..... Nationality: .....

Mother (maiden name).....

Alive or Dead: ..... Nationality: .....

Husband or Wife:.....

Nationality: .....

(l) Particulars of Children:

S/N	Names of Children	Date of Birth

*\*For foreign applicants, 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 BACKGROUD 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: .....

**APPLICATION FOR PROMOTION (TO BE COMPLETED IN DUPLICATE)**  
**(SENIOR MEMBERS – ADMINISTRATIVE AND PROFESSIONAL RANKS)**

Name of Applicant (in block letters): .....

Present Rank: .....

I wish to apply for promotion to the rank of: .....

In the Department/Directorate of: .....

I attach my full curriculum vitae including the following:

1.   a)    Academic degrees earned with dates
- b)    Institutions attended with dates
2. University administrative experience with dates:
  - a) Administrative positions held and responsibilities undertaken
  - b) Supervision of staff and mentorship
  - c) Other professionally related experience
3. Details of schedules held since last appointment/ promotion to the University
  - a) Memoranda on administrative matters & issues:
    - i.   Memorandum accepted by the Governing Council
    - ii.  Memorandum leading to change in policy
    - iii. Memorandum impacting on management and advancing the cause of policy direction
    - iv.  Memorandum leading to policy implementation
    - v.   Memorandum leading to initiation and or innovation of a new product or policy directive

- b) Written Reports
  - c) Position Papers
  - d) Research conducted (topics with dates)
  - e) Contributions in co-authored publications
4. Conferences /Seminars and Workshops at which papers were read
5. List of the publications (if any):
- i.
    - a. Published with exact references
    - b. Unpublished
  - ii. Three (3) copies of selected position papers/publications (not exceeding twelve) for external assessment.
6. Record of Service (University, National, and International) with dates and supporting evidence.
7. My evaluation of my performance in the following areas of attainment with reasons and justification:
- a. Knowledge of Work/Ability in Work
  - b. Promotion of Work/Application of Knowledge
  - c. Human Relations
  - d. Service

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

Signature of Applicant: ..... Date: .....

Notes on EVALUATION (No. 7)

1. The applicant shall assess his/ her own achievements as “high”, “good”, “adequate” or “inadequate”, giving justification in the three areas of attainment.

- a. Knowledge of Work/Ability in Work
- b. Promotion of Work/Application of Knowledge
- c. Human Relations
- d. Service in areas other than (a), (b) and (c)

2. The Head of Department/Directorate and the Registry Appointments Review Committee shall assess and evaluate the applicant’s achievements as “high”, “good”, “adequate” or “inadequate” giving justification in the three performance areas.

## **APPENDIX C (CONFIDENTIAL)**

### **ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT/DIRECTORATE**

[To be written or typed by the Head of Department/Directorate himself/herself and signed under the following headings]:

#### **(i) Knowledge of Work/Ability in Work**

(This assessment should sum up the applicants performance as an Administrative Staff of the University. And how he/she discharges his/her Departmental assignments/schedules).

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

#### **(ii) Application of Knowledge/Promotion of Work**

- (a) Certify that the applicant's papers (written reports/memos/proposals/publications, etc.) have:
  - Led to a change in policy;

- Impact on management and had advanced the cause of policy direction;
- Impact on policy implementation;
- Led to initiation and or innovation of a new product or new policy directive.

**(iii) Human/Public Relations**

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

**(iv) Service**

General contribution to the work of the University, national or international Committees/ organizations.

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.

## ***APPENDIX D (CONFIDENTIAL)***

### **ASSESSMENT AND EVALUATION BY REGISTRY APPOINTMENTS REVIEW COMMITTEE**

The Registry Appointments Review Committee will:

- (1) Evaluate the applicant and the Head of Department's/Directorate's assessment of him/her under the following headings:

#### **(i) Knowledge of Work/Ability in Work**

(this assessment should sum up the applicants performance as an Administrative Staff of the University. And how he/she discharges his/her Departmental assignments/schedules).

