



**UniMAC**  
UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION

# BULLETIN

## HUMAN RESOURCE MANUAL

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UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION

# **HUMAN RESOURCE MANUAL**

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## **FOREWORD**

The University of Media, Arts and Communication (UniMAC) recognises that its people are the most valuable resources for achieving its mandate of excellence in teaching, research, professional practice, and service to society. The effective management of human resources is therefore fundamental to the University's ability to fulfil its vision of becoming a first-rate institution in communication and the creative arts.

This Human Resource (HR) Manual has been developed to provide a comprehensive framework for the administration and management of staff of the University. It outlines the policies, procedures, and regulations that govern employment relationships within the institution and serves as an operational guide for staff, managers, and administrators in the discharge of their respective responsibilities.

The Manual consolidates key policies relating to recruitment, promotion, performance management, training and development, compensation and benefits, staff welfare, disciplinary procedures, leave administration, and international travel. It is intended to promote transparency, consistency, accountability, and fairness in the management of the University's human resources while ensuring alignment with relevant national legislation, public service standards, and the Statutes and governing policies of the University.

In developing this Manual, careful consideration has been given to best practices in human resource management within higher education institutions, particularly within the Ghanaian public university system. The provisions herein are therefore designed not only to guide administrative processes but also to support a professional work environment that encourages productivity, innovation, ethical conduct, and mutual respect among members of the University community.

All staff are expected to familiarise themselves with the provisions of this Manual and comply with its requirements. Heads of Departments, Directors, and supervisors are particularly encouraged to apply these policies diligently and fairly in the management of their teams.

It is important to note that this Manual is a living document. As the University evolves and responds to emerging institutional, legal, and policy developments, the provisions of this Manual may be reviewed and amended as necessary in accordance with the appropriate approval procedures of the University.

I expect that this Manual will serve as a valuable reference tool for promoting effective human resource management and strengthening institutional governance at the University of Media, Arts and Communication.

**Prof. Eric Opoku Mensah**

Vice-Chancellor

University of Media, Arts and Communication (UniMAC)

April 2026

## TABLE OF CONTENTS

FOREWORD	iii
1.0 INTRODUCTION	1
1.1 Purpose	1
1.2 Source Documents	1
1.3 Scope	2
1.4 Approvals, Interpretation and Amendments	2
1.5 Organisational Structure of the University of Media, Arts and Communication	3
1.6 Definitions and Interpretations	4
1.7 Delegation and Modalities for Delegation of Authority	6
1.8 Working Language	6
1.9 Confidentiality	6
1.10 Structure and Content of the Manual	7
2.0 RECRUITMENT, PROMOTION AND SEPARATION	8
2.1 General Regulations on Recruitment and Promotion	8
2.2 Appointment to Senior Member (Academic) Grades	13
2.3 Promotion to Senior Member Academic Grades	19
2.4 Appointment to Senior Member (Administrative/Professional) Grades	20
2.5 Promotion to Senior Member Administrative/Professional Grades	25
2.6 Recruitment and Appointment of Senior and Junior Staff	26
2.7 Promotion of Senior and Junior Staff	29
2.8 Appointment to Contract and Casual Positions	29
2.9 Renewal of Contracts of Permanent Employees	35
2.10 Orientation/Induction and Probation for New Appointees	36
2.11 Staff Separation	40
3.0 PERFORMANCE MANAGEMENT	50
3.1 General Policies and Components of the University's Performance Management System	50
3.2 Setting Objectives and Appraising Performance for Employees	51

3.3	Development Review of Competencies for Employees _____	53
3.4	Career and Personal Development Planning for Employees _____	55
4.0	<b>TRAINING AND DEVELOPMENT</b> _____	59
4.1	General Principles of Training and Development _____	59
5.0	<b>SALARY AND BENEFITS</b> _____	61
5.1	General Policy Statement _____	61
5.2	Rules and Regulations for Administering Various Types of Salary _____	62
5.3	Policies and Regulations on Salary Administration _____	63
5.4	Allowances & Other Benefits _____	64
6.0	<b>INTERNATIONAL TRAVEL POLICY GUIDELINES</b> _____	69
6.1	General Travel Policies and Regulations _____	69
6.2	International Travel-Related Requirements, Expenses and Benefits _____	72
6.3	Claiming International Travel Benefits and Report Writing _____	75
7.0	<b>EMPLOYER-EMPLOYEE RELATIONS</b> _____	77
7.1	General Principles of Employer/Employee Relations _____	77
7.2	Misconduct and Disciplinary Matters _____	78
8.0	<b>LEAVE</b> _____	83
8.1	General Principles for Leave _____	83
8.2	Leave Types and Conditions _____	84
9.0	<b>STAFF WELFARE</b> _____	91

## **1.0 INTRODUCTION**

### **1.1 Purpose**

The purpose of this Human Resource Manual is to ensure efficiency and consistency in the University's operations and functions with respect to human resources.

The policy is designed to achieve the following:

- Describe the internal organisation of the University in relation to its other components.
- Define and outline the Human Resource Policies and Regulations to be adhered to by employees of the University, and the procedures to be followed in performing assigned activities and tasks;
- Detail supervisory tasks to be undertaken within the University and define the responsibilities of employees at each stage of operation;
- Define the various outputs/reports to be produced and related responsibilities for each stage of the operating process.

### **1.2 Source Documents**

This policy has been developed with reference to, and in alignment with, the following documents:

- a. The University of Media, Arts and Communication Act, 2020 (Act 1059)
- b. The University of Media, Arts and Communication Statutes
- c. Labour Act, 2003 (Act 651)
- d. Conditions of Service for Senior Members of the Public Universities of Ghana
- e. Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana (2008)
- f. Conditions of Service for Senior Staff of the Public Universities in Ghana (2003)
- g. Conditions of Service for Senior Members (Academic) of the Public Universities of Ghana (2024)
- h. Collective Bargaining Agreement Between Government of Ghana and GAUA (2023)
- i. Appointments and Promotions Policy for Senior Members (Academic)
- j. Appointments and Promotions Policy for Senior Members (Administrative/ Professional)
- k. The University of Ghana Manual on Human Resources and Administrative Policies and Procedures
- l. Business Process Documents at the University

### **1.3 Scope**

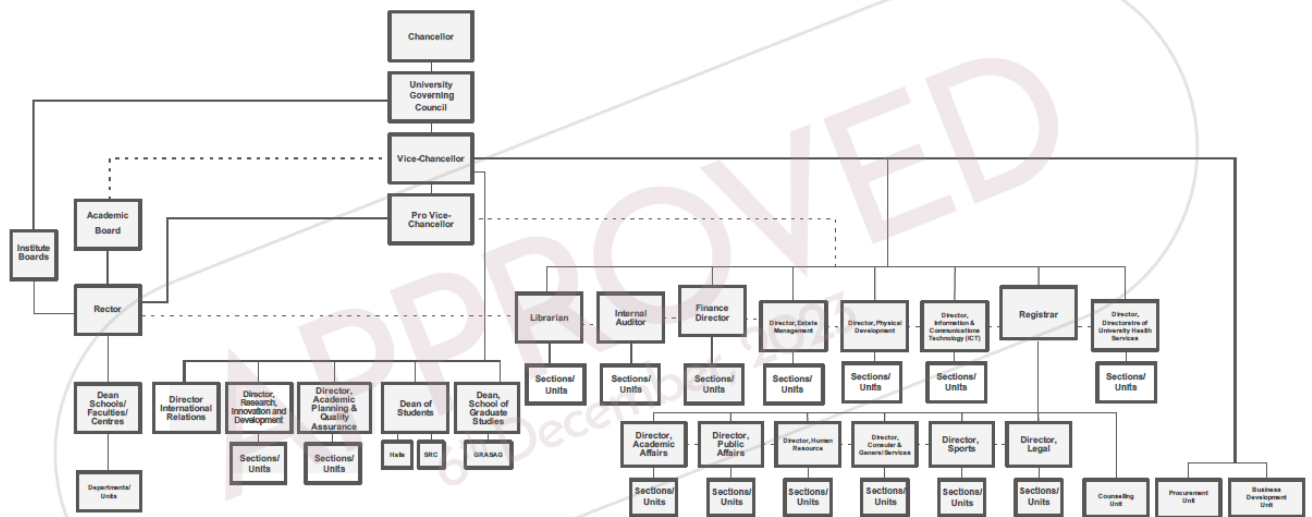
The Human Resource Manual applies to the University of Media, Arts and Communication and all its faculties, schools, departments, offices, centres, campuses and units. The provisions of this manual shall apply to all employees (Senior Members and Staff) of the University. All employees shall take responsibility for ensuring that they comply with the provisions in the Manual.

### **1.4 Approvals, Interpretation and Amendments**

- a. The University Board shall approve the Human Resources Policies and Procedures on the recommendations of the Academic Board. In the absence of the University Board, the regulator, the Ghana Tertiary Education Commission, shall approve.
- b. Where there is any doubt about the interpretation of any of the policies and regulations, the Vice-Chancellor, having taken appropriate advice, will act as the final arbiter in deciding on the interpretation.
- c. The Director of Human Resources shall initiate the review of the policies at least every four (4) years.
- d. The Director of Human Resources, in consultation with the Registrar, shall advise on the need for a review of any of the policies when necessary. The Vice-Chancellor (VC) shall direct such reviews for consideration by the Academic Board and approval by Council.
- e. Notwithstanding the periodic review, requests for addenda, amendments and additions may be considered by the Academic Board on recommendation by the Director of Human Resources in consultation with the Registrar.

# 1.5 Organisational Structure of the University of Media, Arts and Communication

## ORGANOGRAM



Note 1 Existing Lines of Communication / Collaboration  
 Statutory Lines of Authority

Note 2 Administrative staff posted to constituent Institutes shall work under their direct supervisors there but shall also report to substantive superiors at the Central Administration.

## 1.6 Definitions and Interpretations

The following expressions shall have the following meanings:

- (i) **“Academic Board”** means the Academic Board of the University as established by Act 1059.
- (ii) **“Academic Committees”** means a Committee under the Institute Board charged with the responsibility of maintaining and promoting the identity and specialty of the constituent Institute in the various respective fields of the constituent Institutes.
- (iii) **“Academic Year”** for purposes of appointment, retirement and related matters is normally presumed to end on the 30<sup>th</sup> day of September and for teaching purposes is normally presumed to begin in August and end in July unless otherwise defined by the Academic Board or Council.
- (iv) **“Alumni”** refers to:
  - a) all graduates of the University.
  - b) former students of the Ghana Institute of Journalism, National Film and Television Institute and Ghana Institute of Languages.
  - c) all other past students deemed eligible by the Academic Board for membership of Congregation.
- (v) **“Campus”** is the physical location where the constituent Institutes operate from.
- (vi) **“Centre”** means an establishment which has departmental status and is concerned with providing services, including teaching for extension purposes, but not for the award of degrees, diplomas, or certificates, other than certificates of proficiency or participation.
- (vii) **“Institute Registrar”**
- (viii) **“Convocation”** refers to an assembly of Senior Members of the University.
- (ix) **“Congregation”** is a special assembly of the University to receive reports on the University and witness the conferment of degrees and awards.
- (x) **“Vice-Chancellor”** is the Chief Executive Officer and Principal Spending Officer of the University appointed by the University Council, who is answerable to the Council and is the academic and administrative head and chief disciplinary officer of the University.
- (xi) **“The Registrar”** is the Chief Operating and Administrative Officer of the University and is in that capacity responsible for the day-to-day operations of the University under the Vice-Chancellor and in accordance with the policy directives of the University Council.
- (xii) **“School”** means one or more related academic departments established by the Board.