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

#### **(ii) Application of Knowledge/Promotion of Work**

- (a) Certify that the applicant's papers (written reports/memos/proposals/publications, etc.) have:
  - Led to a change in policy;

- Impact on management and had advanced the cause of policy direction;
- Impact on policy implementation;
- Led to initiation and or innovation of a new product or new policy directive.

**(iii) Human/Public Relations**

Promoting the good image of the university and exhibiting comportment in dealing with colleagues, staff and the public.

**(iv) Service**

General contribution to the work of the University, national or international Committees / organizations.

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.

- (2) Make definite recommendations (with justification) on the candidate's application for promotion to the University Appointments and Promotions Board.
- (3) Forward to the University Appointments and Promotions Board:
  - (i) the original copy of the candidate's application;
  - (ii) the Head of Department's/Directorate's assessment;
  - (iii) the Registry Appointments Review Committee's Evaluation and Recommendation;
  - and
  - (iv) the minutes of the meeting of the Registry Appointments Review Committee at which the candidate's application was considered.

## ***APPENDIX E***

### **PROMOTION OF SENIOR MEMBERS (ADMINISTRATIVE & PROFESSIONAL RANKS)**

#### **EXTERNAL ASSESSMENT ON CANDIDATE'S KNOWLEDGE OF WORK AND PROMOTION OF WORK**

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 knowledge of work and promotion of work as evidenced by his/her written reports/position papers/publications etc be sought, and you have been proposed as an external assessor for this candidate.

For your information, two other criteria (Human/Public Relations and Service) 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 would kindly assist in this exercise by assessing the quality of the underlisted written reports/position papers/publications etc 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/her position papers/written reports/publications).

(i) .....

(ii) .....

The thrust of your assessment should be on quality rather than on quantity and should indicate whether the publications and others demonstrate promotion of work, resourcefulness, creativity and are worthy of an administrator seeking promotion to the rank we are considering.

It should certify clearly:

1. Extent to which each paper reflects promotion of work, resourcefulness creativity
2. 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
- 3. Scholarship and standard of presentation
- 4. Summary of your assessment which should touch upon:
  - Comments on the quality of work output
  - The general quality of the papers/publications
  - A conclusion as to whether these are what one would expect of a person of the rank of .....

***Please forward your assessment report and papers under confidential cover to the Vice-Chancellor after you have finished assessing them.***

## APPENDIX F

### CRITERIA FOR ASSESSMENT

<b>A. Knowledge of Work/Ability in Work</b>		
<b>S/N</b>	<b>Indicators for Assessment</b>	<b>Weight</b>
1.	Demonstration and application of administrative/professional procedures, current administrative trends including relevant Government administrative policies and guidelines.	20
2.	Quality of work (presentation & content).	15
3.	Responsiveness to work (e.g. timely delivery of responsibilities/schedules, query/reprimand free, acceptance of full responsibility for actions/inactions).	15
4.	Mentorship (supervision of subordinate staff/ development of human capital).  1 mentee (5 marks) 3 or more mentees (15 marks)	15
5.	Resourcefulness and drive (ability to create new situations under difficult conditions, ingenuity, skillfulness) - evident through letters of commendation.	20
6.	Capacity to work under pressure.	5
7.	Ability to work independently.	10
<b>B. Promotion of Work/Application of Knowledge</b>		
1.	Memoranda on Administrative matters & issues:  i. Memorandum accepted by the Governing Council.  ii. Memorandum leading to change in policy.  iii. Memorandum impacting on management and advancing the cause of policy direction.	40  15  15

	iv. Memorandum leading to policy implementation.	15
	v. Memorandum leading to initiation and or innovation of a new product or policy directive.	15
2.	Written reports - 5 marks for each report	5 multiplied by the number of reports submitted
3.	Position papers - 5 marks for each paper	5 multiplied by the number of position papers submitted
4.	Articles published in refereed journals/conference	10
5.	Other relevant publications: i. Paper published in conference proceedings - (5 marks per paper)  ii. Workshops/conferences/seminars/symposia presentations - (2.5 marks per paper)	5 multiplied by the number of papers submitted  2.5 multiplied by the number of papers submitted
<b>C. Human/Public Relations</b>		
1.	<b>Supporting diversity:</b>  <ul style="list-style-type: none"> <li>• Works effectively with a wide range of people.</li> <li>• Sets and models a culture that leverages differences and supports diversity.</li> </ul>	10

	<ul style="list-style-type: none"> <li>• Tolerance (Respect for people and their different values).</li> <li>• Encourages and values diverse points of view and differing opinions.</li> </ul>	
2.	<b>Organisational awareness:</b> <ul style="list-style-type: none"> <li>• Able to provide accurate advice to internal and external customers regarding structure and operation of the University.</li> <li>• Advocates for own area, while supporting University-wide initiatives.</li> </ul>	10
3.	<b>Communication:</b> <ul style="list-style-type: none"> <li>• Communicates clearly and concisely, in a manner appropriate to the intended audience.</li> <li>• Listens to understand, seeks input from others and clarification where necessary.</li> <li>• Uses plain language when communicating, regardless of medium or audience.</li> <li>• Uses non-discriminatory language.</li> <li>• Understands and makes use of appropriate communication technologies to promote successful and efficient communication.</li> <li>• Shares information openly and honestly.</li> <li>• Is influential and persuasive when necessary.</li> </ul>	10
4.	<b>Customer Service:</b> <ul style="list-style-type: none"> <li>• Understands the needs of internal and external customers.</li> <li>• Assists with customer queries accurately and promptly, in a professional and courteous manner.</li> </ul>	

	<ul style="list-style-type: none"> <li>Provides customers with sufficient information to allow them to make choices about solutions.</li> <li>Strives to develop innovative solutions to improve customer service.</li> <li>Monitors customer satisfaction and responds to customer concerns.</li> <li>Seeks long-term mutual benefit to the customer and the University.</li> </ul>	10
5.	<b>Building Relations :</b> <ul style="list-style-type: none"> <li>Builds appropriate rapport, maintains open and honest discussions with internal and external customers.</li> <li>Uses tact, diplomacy and discretion.</li> <li>Is approachable, open, non-defensive and transparent in their dealings with others.</li> <li>Perceives the moods and feelings of others; understands attitudes, interests, needs and perspectives of others.</li> <li>Proactively works to build and maintain internal and external relationships and networks to share knowledge and achieve goals.</li> <li>Actively seeks opportunities to contribute to positive outcomes for internal and external customers.</li> <li>Exercises effective influencing skills when seeking and building consensus.</li> </ul>	10
6	<b>Personal effectiveness:</b> <ul style="list-style-type: none"> <li>Understands how own work contributes to area/University objectives and goals.</li> <li>Understands limits of own authority and knows when to consult or inform others.</li> </ul>	10

<b>D. Service (University, National &amp; International)</b>		
1.	<p><b>Service to the University:</b></p> <p><i>i. Administrative Experience - Substantive position</i></p> <p>a. Head of Division /Directorate (Deputy Registrar &amp; equivalent Professional Ranks) 40</p> <p>b. Head of Department :</p> <ul style="list-style-type: none"> <li>• Senior Assistant Registrar &amp; equivalent Professional Ranks 15</li> <li>• Assistant Registrar &amp; equivalent Professional Ranks 10</li> </ul> <p>c. Head of Section / Unit (Assistant Registrar &amp; equivalent Professional Ranks) 10</p> <p><i>ii. Administrative Experience - Acting position as:</i></p> <p>a. Less than 3 months (in cumulative terms)</p> <ul style="list-style-type: none"> <li>• Registrar &amp; equivalent ranks 12</li> <li>• Deputy Registrar &amp; equivalent ranks 10</li> <li>• Senior Assistant Registrar &amp; equivalent ranks 5</li> <li>• Assistant Registrar &amp; equivalent ranks 3</li> </ul> <p>b. Between three (3) months and six (6) months (in cumulative terms)</p> <ul style="list-style-type: none"> <li>• Registrar &amp; equivalent ranks 20</li> <li>• Deputy Registrar &amp; equivalent ranks 15</li> <li>• Senior Assistant Registrar &amp; equivalent ranks 10</li> <li>• Assistant Registrar &amp; equivalent ranks 5</li> </ul> <p>c. Six (6) months and above (in cumulative terms)</p> <ul style="list-style-type: none"> <li>• Registrar &amp; equivalent ranks 25</li> <li>• Deputy Registrar &amp; equivalent ranks 20</li> <li>• Senior Assistant Registrar &amp; equivalent ranks 15</li> <li>• Assistant Registrar &amp; equivalent ranks 10</li> </ul>	