- (xiii) **“Establishment”** means a division, sub-division or constituent part or body of the University, such as the schools, departments, directorates, units, programmes, other divisions, sub-divisions, constituent parts or bodies of the University.
- (xiv) **“Unit”** means a division, subdivision, a programme, a department, school, office or centre.
- (xv) **“Department”** means any Department of the University, academic or non-academic, and other Units recognised as such by the Board as forming constituent parts of the University.
- (xvi) **“Head of Department/Unit”** means the Professor or any other person appointed in accordance with the Statutes of the University to direct or supervise the programme or work of a department. This includes the Head of any Establishment in the University.
- (xvii) **“Administrative staff”** means qualified administrative officers responsible for the execution of the day-to-day administrative duties and operations of the University.
- (xviii) **“Dependent Child”** means a biological or legally adopted child of an employee. Adoption must conform to the laws of adoption in Ghana. If both spouses are employees of the University, they must decide which of them shall claim any benefits due the child in order to avoid duplication of payment of benefits.
- (xix) **“Beneficiary”** means any person so designated by the employee in writing, and in accordance with the prescribed procedure for registration of beneficiaries. In the event of the death of an employee, all amounts accruing to him/her shall be paid to his/her beneficiary(ies).
- (xx) **“University”** means the University of Media, Arts and Communication.
- (xxi) **“The Board”** means the University Board, the highest decision-making body of the University.
- (xxii) **“Temporary Staff”** are staff engaged/hired for specific short-term tasks. Members of the temporary staff grouping are paid under individual contracts.
- (xxiii) **“Contract Staff”** are staff engaged to perform specific duties on an ‘as-needed basis’. Contract staff may be engaged/hired on contractual terms to perform specified duties to supplement expertise within the University.
- (xxiv) **“Senior Members”** (SM) of the University are academic (teaching/research), professional/administrative personnel who, by appointment, become members of convocation.
- (xxv) **“Senior Staff”** (SS) are members of staff not below the rank of Administrative Assistant or equivalent.
- (xxvi) **“Junior Staff”** (JS) are members of staff below the rank of Administrative Assistant or equivalent.
- (xxvii) **“Employee”** refers to a Senior Member or staff of the University.

## **1.7 Delegation and Modalities for Delegation of Authority**

Delegation is the act by which the authorising officer shall confer powers on a senior member or staff. Action required by the Vice-Chancellor, the Registrar, the Director of Human Resources and/or Deans/Directors as part of this Manual may be delegated in writing to an appropriate nominee. All such delegations must be reported to and recorded by the Director of Human Resources.

There shall be three types of delegation described below:

### **i. Statutory Delegation**

This is the action by which a statutorily appointed authorising officer delegates powers to another officer in that officer's functional area.

### **ii. Lateral Delegation**

This is the action by which a statutorily appointed officer delegates powers to another officer.

### **iii. Sub-delegation**

This is the action by which some of the functions of a statutorily appointed officer are delegated to a directorate, department or unit. A senior member or unit head may also delegate to other senior members down the line through this act of delegation.

## **1.8 Working Language**

Documents of the University shall be written in the official language of Ghana, namely English. Official texts and website information shall also be written in English.

## **1.9 Confidentiality**

Employees of the University shall respect the professional secrecy of any confidential information, act and/or inquiry that they obtain knowledge of in the course of their involvement in work and the activities of the University. Such confidentiality shall continue even after they leave the University's employment.

Information, fact and/or inquiry considered confidential shall include any sensitive information, fact, and/or other clearly marked "confidential" and any other information and fact which by its nature can be considered or classified as confidential.

Employees of the Institutes and Central Administration of the University must ensure that data/information is handled in a manner that reduces the risk of misuse, lack of authorised use, or disclosure of confidential information.

## 1.10 Structure and Content of the Manual

Generally, the policy covers the underlisted subject areas.

- Recruitment, Promotion and Separation
- Performance Management
- Training and Development
- Salary and Benefits
- International Travel Policy Guidelines
- Employer-Employee Relations
- Leave
- Staff Welfare

## **2.0 RECRUITMENT, PROMOTION AND SEPARATION**

### **2.1 General Regulations on Recruitment and Promotion**

#### **Policy Statement**

1. The University aims to attract, recruit and retain highly qualified and competent human resources to carry out its mandate and achieve its strategic objectives. It shall therefore adopt recruitment and promotion processes that ensure the right calibre of employees with the right competencies are appointed to vacant positions at all levels of the University at all times, and that they are appointed principally on merit.
2. Fairness, transparency, impartiality and consistency shall be the guiding principles for the recruitment of new employees of the University. The recruitment process shall be designed to stimulate competition and be rigorous enough to ensure the right candidate is selected for a job.
3. Promotions shall similarly be carried out in a fair, transparent, impartial and consistent manner such that existing employees are motivated to aspire to rise to higher levels within the University. The promotion process shall be designed to ensure that the most qualified and experienced employees, who demonstrate the requisite leadership skills or exhibit the potential to lead, are allowed to take up more senior positions within the University.
4. It shall also be ensured that employees selected through the promotion process are those committed to the vision, mission and core values of the University to be promoted to positions of higher responsibility and accountability.
5. Recruitment and promotions shall furthermore be made purely on merit and in line with the provisions and requirements of the Act; the Statutes of the University; Conditions of Service for Senior Members, and senior and junior staff of the University; and the Criteria of Appointments and Promotions for Senior Members, and Scheme of Service for Senior and Junior staff of the Public Universities of Ghana.

#### **Types of Appointments**

6. Except where otherwise specifically stated, all appointments by the University shall be full-time and additional remuneration for activities outside the scope of appointment may be accepted only with the permission of the Vice-Chancellor on behalf of the University Council.
7. Employees may be appointed/engaged on a contract or casual basis to carry out specific tasks, assignments or projects. The duration of contract assignments shall not exceed one year but may be renewable on a fixed-term contract basis, depending on the University's requirements

and the incumbent's performance. The duration of casual appointments shall not exceed six months but shall be renewable for a further six months based only on the University's requirements and performance.

8. Contract or casual employees may also be engaged to carry out specified assignments based on specific contracts. In such cases, the terms of the contract shall be embodied in their letters of appointment.
9. In the case of staff employed for projects with specific timelines, the duration of their appointments should not exceed the life span of the projects they have been tasked with carrying out.
10. Part-time appointments may be made in situations where the University requires the services of academic employees, including Adjunct Professors or Graduate Assistants, etc.
11. Fixed-term post-retirement appointments may be given to academic employee retirees of sound health, whose positions cannot be filled immediately after their retirement for one reason or another.

#### **Advertising, applying for and Filling Vacant Positions**

12. All vacancies may be advertised internally and/or externally. However, the University may, for various reasons, provide only internal employees opportunities to take up vacant positions at higher levels of the University, thereby motivating them to grow and develop with the University.
13. In the interest of expediency, the Vice-Chancellor may make temporary acting appointments from among internally qualified staff pending the completion of open advertisement arrangements.
14. The mode of advertisement of vacancies at Senior Member and senior/junior staff levels shall be by placement of advertisements on the University's website and on all notice boards in the University.
15. A vacancy into which employees may be appointed may be said to exist as a result of the following:
  - a. An existing post holder leaving an established post;
  - b. The creation of a new post;
  - c. Promotions/Upgrades;
  - d. Transfers/Postings;
  - e. The need to add more staff to an existing post as part of an extension plan.

16. Existing vacancies at the Senior Member level may be filled through any of the following processes:
  - a. Secondment from other institutions;
  - b. Requests for technical assistance;
  - c. A recommendation to the Vice-Chancellor by the Dean or Registrar in consultation with the head of departments/centre/units as appropriate;
  - d. Application on an individual's own initiative (unsolicited applications);
  - e. Head hunting;
  - f. Application in response to an advertised position (internal or external).
17. The University's Appointments and Promotions Board (APB) and the Appointments and Promotions Committee for Senior and Junior Staff (APC) are the only bodies mandated to make decisions on applications for appointments and promotions in the respective categories.
18. No application shall therefore be withheld from the Board or Committee referred to above.

#### **Request for Personal Information from Applicants**

19. As part of the application process, an applicant seeking employment with the University shall complete an application form and provide the required personal information as set out in the application form.
20. Applications for employment in the University should be made in the prescribed form. Different forms exist for different categories of staff:
  - i Senior Members - Academic;
  - ii Senior Members - Administrative/Professional; and
  - iii Senior and Junior Staff.

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

#### **Sanctions for Providing False Information or Concealing Personal Information**

21. Applicants shall take note that intentionally providing false information or concealing personal information when filling application forms above shall be considered a serious offense which shall attract sanctions, including discontinuing the appointment process for candidates yet to take up their appointments or terminating the employment of those already in employment.

#### **Interviewing for Permanent Appointment**

22. All permanent employee appointments shall be made through a well-planned and structured assessment process conducted by competent assessors and a properly constituted interview

panel. Appointments shall furthermore be determined by the appropriate Appointments and Promotions Board/Committee, depending on the level of seniority of the role.

23. The process and outcome of the interview shall be well documented and appropriately filed in the employee's personal file for reference purposes should the need arise.

#### **Medical Examination**

24. Before being appointed to any position in the University, a candidate shall be medically examined and passed as fit, as evidenced by a medical certificate issued by a registered medical practitioner. Such medical examination shall be conducted at the expense of the employee. The medical results, which should be treated as confidential, must be addressed and submitted to the signatory of the appointment letter.

#### **Making Appointments**

25. The Registrar, who is Secretary to the University Council, shall, on behalf of the Council, issue offer letters to successful candidates formally appointed to Senior Member positions after a formal assessment process. The appointments shall be by authority of the Council, based on the recommendation of the Appointments and Promotions Board.
26. Formal appointment letters shall be issued by the Director of Human Resources to successful candidates duly assessed for senior and junior staff positions. The appointments shall be made by the authority of the Vice-Chancellor based on the recommendations of the APC.
27. The Vice-Chancellor, in consultation with the Appointments and Promotions Board, is authorised to make secondary appointments, including those for Deans, Vice Dean, Heads of Departments/Units, Registration/Examination Officers, Coordinators, etc.
28. No candidate shall be considered to have been properly appointed to work in the University unless a letter of appointment has been issued to him/her by the appointing authority or their representatives and the applicant has, in turn, written to accept the offer within the specified period.
29. Offer letters shall clearly state the job title, type of appointment, duties/tasks, reporting lines, start date, probation period, terms and conditions of the appointment, terms of termination of appointment, salary scale/job grade and point of entry on the scale.
30. Where there are additional benefits due to an appointee by virtue of a specific office/position to which he/she has been appointed (such as Deans, Heads of Department, Dean of Students or other senior level administrative role), those benefits, together with the period over which they are payable shall be clearly and unambiguously stated in the appointment letter.

31. The Registrar shall direct the activation of the service record and opening of the personal file for all newly appointed employees of the University.
32. Following the interviews and appointments, staff numbers shall be generated for all successful appointees by the Head of Human Resources on behalf of the Registrar.
33. Conditions of service and personal record forms shall be issued to new appointees, and the salary administration process shall kick in.
34. Copies of the new appointee's completed application form, appointment letter, birth certificate, particulars of next-of-kin, and completed personal record form shall be placed on the personal file.
35. The appointment of a staff or Senior Member shall take effect from a date to be determined by the A&P.
36. The newly appointed Senior Member shall enter his/her name in the register of new appointments kept in the Registrar's office.
37. All holders of senior-level administrative positions, including the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Deans, and Heads, shall hold office for the periods defined by the Statutes of the University.

#### **Probation Period and Confirmation of Appointment**

38. A Senior Member (Academic) appointed to the University shall be required to serve a probationary period of two (2) years.
39. A Senior Member (Administrative/Professional) appointed to the University shall be required to serve a probationary period of one (1) year.
40. Confirmation of a Senior Member's appointment shall be subject to a documented evaluation of their performance over the probationary period, and written confirmation from their Head of Department/Unit that their work and conduct have been satisfactory and to any other conditions that may be specified in the offer of appointment.
41. Junior and Senior Staff appointed to established positions shall normally be on probation for a period of one (1) year, after which they will be eligible for confirmation into their roles. Confirmation of their appointments shall be subject to a documented evaluation of their performance over the probationary period and written confirmation from their Head of Department/Unit that their work and conduct have been satisfactory.
42. On the recommendation of the relevant Head, the Director of Human Resources, in consultation with the Registrar, may write to extend the probationary period of the employee by not more than three months if considered necessary.

43. The University may, for reasons of non-performance, terminate the appointment of an employee on probation. Where such termination is not as a result of misconduct, Senior Members shall be given six months' notice or six months' pay in lieu of notice. Senior and Junior staff shall be given three months' notice or three months' pay in lieu of notice.

#### **Timing of Submission of Applications for Promotion and Effective Date of Promotion**

44. Applications for promotion supported by materials for assessment shall not be processed unless they are received at least six months prior to the retirement of the applicant.
45. The effective date of promotion of successful Senior Members shall be 1<sup>st</sup> February and 1<sup>st</sup> August.
46. For promotion to take effect from 1<sup>st</sup> February, the application should have been submitted between 1<sup>st</sup> August and 31<sup>st</sup> January. For promotion to take effect from 1<sup>st</sup> August, the application should have been submitted between 1<sup>st</sup> February and 31<sup>st</sup> July.

## **2.2 Appointment to Senior Member (Academic) Grades**

(Refer to *Appointments and Promotions Policy for Senior Members (Academic)* for further details)

1. Individuals on their own initiative or at the invitation of the Vice-Chancellor/Dean/Head of Department/Unit may apply for a rank for which they are qualified at any time.

#### **Determination of Establishment Numbers and Approval of the Recruitment Process**

2. A baseline year shall be agreed upon during which all departments/units within the University shall determine existing vacancies based on establishment numbers signed off by the Vice-Chancellor in consultation with the Registrar and Deans. Establishment numbers may be revised periodically.
3. Annual staff plans shall be prepared by schools/departments/units within the University during the last quarter of the academic year.
4. The following shall be considered by each school/department/unit when preparing staff plans.
  - a. Whether the University plans to add on another school or centre;
  - b. Whether a school intends to set up a new department/unit;
  - c. Whether a school plans to expand an existing department/unit;
  - d. Whether there is enough evidence to confirm that a department/unit is understaffed;
  - e. Whether a department or unit plans to introduce new programmes and so requires additional staff;

- f. Pending retirements for the period under consideration;
- g. Natural attrition rates/trends due to resignation, vacation of posts, etc;
- h. Plans for restructuring, transfers or re-assignments;
- i. Ghana Tertiary Education Commission (GTEC) norms.

#### **Approval of the Recruitment Process for New Academic Senior Members**

5. The recruitment process shall commence after it has been confirmed that a vacancy exists in a department/unit based on establishment numbers and a job profile for the position.
6. Upon commencement of the process, the head of department/unit seeking to fill the vacancy shall submit a request for approval to recruit detailing the following information:
  - a. A brief justification stating the benefits to be derived from making the appointment relative to the costs thereof.
  - b. A role profile outlining the duties, tasks, qualifications and person specifications for the role.
7. The request shall be submitted to the Dean of the Faculty/School seeking to make the appointment for endorsement, after which it shall be forwarded to the Rector and subsequently to the Vice-Chancellor for final approval.
8. The approved request shall be forwarded to the Registrar, who shall give directives through the Director of Human Resources for the vacant positions to be advertised by the Directorate of Public Affairs.

#### **Advertisement and Submission of Application Forms for Senior Member Academic Grades**

9. Advertisements announcing the vacancy and requesting applications to fill it shall be placed on media platforms by the Directorate of Public Affairs. Such platforms shall include the University's website, notice boards and social media channels.
10. The advertisement shall clearly state the duties to be performed in the various roles, the job title, job grade, qualifications and competencies required for good performance in each role.
11. For the avoidance of doubt, the advertisement shall communicate the following information about the position clearly and concisely:
  - a. Information on the location (i.e., Directorate/department or unit).
  - b. The job title for the vacancy and the number of positions open for that role.
  - c. A brief background on the role and how it fits into the wider organisational structure of the University.
  - d. The position the prospective role holder reports to.
  - e. A brief description of duties and responsibilities for the role.

- f. Qualifications and experience required for the role.
  - g. Closing date and channel(s) for submission of applications.
12. Application forms may be downloaded from the University's website and shall also be available at the Registry.
  13. Completed application forms with a covering letter, curriculum vitae, certificates and transcripts shall be addressed and submitted to the Registrar. Applicants shall request references from at least three of their referees to be submitted directly to the University. A minimum of two positive references will qualify the application for further processing.
  14. Applicants may also be required to undertake an evaluation of their certificates at the Ghana Tertiary Education Commission.
  15. After the closing date for receipt of applications, the Director of Human Resources shall record all the applications received within a period of one (1) week for submission to the Head of the appointing Department within two (2) weeks after the closing date.

#### **Departmental/Unit Level Assessment of Applicants**

16. After applications have been received at the Head's office, the Department shall check the completeness of the submissions and prepare a "summary profile sheet" containing the name, qualification, work experience and other information considered useful for assessing applicants' eligibility to take up the vacant position.
17. Reasons for ineligibility shall be documented on a separate sheet and attached to the summary profile sheet.
18. To ensure uniformity in assessing the applicants for listing, a consistent means for rating all applications on a score sheet based on the required qualifications and person specifications shall be developed by the Directorate of Human Resources under the direction of the Registrar.
19. An initial assessment of the applicants shall be conducted by the Departmental Board and the Dean of the Faculty/School concerned or his/her nominee. They shall assess the applicants to confirm whether they meet the minimum qualifications and person specifications for the vacant position.

#### **Evaluation of Applicants' Ability to Teach Through Teaching Demonstration or Seminars**

20. Applicants who wish to take up academic positions for which teaching is the primary responsibility shall be required to present a teaching demonstration or seminar to a group of students with members of the Departmental Board in attendance as part of a practical role-play exercise to demonstrate their ability to teach.

21. During the demonstration exercise, applicants shall be evaluated and rated based on the factors listed below:
  - a. Command of the subject being presented
  - b. Subject matter content
  - c. Organisation and clarity of presentation
  - d. Ability to excite intellectual curiosity
  - e. Clarity of speech
  - f. Contact with audience
  - g. Competence in answering questions
  - h. General comportment
22. Following the interactive session and teaching demonstration, the Head of Department shall draft a report with his/her recommendations. The final report, together with a report on the teaching demonstration, shall be forwarded to the relevant Faculty/School for further processing.

#### **Faculty/School Level Assessment of Applicants**

23. Upon receipt of the application dossiers and the Head of Department's report, the Dean of Faculty/School shall convene a meeting of the Faculty Appointments and Promotions Review Committee to conduct an interactive assessment of the applicants and present a report with their recommendations to the Institute Appointments and Promotions Review Committee.
24. All the reports and documentation listed below shall be submitted by the Faculty to the Institute Appointments and Promotions Review Committee.
  - a. Dean's cover letter
  - b. A copy of an appropriately signed-off recruitment approval form
  - c. Report of the Faculty Appointments and Promotions Review Committee
  - d. Report from the Head of Department
  - e. Teaching demonstration assessment report
  - f. Summary profile sheet and shortlisting report
  - g. Completed application forms
  - h. Curriculum Vitae
  - i. Copies of certificates and academic transcripts

#### **Institute Level Assessment of Applicants**

25. Upon receipt of the application dossiers and the Dean's report, the Rector of the Institute shall convene a meeting of the Institute Appointments and Promotions Review Committee

to conduct an assessment of the applicants and present a report with their recommendations to the Appointments and Promotions Board (APB), which shall interview the applicants and make a final determination on the applications.

26. All the reports and documentation listed below shall be submitted by the Institute to the Appointments and Promotions Board.
  - a. Rector's cover letter
  - b. Report of the Institute Appointments and Promotions Review Committee
  - c. A copy of an appropriately signed-off recruitment approval form
  - d. Report of the Faculty Appointments and Promotions Review Committee
  - e. Report from the Head of Department
  - f. Teaching demonstration assessment report
  - g. Summary profile sheet and shortlisting report
  - h. Completed application form
  - i. Curriculum Vitae
  - j. Copies of certificates and academic transcripts

#### **Assessment by the Appointments and Promotions Board**

27. On receiving the documents from the Institute, shortlisted applicants shall be invited for an interview at least two weeks before the interview takes place.
28. The composition of the Appointments and Promotions Board shall be as prescribed in the respective Schedule of the University Statutes.
29. The Appointments and Promotions Board shall make its final pronouncement on the overall assessment based on its review of the documents provided to it and the outcome of the interview conducted.
30. Recommendations of the Appointments and Promotions Board shall be submitted to the University Council for final approval.

#### **Providing Feedback to Applicants and Record-Keeping Following the Assessment and Selection Process**

31. The Registrar, under the direction of the Vice-Chancellor, shall provide the applicant with feedback on the outcome of their application within two (2) weeks following the Council approval of the Appointments and Promotions Board recommendation.
32. For successful candidates for appointment, the Vice-Chancellor shall issue a letter appointing them to a specified rank and department. The appointment letter shall be written in line with

the relevant sections on “**Making Appointments**” under **Section 2.1 General Regulations on Recruitment or Promotion and Appointment (Section 2.1)** of this policy.

33. Other information that will be stated in the appointment letter includes the following:
  - a. Job title
  - b. Job grade
  - c. Reporting line(s)
  - d. Brief description of duties and tasks
  - e. Salary scale/point of entry
  - f. Allowances
  - g. Other terms and conditions of service
  - h. Date for commencement of the appointment
  - i. Probationary period and any terms thereof

#### **Terms of Appointment for Senior Members (Academic)**

34. A Professor or Associate Professor’s contract of appointment shall be tenured and full-time.
35. A Visiting Scholar’s contract of appointment shall be full-time, for one year, and renewable for one year only. The salary level for this position shall be based on the applicant’s current job position, the date of his/her highest qualification and experience.
36. An Adjunct Professor’s contract of employment shall be part-time (i.e., for specific periods during an academic year). The salary level for this position shall be based on the applicant’s current job position, the date of his/her highest qualification and experience.
37. A Lecturer/Research Fellow and Senior Lecturer/Senior Research Fellow’s contract of appointment shall be full-time for six years in the first instance, the first two years of which shall be regarded as a period of probation.
38. An Assistant Lecturer/Assistant Research Fellow’s contract of appointment shall be full-time for a period of six (6) years, the first two years of which shall be regarded as a period of probation, and renewable for a further period of one (1) year but not exceeding two (2) years.
39. A Teaching Assistant’s contract of appointment shall be full-time for one year, renewable for another year at a time, subject to departmental requirements and performance.
40. A Graduate Assistant’s contract of employment shall be part-time for up to one academic year at a time. The part-time work shall be for a maximum of eight hours a week at rates of pay to be determined by the University from time to time.

## 2.3 Promotion to Senior Member Academic Grades

### General Policies and Regulations for Promotion of Senior Members (Academic)

(Refer to *Appointments and Promotions Policy for Senior Members (Academic)* for further details)

1. Promotion shall normally proceed from one rank to the immediate next rank, i.e., from Lecturer to Senior Lecturer to Associate Professor to Professor.
2. Notwithstanding the normal progression stated above, a Senior Member (Academic) of the University may apply to be promoted to any rank for which he/she considers himself/herself qualified at any time.
3. An applicant for promotion should have completed the probation period before becoming eligible to apply.
4. An applicant's attention shall be drawn to any adverse performance records which make him/her ineligible for promotion.
5. A Senior Member academic who is due to retire in six months shall be ineligible for promotion.
6. A Senior Member who is aggrieved by a decision relating to his/her promotion may petition the Appointments and Promotions Board within one month of receiving the notification of the decision.
7. In all cases of promotion, the effective date of promotion of successful applicants shall be as follows:
  - a. All applications submitted after the month of August in a particular year shall take effect in February of the next year.
  - b. All applications submitted after February in a particular year shall take effect in August of the same year.

### Criteria for Considering Senior Members (Academic) for Promotion

8. Promotion to the grade of Senior Lecturer/Senior Research Fellow and above shall be considered based on significant performance in the following:
  - a. Teaching
  - b. Community Service
  - c. Research and Publication (Promotion of Knowledge)
9. The Dean/Head of Department shall assess and report on applicants' teaching capabilities, taking student assessment and peer review comments into account.

10. Applications for promotion based solely on teaching and community service, or other contributions that do not normally result in publications, shall not be considered.
11. Promotion to the grade of Associate Professor shall be based on outstanding scholarship in the candidate's field of teaching and research, contribution to the intellectual life of the University or country and good performance assessment reports.
12. Promotion to the grade of Professor shall be based on internationally acknowledged scholarship in the candidate's field of teaching and research, contribution to the intellectual life of the University or country and good performance assessment reports.

#### **Procedure for Promotion of Senior Member Academic Grades**

13. A Senior Member (academic) may apply to be promoted to any grade for which he/she considers himself/herself qualified at any time, provided that he/she has met the requirements for that grade as prescribed by the Criteria for Appointments and Promotions of Senior Members (Academic).
14. Applications for promotion shall be processed in line with the procedure stipulated in the **Appointments and Promotions Policy for Senior Members (Academic)**.

#### **Processing Applications for Promotion to Senior Member Academic Grades**

15. The APB, upon receipt of the application documents from the Institute Appointments and Promotions Review Committee, shall review and assess the candidates and make recommendations on the applications.
16. For applicants to the rank of Senior Lecturer/Senior Research Fellow and above, the APB shall submit the dossier for external assessment in line with the Appointments and Promotions Policy for Senior Members (Academic).
17. The Director of Human Resources, as Secretary to the APB, under the direction of the Vice-Chancellor, shall provide applicants with feedback on the outcome of their application within two weeks of the APB decision.
18. For applications to the rank of Senior Lecturer/Senior Research Fellow and below, the Vice-Chancellor shall issue letters to successful candidates. For applications to Professorial ranks, the recommendations of the APB shall be submitted to the Council for final approval.