<i>iii. Membership of Statutory Committees</i>	
<i>a. Chairman</i>	
• Deputy Registrar & equivalent ranks	10
• Senior Assistant Registrar & equivalent ranks	8
• Assistant Registrar & equivalent ranks	5
<i>b. Other Members/ Secretary</i>	
• Deputy Registrar & equivalent ranks	8
• Senior Assistant Registrar & equivalent ranks	6
• Assistant Registrar & equivalent ranks	4
<i>iv. Membership of Non-Statutory Committee</i>	
<i>a. Chairman</i>	
• Deputy Registrar & equivalent ranks	8
• Senior Assistant Registrar & equivalent ranks	6
• Assistant Registrar & equivalent ranks	4
<i>b. Other Members / Secretary</i>	
• Deputy Registrar & equivalent ranks	6
• Senior Assistant Registrar & equivalent ranks	4
• Assistant Registrar & equivalent ranks	2
<i>v. Attendance of University Meetings &amp; Functions (during the assessable period)</i>	
<i>a. Each Congregation ceremony attended</i>	
• Deputy Registrar & equivalent ranks	5
• Senior Assistant Registrar & equivalent ranks	4
• Assistant Registrar & equivalent ranks	3
<i>b. Each Matriculation ceremony attended</i>	
• Deputy Registrar & equivalent rank	5
• Senior Assistant Registrar & equivalent rank	4
• Assistant Registrar & equivalent rank	3
<i>c. Each Convocation attended</i>	
• Deputy Registrar & Equivalent	5
• Senior Assistant Registrar	4
• Assistant Registrar	3

	d. Departmental meeting attended <ul style="list-style-type: none"> <li>• Deputy Registrar &amp; Equivalent</li> <li>• Senior Assistant Registrar</li> <li>• Assistant Registrar</li> </ul>	10 8 6
2	<b>Service to the National and International Community</b> <ul style="list-style-type: none"> <li>a. Chairman of National or International Committee/Bodies/ Organizations</li> <li>b. Membership of National or International Committee/Bodies/ Organizations</li> <li>c. Chairman of Editorial Board of recognised body</li> <li>d. Membership of Editorial Board of recognised body</li> <li>e. External Assessor for promotion of Administrative staff</li> <li>f. External Examiner/Moderator</li> <li>g. External Reviewer of journal article</li> <li>h. Initiation and participation in curriculum development</li> </ul>	6 4 6 4 6 6 6 4
3	Resource Mobilization (Any evidence of resource mobilization to the University i.e. material, technical & financial resource)	10
4	Local & Institutional linkages (Any evidence of Local & Institutional linkages)	10
5.	Membership of Professional Body (in good standing): Chairman Other Members/Secretary	5 3

.....

**SAMUEL OBENG APORI (ASSOC. PROF.)  
(CHAIRMAN OF COUNCIL)**

**DATED:**

.....

**DAVID KOFI ESSUMANG (PROF.)  
(VICE-CHANCELLOR)**

**DATED:**