#### **2.4 Appointment to Senior Member (Administrative/Professional) Grades**

(Refer to *Appointments and Promotions Policy for Senior Members (Non-Teaching)* for further details)

#### **Determination of Vacancies for Senior Member Administrative/Professional Positions**

1. A baseline year shall be agreed upon during which all directorates/units within the University shall determine existing vacancies based on establishment numbers signed off by the Vice-Chancellor in consultation with the Registrar and Directors. Establishment numbers may be revised periodically.
2. Annual staff plans shall be prepared by directorates/units within the University during the last quarter of the academic year.

### **Preparation of Annual Staff Plans for Confirmation of Establishment Numbers**

3. In preparing annual staff plans, the following shall be considered by each of the directorates/units within the University:
  - a. Whether a directorate/unit plans to add on another unit;
  - b. Whether a directorate /unit plans to expand an existing unit;
  - c. Whether there is enough evidence to confirm that a directorate /unit is understaffed;
  - d. Whether a directorate /unit plans to expand its scope of activities and so requires additional staff;
  - e. Pending retirements for the period under consideration;
  - f. Natural attrition rates/trends due to resignation, vacation of posts, etc;
  - g. Plans for restructuring, transfers or re-assignments;
  - h. Ghana Tertiary Education Commission (GTEC) norms.

### **Approval for Recruitment and Appointment**

4. The recruitment process shall commence after confirmation that a vacancy exists in a directorate /unit based on approved establishment numbers and a job profile for the position.
5. Upon commencement, the head of the directorate /unit where the vacancy exists (i.e. the hiring manager) or his/her representative shall complete a “Recruitment Approval Form.”
6. The form should be designed to include sections where the hiring manager shall be required to provide the following information:
  - a. A brief justification stating the benefits to be derived from making the appointment relative to the costs thereof.
  - b. An organizational chart indicating where the role is to be filled.
  - c. A job profile outlining the duties, tasks and person specifications for the role.
7. The completed forms shall be endorsed by the head of the directorate /unit seeking to make the appointment. It shall subsequently be forwarded to the Registrar for endorsement and onward submission to the Vice-Chancellor for final approval.

8. The Registrar, through the Head of Human Resources, shall direct the Public Affairs Directorate to advertise the vacant positions.

#### **Advertisement and Submission of Application Forms for Vacancies**

9. The process for advertisement and submission of application forms for Senior Member Administrative/Professional positions shall be the same as for Academic Senior Members, detailed in **Section 2.2; Subsections 9 to 15** of this policy.
10. In this case, however, the Director of Human Resources shall submit the received and recorded applications to the Registrar for further processing.

#### **Receipt and Compilation of Applications**

11. Upon receipt of the applications, the Registrar shall nominate two Assistant Registrars or equivalents, including one from the directorate/unit seeking to fill the vacancy, to work together with the Director of Human Resources as coordinators for the assessment and selection process.
12. The process coordinators shall check the completeness of the submissions and prepare a “summary profile sheet” with information on applicants’ qualifications, work experience and other information on applicants’ eligibility for the position.
13. To ensure consistency in assessing applicants for shortlisting, a consistent means for rating them based on the required job and person specifications (job profile) shall be employed.
14. A score sheet developed by the Directorate of Human Resources and approved by the Registrar shall be used to ensure the consistency required.
15. The criteria for shortlisting applicants for all Senior Member administrative or professional positions shall be drawn from the minimum criteria contained in the Criteria for Appointment and Promotion of Senior Members (Administrative/Professional).
16. Reasons for ineligibility shall be documented on a separate sheet and attached to the summary profile sheet.
17. A brief report on the shortlisting process shall be prepared by the coordinators of the process to be forwarded to the Administration Appointments and Promotions Review Committee for further processing.

#### **General Criteria for Recruitment and Appointment**

18. Depending on the positions to be filled at any point in time, they may be grouped into categories such as Assistant Registrars, Librarians/Archivists, Accountants/Finance Officers, Architects/Estate Managers, Medical Officers, etc.

19. Recruitment or promotion to the various Senior Member administrative and professional grades shall be subject to the provisions on the minimum qualifications and requirements prescribed in the Appointments and Promotions Policy for Senior Members (Non-Teaching).

#### **The Selection Process for Applicants**

20. At the next stage of the selection process, shortlisted candidates shall be required to attend an interview by the Administration Appointments and Promotions Review Committee (AAPRC).
21. A simple score sheet shall be used to assess candidates based on previously agreed criteria to be used during the interview referred to above. The criteria shall be agreed on by the AAPRC.
22. The score sheets shall include a section for each assessor to make his/her recommendation as to whether or not the candidate is suitable for the next stage of the selection process.
23. All the reports and documentation listed below shall be submitted by the Registrar to the Appointments and Promotions Board.
  - a. Registrar's cover letter
  - b. An appropriately signed-off recruitment approval form
  - c. Summary profile sheet
  - d. Report of the AAPRC
  - e. Completed application forms
  - f. Curriculum Vitae
  - g. Copies of certificates and academic transcripts

#### **Assessment by the Appointments and Promotion Board**

24. The applications, together with supporting documents and the report of the AAPRC shall be submitted to the APB for commencement of the next stage of the selection process.
25. The APB shall review the documents submitted to it and shall conduct an interview to select candidates based on competencies in their job profiles.
26. Based on the documentation received and performance of the candidate at the interview, the APB shall determine whether or not the candidate is suitable for appointment to the vacant position and give its recommendation for successful candidates to be appointed to specified positions.

27. The Director of Human Resources, as Secretary to the APB, under the direction of the Vice-Chancellor, shall provide applicants with feedback on the outcome of their application within two weeks of the APB decision.
28. For applications to the rank of Senior Assistant Registrar or its equivalent and below, the Vice-Chancellor shall issue letters to successful candidates. For applications to Deputy Registrar or its equivalent and above, the recommendations of the APB shall be submitted to the Council for final approval.

#### **Approval to Appoint Successful Candidates to Administrative or Professional Positions**

29. The effective date of appointment shall be determined by the APB.
30. The Registrar shall, in collaboration with the head of the appointing directorate/unit, agree which candidate(s) should be placed at specific duty posts.

#### **Terms of Appointment of Senior Members to Administrative or Professional Positions**

31. A Junior Assistant Registrar's appointment shall be for a contract period of six (6) years, the first two (2) years of which shall be regarded as the period of probation. The candidate shall be eligible for an upgrade to Assistant Registrar after completion of the two (2) year probation, subject to good performance.
32. An Assistant Registrar's contract of appointment shall be full-time and for an initial period of six (6) years, the first year of which shall be regarded as a probation period. The appointment may be reviewed before the end of the sixth year and may normally be renewed for a period of up to six (6) years at a time.
33. A Senior Assistant Registrar's contract of appointment shall be for an initial six (6) years and is full-time. The appointment may be reviewed before the end of the sixth year and may normally be renewed for a period of up to six (6) years at a time.
34. The contract of Deputy Registrars and equivalent grades shall be full-time and shall continue until the retirement age of 60.

#### **Recruitment to Senior Level Management Positions: Constitution of a Search Committee**

35. The constitution of Search Committees for recruitment to senior-level management positions shall be in accordance with the Statutes of the University.
36. Such senior-level administrative or professional positions shall include the following:
  - a. Vice-Chancellor
  - b. Pro Vice-Chancellor
  - c. Rectors
  - d. Registrar

- e. Director of Finance
- f. Librarian
- g. Director of Internal Audit
- h. Other Appointive positions**

37. Processes and procedures for the appointment of the candidates into the above positions shall be as prescribed by the Statutes of the University.

## **2.5 Promotion to Senior Member Administrative/Professional Grades**

(Refer to *Appointments and Promotions Policy for Senior Members (Non-Teaching)* for further details)

### **Eligibility of Senior Members, Administrative/Professional, for Consideration for Promotion**

1. A Senior Member who wishes to be promoted to a higher administrative/professional position may, on his/her own initiative or at the invitation of the Registrar/head of directorate/unit, apply for promotion at any time.
2. Administrative/Professional Senior Members may normally apply for promotion after attaining the minimum number of years of satisfactory service as prescribed in the *Appointments and Promotions Policy for Senior Members (Non-Teaching)*.

### **Criteria for Promotion of Senior Members, Administrative/Professional**

3. Applications for promotion to Senior Member (Administrative/Professional) grades shall be considered on the basis of the criteria stipulated in the *Appointments and Promotions Policy for Senior Members (Non-Teaching)*.

### **Procedure for Promoting Senior Members' Administrative/Professional**

4. Applicants for promotion shall be processed in line with the procedure in the *Appointments and Promotions Policy for Senior Members (Non-Teaching)*.

### **Annual Performance Appraisal Reports**

5. The review panel will be required to review the applicant's performance and the quality of his/her work based on the assessment elements of the Annual Performance Appraisal Reports for the last four (4) years prior to the application.

### **Approval to Promote Successful Candidates to Administrative/Professional Positions**

6. The APB shall review the documents submitted to it and determine whether or not the candidate is suitable for promotion to the position sought and give its recommendation for successful candidates to be promoted to specified positions.
7. The Director of Human Resources, as Secretary to the APB, under the direction of the Vice-Chancellor, shall provide applicants with feedback on the outcome of their application within two weeks of the APB decision.
8. For applications to the rank of Senior Assistant Registrar or its equivalent and below, the Vice-Chancellor shall issue letters to successful candidates. For applications to Deputy Registrar or its equivalent and above, the recommendations of the APB shall be submitted to the Council for final approval.

## **2.6 Recruitment and Appointment of Senior and Junior Staff**

### **Policy Statement**

1. The recruitment and appointment of Senior and Junior staff shall be carried out in conformity with the relevant provisions of this policy on **General Regulations on Recruitment, Promotion and Appointment (Section 2.1)**.

### **Criteria for Recruitment and Appointment to Senior and Junior Staff Positions**

2. Candidates who wish to apply for recruitment to various senior and junior staff positions must possess the qualifications, competencies and experience for the role they aspire to hold as contained in the Scheme of Service for Senior and Junior Staff of the Public Universities of Ghana.
3. However, all senior staff should, as a minimum, hold a first degree or a Higher National Diploma (HND) or equivalent qualifications.

### **Determination of Vacancies for Senior and Junior Staff Positions**

4. As in the case of Senior Members, vacancies for Junior and Senior staff shall be determined based on establishment numbers using the principles outlined in **Section 2.4, Subsection 1 to 8** of this policy.

### **Confirmation and Approval of Vacancies**

5. For senior and junior staff vacancies in the University, the head of the directorate/school/department/unit seeking to make the appointment, in consultation with the Registrar, shall make a request to the Vice-Chancellor for appointment of staff to fill the existing vacancy.

6. The existence of such vacancies must be confirmed and appropriately signed off through a confirmation of vacancies and recruitment approval process similar to that described for Senior Members in **Section 2.4, Subsection 4 to 8** of this policy.
7. In approving the commencement of the recruitment process for senior and junior staff, recruitment approval forms shall be endorsed by the Registrar and approved by the Vice-Chancellor.
8. Following the recruitment approval process, existing vacancies shall be collated and compositely advertised. The advertisements shall be published by the Directorate of Public Affairs, subject to approval by the Director of Human Resources under the direction of the Registrar.
9. For advertisement, assessment and selection, Senior staff positions to be advertised may be categorised broadly under the following job groupings:
  - a. Administrative Staff
  - b. Accounting Staff
  - c. Audit Staff
  - d. Library Staff
  - e. Research Staff
  - f. Technical Staff
  - g. ICT Staff
  - h. Transport Staff
  - i. Security Staff, etc.
10. For the same purpose, Junior staff roles to be advertised may include positions for the following:
  - a. Library Staff
  - b. Security Staff
  - c. Grounds and Gardens Staff
  - d. Cleaning Staff
  - e. Transport Staff, etc.
11. The advertisement shall clearly state the job title, job grade, the duties to be performed in the various roles and qualifications and competencies required for good performance in each role.
12. Information shall also be provided on the mode of selection if available at the time of placing the advertisement and the closing date for receipt of applications.

### **Consideration of Appointment of Senior and Junior Staff**

13. The Director of Human Resources shall record and collate all the applications within two (2) weeks after the closing date for receipt of applications.
14. After applications have been received at the Directorate of Human Resources, the Director, in consultation with the Registrar, shall nominate two Assistant Registrars or equivalent and above, including the head of the directorate/school/department/unit seeking to fill the vacancy, to work as coordinators for the assessment and selection process. The team shall carry out a shortlisting exercise based on the qualifications, competencies and experience which match those stated for the advertised roles.
15. A report on the shortlisting exercise shall be prepared by the selection panel for submission to the Registrar, who shall review and sign it off.
16. For the Security, Driving Staff, and any other technical category, the head of the appointing directorate/department/unit shall collaborate with the Director of Human Resources as required, to determine the mode of assessment to adopt.
17. The assessment report and recommendations of the selection panel shall be forwarded to the Appointments and Promotions Committee for Senior and Junior Staff for interviewing of eligible applicants.
18. Membership of the Appointments and Promotions Committee for Senior and Junior shall be as prescribed in the Statutes of the University.

## **Informing Candidates of the Decision of the Appointing Authority**

19. Whether an applicant fails or passes an interview, the Director of Human Resources shall provide the applicant with feedback on the outcome of their application within two (2) weeks of completion of the recruitment process.

## **2.7 Promotion of Senior and Junior Staff**

### **Policies and Regulations for Promotion of Senior and Junior Staff**

1. Promotions shall be made according to merit and in line with the University Statutes, Unionised Conditions of Service for Staff of the Public Universities, and the Scheme of Service for Senior and Junior Staff of the Public Universities.
2. Permanent Senior and Junior staff shall be eligible for promotion after the minimum number of years of satisfactory service and performance prescribed for the particular grade in the Scheme of Service for Senior and Junior Staff of the Public Universities.
3. An applicant's attention shall be called to any adverse performance records which make him/her ineligible for promotion.
4. Contract and casual staff shall not be considered for promotion.

## **2.8 Appointment to Contract and Casual Positions**

### **Policy Statement**

1. The recruitment and appointment of employees to contract or casual employment positions shall be carried out in conformity with the relevant provisions of the policy on **General Regulations on Recruitment, Promotion and Appointment (Section 2.1)**.
2. In line with the provisions in the Labour Act 2003 (Act 651), a contract employee shall (unless otherwise reviewed) be one who is employed for a continuous period of not less than one month and is not a permanent worker or employed for work that is seasonal in character.
3. Based on the Labour Act 2003 (Act 651), a casual worker shall (unless otherwise reviewed) be one engaged in work, which is seasonal or intermittent, not for a continuous period of more than six months, and whose remuneration is calculated daily.

## **Types and Nature of Appointments to Contract and Casual Positions**

4. Depending on the nature of the vacancy to be filled, appointments shall be contract or casual. The foregoing appointments shall be subject to the provisions on “Types of Appointments” under **Section 2.1; Subsections 6 to 11** of this policy

### **Contract Appointments**

5. Contract appointments may be given in cases where the services of employees are required on a non-permanent basis for a continuous period of not less than one month but up to one year. They may be engaged as a stop-gap measure to fill vacancies arising out of any of the following situations and others in which it is deemed necessary to appoint a suitable resource to a contract-holding role:
  - a. A permanent employee is on leave.
  - b. An employee has resigned or vacated his/her post, and the position is yet to be filled.
  - c. An employee’s appointment has been terminated, and the position is yet to be filled.
  - d. Permanent incapacitation or death of an employee and the position is yet to be filled.
  - e. New projects that require additional staff for specific roles.
6. The duration of contract appointments shall not exceed one year in the first instance but shall be renewable for a further term of one year at a time based on the needs of the University and the job holder’s performance.

### **Casual Appointments**

7. Casual appointments may be given in cases where the services of employees are required on a non-permanent basis for work that is seasonal or discontinuous/intermittent, such as:
  - a. Gardening, weeding, drainage, masonry, electrical, painting, and other such work.
  - b. The duration of casual appointments shall not exceed three months in the first instance but shall be renewable for a further three months at a time based on the needs of the University and the job holder’s performance.

### **Contracts for Academic Staff**

8. Contract appointments for academic staff may be made in circumstances where employees are required to carry out specified duties, assignments or projects within a clearly estimated time period. Such contract appointments may be made in the underlisted and other situations considered similar:
  - a. Short to medium-term academic appointments for Visiting Scholars, Adjunct Professors, Part-Time Lecturers, Teaching Assistants, Graduate Assistants, etc.
  - b. Positions for coordinators of specified short- to medium-term projects, etc.

- c. Re-appointment on short-term post-retirement contracts for employees who have retired.
9. The duration of the contract appointments shall not exceed the life span of the duties required or projects to be undertaken unless there is a compelling, evidence-based reason for an extension of the timelines.
10. In cases where it becomes necessary to extend the timeline for the contract appointments, a justification shall be written by the user unit to the appointing authority for written approval prior to the extension.
11. All the terms of the contract appointments shall be clearly and unambiguously stated in the letters of appointment.
12. Contract, casual and all other non-permanent appointments shall be appropriately approved prior to commencement of the selection and appointment process.
13. Depending on the grade to which the appointment is made, recruitment and appointment procedures in line with corresponding policies and guidelines provided for approving recruitment and appointments in **Sections 2.2, 2.4 and 2.6** must also be followed.

**Determination of Non-Permanent Vacancies (i.e., Contract/ Casual/etc.)**

14. Before the beginning of the academic year, line managers/heads of school/departments/units shall determine the types, numbers and timing for non-permanent vacancies likely to arise based on planned leave dates, retirements, projects and activities which by their nature are temporary or intermittent/seasonal.
15. Line managers shall subsequently present to heads of Directorates/Departments/Units the request for approval to recruit for vetting and endorsement. This shall be followed by an endorsement by the Registrar or Dean of School/Faculty for final approval by the Vice-Chancellor.
16. The Registrar shall oversee the approval of requests for contract or casual engagements in consultation with the Director of Human Resources or the Dean of Faculty/School, depending on where the appointment is to be made.

**Procedure for Engagement of Employees on Contracts**

17. The procedure for engagement of employees on contracts shall be similar to that for contract and casual appointees.
18. The Director of Human Resources, in collaboration with the appointing head, shall source and shortlist potential candidates from internal sources, solicited/unsolicited applications or head-hunted for assessment and appointment, depending on the purpose and level of

seniority at which the appointment is to be made. This shall be done in collaboration with appointed heads of directorates, departments and units.

19. External candidates may also be sourced through selected recruitment agencies with credible track records. Such agencies shall be rigorously reference checked prior to engaging their services.
20. In pursuing the option of using recruitment agencies, the University, through its Registrar/Director of Human Resources in collaboration with the Director of Legal Services, shall agree terms of engagement with the recruitment agency, as part of which the agency shall carry out an initial screening of potential applicants and present a formal report on shortlisted candidates.
21. The Director of Human Resources shall, in collaboration with the appointing head of the directorate, department or unit, interview the shortlisted candidates, the outcome of which shall inform discussions on engagement of successful candidates.
22. The Director of Human Resources shall submit the list of recommended candidates to the Vice-Chancellor through the Registrar for approval.
23. The Director of Human Resources shall, under the direction of the Registrar, prepare letters of appointment for successful candidates to contract or casual positions.
24. Successful candidates shall be required to conduct a medical examination and be declared medically fit by the recognised physician from a public health care facility prior to assuming the position.
25. No contract or casual appointment shall be made without the appropriate approval having been given by the designated authorising officers.

#### **Extension of the Duration of a Non- Permanent Appointment**

26. Where the need arises for an extension of the duration of a non-permanent appointment, the position holder shall express interest in extending the contract by writing through the line manager for an extension.
27. The line manager/Heads/Rectors of departments/units shall submit the request together with a written justification to the Registrar for review and endorsement.
28. The Vice-Chancellor shall be the approving authority for the extension or termination of non-permanent appointments, which activity shall be carried out in consultation with the Registrar.

### **Post-Retirement and Part-Time Contracts**

29. Re-engagement on post-retirement contracts beyond the compulsory retirement age may be recommended by the APB.
30. Such post-retirement contracts shall be considered based on evidence of the following:
  - a. Continuing professional activity
  - b. Unavailability of staff in a critical area of specialisation with no prospect of specialisation by an existing employee or immediate recruitment
  - c. Continuing good health based on a report by a recognized Medical Practitioner.
31. Post-retirement contracts shall normally be made available to Senior Members of the Senior Lecturer or Professorial grades.
32. Part-time appointments shall usually be for persons with experience required by the University, but who are not in a position to provide those services on a full-time basis.

### **Procedure for Post-Retirement and Part-Time Contracts**

33. Applicants shall submit their requests for post-retirement or part-time contracts to their heads of departments/units, who shall make their recommendations and attach the approved Recruitment Approval Form to the request. Any applications received at the Directorate of Human Resources shall also be referred to the head of the appointing department.
34. The dossiers shall be submitted to the Dean of Faculty/School, who shall convene a meeting of the Faculty/School Appointments and Promotions Review Committee for an assessment of the application dossier.
35. A report on the review and the dossier shall be forwarded to the Institute Appointments and Promotions Review Committee for further review.
36. The Institute Appointments and Promotions Review Committee shall forward its report and recommendations on post-retirement contracts to the APB for approval.
37. The summarized lists to be submitted to the APB by the Institute shall contain information on the following:
  - a. Department
  - b. Candidate Recommended
  - c. Age/Date of Birth of candidate
  - d. Rank/Status at retirement or at institution of origin
  - e. Number of Students in Department
  - f. Number of Lecturers in Department
  - g. Lecturer/Student Ratio

- h. Course Code and Title of Course(s) to be taught
  - i. Justification for Recommendation
  - j. Decision of the Institute
38. The processing of applications by the APB and appointment of successful post-retirement candidates shall be in line with the relevant provisions in **Section 2.2 Appointments to Senior Member Academic Grades** of this policy.
  39. The Institute Appointments and Promotions Review Committee shall make recommendations on Part-Time applications to the Vice-Chancellor for approval.
  40. For successful candidates to Part-Time positions, the Rector shall issue letters of appointment on behalf of the Vice-Chancellor.

**Policies and Regulations on Re-entry of Senior Members into the Service of the University**

41. A Senior Member who wishes to be re-engaged by the University shall put in a fresh application as though he/she was applying for an appointment at the University for the first time. The application shall indicate clearly the post for which he/she would like to be considered.
42. Where the position applied for is on the same grade as the one vacated or resigned, the APP shall use its discretion to determine whether or not referees' reports or external assessors' views should be obtained.
43. In all cases, consideration of the application shall depend on the availability of vacancies and the circumstances under which the Senior Member left his/her post. All applications shall be considered in consultation with the head of the department.
44. Employees above the compulsory retirement age may re-enter the service of the University on post-retirement contracts if their departments can demonstrate the need for their continued services based on the criteria for post-retirement contract appointments.
45. The duration of such post-retirement contracts shall be for a total of five years (two years at a time till age 65) for Senior Lecturer and equivalent grades and a total of ten years (in the sequence of five, two, two and one year(s)) for Professorial appointments.
46. Employees who are re-engaged after retiring at 60 shall be entitled to their pension benefits and to their salary for the work they are engaged to do.
47. A Senior Member on a post-retirement contract shall not hold an administrative position.

## **2.9 Renewal of Contracts of Permanent Employees**

### **Policy Statement**

1. An employee whose contract is coming to an end may initiate action to have it renewed within a year of the date when his/her contract shall lapse.
2. Employees who do not take steps to renew their contracts within that period shall be notified in writing by the Director of Human Resources on behalf of the Registrar. Such notification shall be given through the employee's head of department/unit six (6) months in advance.
3. Renewal of contracts applies to Lecturers/Research Fellows/Assistant Registrars or equivalent grades and Senior Lecturers/Senior Research Fellows/Senior Assistant Registrar or equivalent grades whose contracts are normally held for a period of six (6) years in the first instance, subject to renewal.
4. Contract renewal is, however, not applicable to appointments at Professorial level or Deputy Registrar/equivalent grades, which are normally up to retirement age.
5. The underlisted documents shall be provided to the Vice-Chancellor through an applicant's head of department/unit as part of the contract renewal process:
  - a. Letter from employee requesting to have the contract renewed
  - b. Updated curriculum vitae
  - c. Head of department/unit's assessment of overall performance report
  - d. Annual performance appraisal reports on employee since last renewal of appointment
  - e. Summary report on classroom evaluations of employees by students (if applicant is in the Senior Member academic category)

### **Procedure for Renewal of Contracts**

6. The application dossier, including the documents listed above shall be submitted to the head of Directorate/Department/Unit, who shall prepare a report on the applicant's performance (i.e. work and contribution to the department) prior to forwarding it to the Dean of Faculty/School or Registrar for academic and administrative/professional staff respectively.
7. The Dean or Registrar shall convene a meeting of the School Appointments and Promotions Review Committee or Administration Appointments and Promotions Review Committee for internal assessment of the application dossier.
8. For academic Senior Members, the application dossier, with the recommendation report of the SAPRC, is forwarded to the Rector of a constituent Institute. The Rector shall convene a

meeting of the Institute Appointments and Promotions Review Committee for an assessment of the application.

9. The application dossier, together with the recommendation report of the IAPRC or AAPRC, shall be forwarded to the APB for final approval.
10. Duration of renewal for Lecturers/Research Fellows/Assistant Registrars and equivalent grades, Senior Lecturer/Senior Research Fellow/Senior Assistant Registrar and equivalent grades shall be for a period of six (6) years at a time.

### **Approval of Renewal of Contracts**

11. Approval for renewal of contracts shall be given by the APB based on the recommendation of the IAPRC or AAPRC.

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### **2.10 Orientation/Induction and Probation for New Appointees**

#### **Policy Statement**

1. The induction/orientation process shall be designed to facilitate the integration of new appointees into the work environment of the University and ensure that they can take up their duties as quickly as possible.
2. New appointees will be provided with information on how their probationary period will be regulated to guide their performance, actions and conduct during the period.

#### **Preparing to Receive New Appointees into their Roles**

3. Once a candidate has accepted the offer of employment in writing and the University has received favourable medical certificates of fitness and referees' confidential reports (where required), the Director of Human Resources and his/her representative officer shall take steps to ensure that the new appointee is properly received and subsequently given institutional orientation and departmental induction training.
4. If the job is a new one, the Director of Human Resources, through their representative officers, shall ensure that an adequate work area is prepared for the new employee. Where the job is an existing one, they shall ensure that the workstation or office allocated is suitable for the new employee to carry out his/her duties.
5. Planned steps shall also be taken to ensure that the office furniture and equipment have been set up and that communication equipment such as telephones and internet connectivity have been activated to enable the incoming employee to commence work as soon as he/she takes up the new appointment.

### **Provision of Information for Personal Records Keeping**

6. Upon appointment, a personal records file shall be opened for each employee. Documents to be placed on that file are those listed below:
  - a. Completed Personal Record Form
  - b. Application, medical report, referees' reports and appointment letter.
  - c. Documentation for the registration of his /her immediate family (i.e. marriage and birth certificates for registering the new appointee's spouse and four (4) children (including not more than two (2) registered wards) up to age 18 but 23 if a full-time student whose parent is a Senior Member; and up to age 26 if a student pursuing full-time formal education; whose parent is a senior/junior staff.
  - d. Social Security number, National Identification Card Number and TIN Number.
7. Employees shall subsequently be responsible for advising and notifying the Director of Human Resources of changes affecting their personal records, including additions to, or subtractions from, their family, changes in their marital status and other relevant family or other changes.

### **The Orientation /Induction Process for New Employees**

8. On assumption of duty, employees shall go through a structured orientation/induction process prior to being posted to their assigned departments/units. The following guidelines set out the procedure to follow in order to help a new employee settle in and become productive as soon as possible.
9. In consultation with the Registrar, the Director of Human Resources and his/her team shall plan and execute an institutional orientation for all new employees as necessary.
10. As part of the process, orientation shall be provided on topics that will guide new appointees on integrating themselves into the University work environment and community. It shall also inform them about how to conduct themselves appropriately in line with their respective terms and conditions of service and the Statutes of the University.
11. Each topic will be treated by the Senior Member(s) responsible for carrying out the duties related to specific topics, which shall include but not be limited to the following:
  - a. The University of Media, Arts and Communication's Vision & Mission Statement, its Strategic Plan, Statutes and governance structure.
  - b. An overview of the HR functions, including the following sub-topics:
    - i Conditions of Service for Senior Members, Senior Staff and Junior Staff
    - ii Union Membership/Activities

- iii Recruitment, Promotion and Separation
  - iv Contract Renewal
  - v Compensation/ Reward and Salary Administration
  - vi Requirements for Promotion of Senior, Junior Staff and Senior Members
  - vii Retirement Planning
- c. Other topics of relevance/interest may include:
- i Health, Environment and Safety
  - ii Anti-Sexual Harassment
  - iii Other relevant University policies
12. After the institutional induction, a departmental induction shall take place, the scope of which will depend on the category of the employee as to whether he/she is a Senior Member, senior or junior staff. The departmental induction shall be more detailed and in-depth for more senior positions and shall be conducted by the department in line with a pre-arranged programme to be prepared by the Directorate of Human Resources in consultation with the appointee's Head of Department/Unit and the Registrar.
13. As part of the programme for new appointees at Senior Member level, arrangements shall be made for them to meet and interact with the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Deans, Heads of Departments/Units, Union representatives, Academic and Administrative Association representatives, etc. (where appropriate). These executive officers shall brief them on various institutional/departmental/unit activities.
14. When a new employee has been fully inducted, he/she will move into his/her job and start the relevant job start-up training. Such on-the-job training shall be carried out by selected officers with considerable experience in carrying out specific duties required in the new employee's role.
15. After the new employee has properly settled in, the Head of Department /Unit would assess the performance of the employee and offer the guidance required for carrying out his/her duties.

#### **Non-Permanent Staff Induction Process**

16. Non-permanent appointees to positions normally held by permanent employees who, for one reason or another, have taken a temporary leave of absence shall be given a day's induction by their line manager/supervisor.

17. They shall undergo intensive on-the-job training during which they will be provided with various types of exposure to the duties/tasks to be carried out in the position for which they have assumed temporary responsibility.

### **Probation Periods and Confirmation of Appointment**

18. Probation periods for various categories of employees shall be as stated below:
  - a. Senior Members (academic) : 2 years
  - b. Senior Members (administrative/professional): 1 year
  - c. Senior Staff : 1 year
  - d. Junior Staff : 1 year
19. Confirmation of a new employee's appointment shall depend entirely on satisfactory performance and conduct during the probationary period.
20. Three (3) months to the end of the probationary period, the Director of Human Resources shall send a request to the employee's head of department/unit for a confidential report on the employee's work and conduct during the period of probation.
21. The information required shall be provided by the employee's head using the annual performance appraisal form.
22. In completing the form, the head must make a recommendation on whether or not the appointment should be confirmed or the probationary period extended.
23. The completed form must be forwarded to the director/head and to the Registrar **or** Dean.
24. The Dean or Registrar shall convene a meeting of the School Appointments and Promotions Review Committee or Administration Appointments and Promotions Review Committee for internal assessment of the dossier.
25. For academic Senior Members, the application dossier, with the recommendation report of the SAPRC, is forwarded to the Rector of the constituent Institute. The Rector shall convene a meeting of the Institute Appointments and Promotions Review Committee for an assessment of the application.
26. The application dossier, together with the recommendation report of the IAPRC or AAPRC, shall be forwarded to the APB for final approval.
27. The confirmation of the new employee's appointment or any adverse report made on his/her performance and/or conduct shall be communicated to the employee.
28. If no written confirmation of appointment is received at the end of the probationary period, the employee may take the matter up with his/her immediate supervisor.

29. If no action is taken within a month of bringing the issue to the attention of his/her immediate supervisor, the appointee shall take the matter up with the Dean/Head of School/Department/Unit, and then further to the Rector or Registrar and ultimately to the Vice-Chancellor.
30. The Vice-Chancellor or his/her representative shall direct that the employee's appointment be confirmed or otherwise only when the annual performance appraisal form has been appropriately completed and signed off.
31. At any time during the probationary period, an employee's appointment may be terminated. In such circumstances, the required notice shall be given or payment made in lieu of notice.
32. Notwithstanding all the above, probation periods and confirmation shall be subject to the provisions in **Section 2.1; Subsections 38 to 43** of this policy.

## **2.11 Staff Separation**

### **Policy Statement**

1. The University shall place a very high value on its employees, who shall be considered a critical resource for the achievement of its strategic objectives. The institution shall therefore recognise that losing employees needlessly comes at the cost of potentially more expensive replacements.
2. The University shall also be mindful that unwanted loss of valued employees will lead to temporary loss of productivity, skills/experience, changes in team dynamics, breaks in established networks and other negative impacts, including significant loss of institutional knowledge and lower employee morale. Every effort shall therefore be made to retain key talent.
3. All employees who leave the University, no matter the reason or mode of separation, particularly those who have served with distinction, shall be guided to exit with respect and dignity as far as is possible and practicable.
4. Since exiting employees are in a position to provide valuable information on their experience in the University, the separation process shall include the preparation of "handing over notes" and a component for tapping valuable information in the form of an "exit interview". Information from exit interviews shall be used to improve the experiences of existing employees through reviewed policies, procedures and practices with the objective of facilitating employee retention.

5. Employees who resign, vacate their post, retire, are laid off in a redundancy exercise or for whatever reason leave the University, shall be regarded as separated or terminated from employment with the University. The separation process shall also address what actions need to be taken in the event of the death of an existing employee.
6. All the policies on separation contained in this manual shall be read and interpreted in conjunction with the prevailing conditions of service relevant to the various categories of employees.

### **Types and Nature of Separation**

7. Separation from the employment of the University shall be said to have occurred in the event of any of the situations listed below:
  - a. Resignation
  - b. Vacation of Post
  - c. Retirement (compulsory/voluntary/on health grounds)
  - d. Redundancy
  - e. Termination
  - f. Dismissal/Summary Dismissal
  - g. Death-in-Service
  - h. Non-renewal of Contract

### **Policies and Regulations on Resignation**

8. A Senior Member may resign his/her appointment with the University on giving, in writing under his signature to the Vice-Chancellor, at least six months' notice terminating on the last day of July of the year in which his resignation takes effect. The Senior Member shall pay six months' basic salary in lieu of notice.
9. A senior or junior staff of the University who wishes to resign shall give one (1) month's notice or pay one (1) month's basic salary in lieu of notice.
10. All resignation intentions shall be in writing, giving the required notice and addressed to the Vice-Chancellor through the staff member's head of directorate/department/unit for comments. The resignation letter shall clearly state the effective date of resignation.
11. An employee shall be liable to pay the salary equivalence of the period required for notice, whether the employee is at his/her duty post or on any kind of leave of absence.
12. An employee shall be considered to be in 'good standing' if he/she provides the number of months of written notice required or pays the equivalent basic salary in lieu of notice.

13. Should an employee discontinue work prior to the end of his/her notice period or fail to give the required notice from any date, he/she shall be regarded as having vacated his/her post from that date.
14. Outstanding leave may, in certain circumstances, be used as a notice period when resigning from the University's employment.
15. Any outstanding leave accrued by an employee shall not be commuted to cash.
16. In instances where disciplinary or criminal investigations have been or are about to be initiated against an employee, the resignation shall not be accepted.
17. An employee who wishes to resign shall be required to return any property of the University in his/her possession to his/her line manager and pay any debts owed before being paid any benefits due. In default, the equivalent value of the item(s) shall be deducted from his/her benefits, if any.
18. In cases where an employee is housed in accommodation or University rented accommodation, he/she shall be required to vacate the University premises immediately or at the expiry of his/her notice and subject to the housing regulations approved by the University from time to time.

#### **Procedure for Resignation**

19. Upon receipt of a letter of intention to resign, the Registrar, under the direction of the Vice-Chancellor, shall issue a formal response to the employee to accept his/her resignation, after satisfying all requirements for the resignation.
20. If the resignation is accepted, the Registrar shall, in his/her written response, direct the Director of Human Resources to delete the employee's name from payroll.
21. The Director of Finance shall also be detailed to ensure that all outstanding debts and assets are recovered.
22. The Director of ICT shall be required to cut off the employee's access to all IT systems from the effective date of the resignation.

#### **Policies and Regulations on Vacation of Post**

23. Where an employee, for one reason or another, is away from duty for more than 10 consecutive working days without authorisation, his/her line manager shall enquire into the reasons for the continuous absence. In circumstances where no satisfactory response is given (or none at all), the University shall consider the employee to have vacated his/her position.
24. If an employee fails to return to the service of the University after leave (i.e., sabbatical, training, leave of absence, or other study leave), he/she shall be deemed to be on leave without

permission and shall, subject to **Subsection 23** above, be declared to have vacated his/her post.

25. An employee who vacates his/her post shall refund all expenditure incurred on him/her during such leave, including salary, cost of travel, the University's contributions towards maintenance of his/her superannuation policies and other fees.
26. Should an employee discontinue work before the end of his/her notice period of resignation or fail to give the required notice from any date, he /she shall be regarded as having vacated his/her post from that date.
27. The head of the directorate/department/unit shall be held accountable for any liabilities that may arise should he/she fail to report staff who have vacated their post.

#### **Procedure for Handling Cases of Vacation of Post**

28. The employee absents him/herself from duty without permission/authorisation for more than 10 consecutive working days.
29. The employee gives no acceptable reason for his/her unauthorised absence when queried by his/her head of directorate/department/unit.
30. The head of directorate/department/unit investigates employee's absence, queries him/her and notifies the Vice-Chancellor through his/her superior officer.
31. The Registrar, under the direction of the Vice-Chancellor shall notify the staff that they have vacated their post and directs the Director of Human Resource to declare the position vacant subject to the policies and regulations on vacancies.
32. The Director of Finance shall also be detailed to ensure that all outstanding debts and assets are recovered.
33. The Director of ICT shall be required to cut off the employee's access to all IT systems from the effective date of the vacation.

#### **Policies and Regulations on Retirement**

34. The compulsory retirement age for all employees of the University shall be 60 years. An employee shall be notified 12 months in advance of his/her impending retirement.
35. A Senior Member shall retire from the service of the University at the end of the academic year in which he/she attains the prescribed retiring age. For this clause, the academic year is presumed to end on the 31<sup>st</sup> day of July.
36. A Senior or Junior Staff appointed to a full-time position in the University shall retire from his appointment at the age of 60 years.

37. Any extension of service beyond the retiring age, for a Senior Member, shall be subject to evidence-based need for continued services, confirmed medical fitness and the other criteria contained in **Section 2.8, Subsections 29 - 47** on a **post-retirement contract**.
38. An employee may retire voluntarily from the service of the University at the age of fifty-five (55).
39. A Senior Member may retire voluntarily from his/her appointment with the University on giving, in writing under his signature to the Vice-Chancellor, at least six months' notice terminating on the last day of July of the year in which his retirement takes effect. The Senior Member shall pay six months' basic salary in lieu of notice.
40. An employee who retires shall be required to return any property of the University in his/her possession to his/her line manager before he/she exits. In default, the equivalent value of the item(s) shall be deducted from his/her terminal benefits, if any.
41. On retirement, an employee may be allowed to stay in the University accommodation for a period not exceeding three (3) months and subject to the housing regulations approved by the University from time to time. Normal rent shall be payable in this case.
42. A Senior Member who retires and is re-engaged on a post-retirement contract will be allowed to stay in his/her University accommodation for a period to be determined by the University.

#### **Policies and Regulations on Redundancy**

43. Redundancies shall be carried out in strict compliance with the law relating to severance on grounds of redundancy in accordance with Section 65(1) of the Labour Act, 2003 (Act 651).
44. The terms for redundancy provided under Section 65(1) of the Labour Act, 2003 (Act 651) will not apply to employees serving a probation period, given that the status of their employment is yet to be determined.
45. The provisions of Section 65(1) of the Labour Act, 2003 (Act 651) shall also not apply to staff engaged under a contract employment or on a casual basis, given that their contracts should have predetermined termination dates.
46. In the event of contemplation of major changes like restructuring, the University shall consider the following factors in order of priority in determining the order of lay-offs:
  - a. Possession of relevant competencies required to carry out its mission, vision and strategic objectives.
  - b. The importance and need for particular structures/positions to be maintained.
  - c. The length of employment and any other factor considered important at the time lay-offs are planned.

## **Policies and Regulations on Termination of Appointment**

47. Termination of the appointment of an employee who has been confirmed in their position shall be based on one or more of the reasons listed below:
  - a. Incompetence or general inefficiency, provided that they have been previously warned by their line managers and copies of such warning letters forwarded to the Registrar.
  - b. Lack of the qualifications and experience required for their position after the necessary checks and investigations reveal non-possession or falsification of such qualifications and experience.
  - c. Proven misconduct as per **Schedule J (General Provisions on Discipline and Penalties)** of the University Statutes.
  - d. Proven misconduct as per the relevant provisions of Conditions of Service for Staff and Senior Members of the University.
48. Council may at any time terminate the appointment of any Senior Member whose services are no longer required by the University by giving him/her six months' notice in writing. In lieu of six months' notice, the University shall pay six months' salary.
49. Termination will be effected only after an employee has been given a fair hearing and allowed to submit representations through his/her line manager for consideration.
50. A confirmed Senior Member whose appointment is terminated shall receive six (6) months' notice, and one month's notice for Senior and Junior staff; or payment of the corresponding basic salary in lieu of notice.
51. The University may at any time and for any good reason terminate the appointment of an employee while on probation as per the conditions of his/her appointment letter and the relevant provisions of his/her conditions of service and this policy.

## **Procedure for Termination of the Appointment**

52. A confirmed employee is confirmed as incompetent/ineffective in the performance of his/her duties; is found to have falsified qualifications/experience, etc., or to have misconducted himself/herself in a manner sanctionable by termination of appointment.
53. The employee's line manager investigates the issue to determine whether or not the employee has a case to answer and depending on the outcome, queries the employee in writing, requesting a response within a given time frame.

54. If the employee gives no satisfactory response to the query, the head of department/directorate/unit submits a report on the matter with recommendations to the Director of Human Resources.
55. Director of Human Resources, in consultation with the Registrar, shall bring the matter to the attention of the appropriate Disciplinary Committee of the University.
56. The Disciplinary Committee shall hear and adjudicate the matter in line with its mandate and terms of reference, following which it shall document its findings and make its recommendations to the Vice-Chancellor in a report. The Committee shall give the employee a fair hearing in all cases.
57. In cases where termination is recommended, the Vice-Chancellor shall request the Director of Legal Services to review the case (including the report/recommendations of the Disciplinary Committee), and comment on whether or not the University has sufficient grounds to terminate the appointment of the employee and whether or not due procedure has been followed.
58. Approval to terminate the appointment of Senior Members shall be sought from the Council. The Vice-Chancellor shall be the final authority on the termination of appointment of Senior and Junior Staff.
59. The Vice-Chancellor shall issue termination of appointment letters for Senior Members, while the Registrar shall issue them for Senior and Junior Staff.
60. Administrative processes on separation from the University, such as deletion of name from payroll by the Director of Human Resources, winding up of financial affairs with the Director of Finance, blockage of access to IT systems by the Director of ICT, vacation of University or University rented accommodation etc., shall be effected as in the case of other separations.
61. An employee who is aggrieved by the decision to terminate his/her appointment may seek redress by invoking the appeals process available through the University Appeals Board.

#### **Policies and Regulations on Dismissal/Summary Dismissal**

62. An employee shall be dismissed for one or more of the reasons enumerated below:
  - a. He/she fails to disclose any previous conviction for a criminal offence and/or falsifies testimonials or personal records.
  - b. He/she corruptly accepts or attempts to obtain from any person any gift or consideration as an inducement or reward for doing or forbearing to do any act in relation to the University's affairs or business for himself/herself or for any other person.

- c. He/she shows favour or disfavour in relation to the University's affairs or business based on the acceptance of any gift or consideration as an inducement or reward from other persons.
- d. He/she, while in the employ of the University, acts as an agent against the University in any matter.
- e. Any offence in accordance with **Schedule J** of the **Statutes** of the University Statutes.

The list above is not exhaustive.

- 63. An employee shall be summarily dismissed based upon serious proven misconduct. The employee shall not be granted notice or salary in lieu of notice and the dismissal shall take effect from the date on which he/she is officially notified.
- 64. An employee shall be dismissed if he/she is convicted of a criminal charge and shall not receive any emoluments for the period following the date of his/her conviction. However, all emoluments shall be restored to him/her based on acquittal on appeal.

#### **Procedure for Dismissal/Summary Dismissal**

- 65. After an assessment has proven that an employee's appointment merits dismissal, the matter shall be clearly documented in a report by the responsible head of directorate/school/department/unit.
- 66. The report shall be forwarded to the Director of Human Resources, who, in consultation with the Registrar, shall bring the matter to the attention of the appropriate Disciplinary Committee of the University.
- 67. The Disciplinary Committee shall hear and adjudicate the matter in line with its mandate and terms of reference, following which it shall document its findings and make its recommendations to the Vice-Chancellor in a report.
- 68. In cases where dismissal/summary dismissal is recommended, the Vice-Chancellor shall request the Director of Legal Services to review the case, (including the report/recommendations of the Disciplinary Committee), and comment on whether or not the University has sufficient grounds to dismiss/summarily dismiss the employee and whether or not due procedure has been followed.
- 69. Approval to dismiss/summarily dismiss the appointment of Senior Members shall be sought from the Council. The Vice-Chancellor shall be the final authority on the dismissal/summarily dismissal of the appointment of Senior and Junior Staff.
- 70. The Registrar shall issue dismissal/summarily dismissal of appointment letters to Senior Members, while the Director of Human Resources shall issue for Senior and Junior Staff.

71. Administrative processes on separation from the University, such as deletion of name from payroll by the Director of Human Resources, winding up of financial affairs with the Director of Finance, blockage of access to IT systems by the Director of ICT, vacation of University or University rented accommodation, etc., shall be effected as in the case of other separations.
72. An employee who is aggrieved by the decision to dismiss/summarily dismiss him/her may seek redress by invoking the appeals process available through the University Appeals Board.

#### **Policies and Regulations for Death-in-Service of Employees**

73. On the death of an employee while in service, the University shall pay the cash required for the purchase of customary drinks, a coffin, and a hearse to the family of the deceased and provide transport to convey the spouse and children to and from the burial.
74. In the event of death, the spouse and/or dependents of a deceased member of staff shall be allowed to live in the house or other living accommodation provided by the University which the deceased was occupying at the time of death for up to a period of six months without rent. Utilities shall, however, be borne by the occupants.
75. In the event of death, the salary due an employee shall cease at the end of the month of the employee's demise.
76. Any benefits and entitlements due the employee (if any) shall be paid to his/her estate as stated in the letters of administration.
77. Pension benefits accrued shall be payable to the beneficiary nominated in accordance with the Pension Act, 2008 (Act 766).

#### **Procedure for Death-in-Service for Employees**

78. The family of the deceased employee informs the University of their loved one's passing in writing through the Director of Human Resources.
79. The Director of Human Resources, upon authorisation from the Registrar, writes a formal response to the family of the deceased employee stating the total amount to be given for the purchase of the items in lieu of purchasing the actual items mentioned in the related policy.
80. Information regarding the length of stay for spouse and children, etc., in University accommodation or University rented accommodation (where applicable) and the conditions thereof; issues related to benefits payable and provision of transportation to convey spouse, children and belongings to their hometown, etc., are also provided in the response.
81. The Internal Audit and Estate shall assist the deceased employee's family to take inventory of and return all the University's properties in the family's custody and report to the Registrar accordingly.

82. In line with the administrative procedure for separation, the Director of Human Resource under the direction of the Registrar shall delete the employee's name from the payroll; the Director of Finance shall ensure that the deceased's financial affairs are properly wound up; and the Director of ICT shall cut off his/her access to all IT systems from the effective date of death.
83. The Directorate of Human Resources and the deceased's Head of Directorate/Department/Unit shall ensure that the University is represented at the final funeral rites.

### **3.0 PERFORMANCE MANAGEMENT**

#### **3.1 General Policies and Components of the University's Performance Management System**

##### **Policy Statement**

1. The University shall implement a performance management system that will be both central and critical to the achievement of its mission, vision and strategy. A carefully considered amount of human and material capital will therefore be allocated to the development and application of the performance management system.
2. The performance management system shall be designed and fully integrated to ensure that each employee understands, commits to and is enabled to execute duties/tasks required of him/her to the high standards of proficiency and service delivery the University expects of its jobholders.
3. The performance management system shall operate based on the calendar year, i.e., from January to December.
4. Due note shall be taken of supervisors' ability or inability to correctly, actively and timely utilise the performance management system to link employee performance directly to the achievement of the University's annualised strategic objectives, enhance the performance of individuals and teams and facilitate the development of a high-performing institution.
5. Recognition shall therefore be given to supervisors who utilise the performance management system to ensure effective task delivery, manage talent within their teams for development and succession, and identify and manage poor performance, particularly in the event of them seeking promotion to more senior positions with higher responsibility.
6. Since the University shall consider its performance management system central and critical to the achievement of its core mandate, training/refresher training on its use and correct application shall be carried out for all supervisors from time to time. The objective shall be to ensure knowledge and correct application in line with its core principles.
7. The performance management process and tools for Senior Members (administrative/professional) and academic, shall differ only in the objectives set for individual employees based on their specific jobs and the managerial/behavioural competencies required to achieve those objectives.
8. The performance management process for senior and junior staff shall be based on the same principles as for Senior Members but will be notably simpler in terms of the components and the tools (appraisal documentation) used.

### **3.2 Setting Objectives and Appraising Performance for Employees**

#### **Policies and Regulations on Performance Appraisal of Employees**

1. The University shall institutionalise an annual objectives-setting process by which an immediate line manager (immediate supervisor) and his/her direct reports shall establish and agree specific, measurable, achievable, and time-framed goals/objectives and performance standards to be used to manage employees' performance and development.
2. Individual objectives shall be derived from directorate/school/departmental/unit objectives, which shall themselves be based on the University's annualised strategic objectives, drawn from its medium to long-term strategic plan.
3. Core competencies (managerial/supervisory skills and personal behavioural attributes) critical for the achievement of the key performance objectives which should have already been defined by the University as part of the person specifications for each role, shall be discussed and confirmed.

#### **Policies and Regulations on Objective Setting for Employees**

4. At the beginning of the year, line managers and their direct report(s) shall define, discuss and agree key goals/objectives, key performance indicators (KPIs) and target dates for achievement of objectives based on the directorate/department/unit's annual activity plan. Annual activity plans shall be drawn from the University/School/Department/Directorate's annualised strategic objectives and jobholders' job descriptions.
5. Objectives-setting shall be carried out in the first month of the year (January).
6. Agreed objectives shall be weighted based on priority and importance for the achievement of the directorate/school/department/unit's annual activity plan, and together with their corresponding KPIs and core competencies, shall be signed up to by the appraiser and appraisee on approved objective-setting forms.
7. During this process, the supervisor shall ensure that his/her direct reports know what they have to do, when they have to do it, and the performance standards against which they will be measured well in advance.
8. Previously identified core competencies, including three leadership-related skills (particularly for Senior Members and senior staff in leadership positions) and personal behavioural attributes critical for the achievement of the performance objectives, shall also be discussed and confirmed as part of the annual objectives setting process.

9. The completed objective-setting forms shall be submitted to the Deans or Registrar as the case may require. The forms shall then be referred to the Director of Human Resources for reference and record-keeping.

#### **Procedure for Performance Appraisal of Employees**

10. An annual performance appraisal process by which performance shall be assessed against agreed objectives and performance standards shall be institutionalised, and will take place at the end of each year (between November and December). This shall include a rating of the employee's performance in relation to the agreed KPIs and expected outcomes. All employees will be required to participate actively in the process.
11. The appraisal process shall encourage continued, all-year-round line manager and direct report communication on job-related and professional matters through coaching, counselling, on-the-job training and feedback on job performance.
12. To avoid surprises or unexpected criticism during a performance appraisal process, any positive or negative feedback related to a specific task or behaviour should be noted and communicated when it occurs.
13. Ongoing communication regarding performance against the objectives and KPIs agreed to shall take place in informal and formal settings throughout the year and at least every quarter. The communication process may be initiated either by the appraisee or appraiser. Such discussions shall revolve around achieving the agreed objectives and related expectations, priorities or challenges.
14. In exceptional cases, which shall be justifiable only with documented evidence, the objectives and KPIs established at the beginning of the appraisal period may be revised at any time.
15. Both the appraiser and appraisee shall actively keep a log of achievements or other documented evidence of performance or non-performance in the course of the year to facilitate meaningful, fact-based appraisal discussions.
16. Reference must be made to the performance log, documentation or other evidence of performance or non-performance during the appraisals carried out at the end of the year.
17. During the appraisal process, the employee should be provided with a balanced picture of his/her performance over the year under review as a whole to motivate performance improvement the following year. His/her most recent performance should not influence the performance rating unduly.
18. At the end of each year, a formal review of achievements in relation to the agreed objectives must be conducted and documented on standardised appraisal forms for various categories

- of employees. This documentation shall include an assessment and rating of employees' performance against the agreed **Key Performance Indicators (KPIs)** and expected outcomes.
19. For uniformity and to provide a level playing field for performance assessment, the same appraisal forms shall be used by all employees in the same category/grade (i.e., Senior Members (academic); Senior Members (administrative/professional); all senior staff and all junior staff). Differences shall be only in terms of role-specific objectives and behavioural/other competencies required to achieve those objectives.
  20. The appraisal forms should be signed by both the appraiser and appraisee at the end of the appraisal session as evidence of having completed the appraisal process. The appraisee may register his/her concerns about the appraisal (if any) in the comments section of the form. It shall be the responsibility of the **Director of Human Resources** to ensure that evidence-based concerns are addressed promptly; failing which, any issues must be escalated progressively to the Vice-Chancellor and/or the Registrar.
  21. The performance appraisal ratings and comments shall be a basis for learning and development interventions, promotion and reward, amongst others.
  22. The completed performance appraisal forms shall be submitted to the **Deans or Registrar**, as the case may require, for endorsement.
  23. Appraisal forms for employees shall subsequently be validated for completeness and compliance by the **Director of Human Resources**, who shall file the forms for referencing and record-keeping purposes.
  24. All appraisal forms shall be kept confidentially on personal files at the **Directorate of Human Resources**, which shall maintain a database of such documentation for all employees in the University. Copies of the forms may be kept by the **Schools/Directorates/Departments/Units**.

### **3.3 Development Review of Competencies for Employees**

#### **Policy Statement**

1. The University shall put a development review process in place, based on which an immediate supervisor shall review the level of proficiency with which his/her direct reports have developed and applied competencies (i.e., leadership-related managerial/supervisory/other skills and personal behavioural attributes) critical for the achievement of agreed performance objectives in carrying out duties assigned to them.

#### **Policies and Regulations on the Development Review of Competencies for Employees**

2. The development review of competencies critical for the achievement of key performance objectives shall be carried out during end-of-year performance appraisals. The outcome of both reviews must be properly documented.
3. There shall be a maximum of ten (10) competencies identified in order of priority as critical for the achievement of key performance objectives. It shall be a requirement for **all** Senior Members and Senior Staff level employees to be very proficient in the application of all the competencies. These must be stated in their job descriptions.
4. The competencies that shall apply to the Senior Member administrative/professional category are listed below:
  - a. Knowledge of administrative procedures, current administrative trends, governmental policies and guidelines.
  - b. Ability to produce quality work (e.g., good minutes, reports, memos, drawings, etc.).
  - c. Sense of responsibility, confidentiality and integrity
  - d. Initiative, resourcefulness, and drive.
  - e. Supervision of subordinate staff (mentorship).
  - f. Assertiveness and ability to work on one's own.
  - g. Punctuality and regularity at work.
  - h. Acceptance of additional responsibility.
  - i. Human relations (Attitude towards the people one works with/team player.)
  - j. Get work/assignment completed accurately, on schedule and in line with established procedures and policies.
5. The competencies that shall apply to the Senior Member academic (teaching/research) category are listed below:
  - a. Professional competence
  - b. Accountability
  - c. Strategic leadership
  - d. Disposition to learn and impart knowledge
  - e. Innovation/change orientation
  - f. Problem solving and decision making
  - g. Planning and organising
  - h. Analytical orientation
6. Positive and negative indicators of competencies shall be clearly defined and documented. All employees shall assess themselves on the prescribed self-assessment part of the appraisal

form, regarding performance related to relevant competencies, once during the academic year. Specific examples of demonstration of the required competencies may be provided on the self-assessment part to facilitate discussions during the development reviews.

7. During the end-of-year development reviews, discussions shall be held between the supervisor and his/her direct report on how effectively the competencies are being or have been displayed towards the achievement of goals/objectives. The self-assessment part of the appraisal form may be used to facilitate the discussions.

#### **Procedure for the Development Review of Competencies for Senior Members and Senior Staff**

8. A development review and rating of required managerial/supervisory/technical skills and behavioural attributes critical for the achievement of the key performance objectives confirmed during the objectives setting process, shall be carried out between the line manager and his/her direct reports as part of the development review and management process.
9. The development review shall be carried out during the end-of-year performance appraisal processes.
10. Employees may assess themselves regarding performance related to the competencies required of their roles once during the year. They may note down on prescribed self-assessment forms, examples of performance in which the competencies required for their roles have been displayed and the effect on their directorates/schools/departments/units and the University as a whole.
11. As part of the process, discussions shall be held between the line manager and his/her direct reports on how effectively the core competencies are being displayed in the individual's current role and how they may be improved.
12. Reference shall be made to the descriptions of positive and negative indicators for the competencies and may be made on the self-assessment forms previously completed by Senior Members and senior staff to facilitate the process.
13. As part of the review discussion, the appraisee must also provide examples of performance in which he/she has displayed the core competencies. The employee shall be rated at the level at which he/she has exhibited the competencies on the performance appraisal form.

### **3.4 Career and Personal Development Planning for Employees**

#### **Policy Statement**

1. The University will ensure that a career and personal development planning process is in place to provide a framework to enable employees to plan their careers and develop

themselves based on learning and development interventions designed to bridge the gaps identified in their competencies and performance through the appraisal and development review processes.

#### **Policies and Regulations for Career Planning for Employees**

2. Formal and open discussion about the individual's medium to long-term career aspirations will take place during the end-of-year performance appraisal and development review process.
3. Career development planning will be a shared responsibility between the appraiser and appraisee. The appraiser shall, however, be responsible for ensuring that it takes place.

#### **Policies and Regulations for Personal Development Planning for Employees**

4. The line manager (appraiser) and his/her direct report (appraisee) shall identify, agree and document key areas requiring development based on the performance appraisal, development review and career aspiration discussions.
5. Training and development interventions such as courses, workshops, conferences, transfers for on-the-job experiences, etc., may follow directly from the performance appraisal/development review and career discussions.
6. The training and development interventions will be based on training and development goals, which will be set and achieved during the next performance cycle.
7. Personal development plans will include development actions aimed at enhancing the appraisees' performance in their current role and preparing them for future roles, especially where they have been identified as "key talent" and "successors" to more senior role holders.
8. Actions agreed on must be specific and should have a definitive time scale for completion. Appraisers shall follow up on progress with the personal development plans with their appraisees at least twice a year.

#### **Procedure for Career Planning for Employees**

9. Formal and open discussions will take place concerning the individual's medium to long-term career aspirations.
10. The appraiser shall ensure that any career plans decided on are realistic and that honest feedback is given about what the appraisee would need to do or demonstrate to realise any career aspirations.

#### **Procedure for Personal Development Planning for Employees**

11. Based on the performance appraisal/development review and career aspiration discussions, the appraiser and appraisee will identify and agree on key areas requiring development for improved performance.
12. The training and development needs of all employees shall be documented in the designated section of the performance appraisal form.
13. Training and development interventions such as courses, workshops, conferences, transfers, coaching, mentoring, job rotation, job enrichment, temporary assignments, etc., shall follow directly from the outcomes of performance appraisal /development review and career aspiration discussions.
14. Such training and development interventions must be based on training and development objectives and goals to be achieved during the next performance cycle and must be included in the personal development plans.
15. Personal development plans (PDPs) shall include an assessment of the priority level of each development goal, which shall be classified as: **(C)** = Critical and **(M)** = Moderate.
16. Target dates for achievement of PDPs shall be stated, together with explanations on how they will support the employee's personal or professional development.
17. Heads of directorates/faculties/departments/units will detail a schedule for Assistant Registrars/Faculty Officers/HR Officers to collate PDPs for all employees in their units into a single time-lined training plan, which may be further aggregated into a university-wide annual training plan.
18. Progress with the personal development plan (PDP) must be monitored, evaluated and reported on by assigned training officers at least twice a year.
19. Since career and personal development planning shall be a shared responsibility between the appraiser and appraisee, either party may take steps to initiate the process even though the appraiser is accountable for ensuring it takes place.

#### **Performance Improvement Plan (PIP)**

20. Should an individual's performance be found to be unsatisfactory for the period under review, the line manager/supervisor shall work with the employee to develop a time-limited performance improvement plan (PIP) and shall counsel the employee on performance enhancement or improvement techniques.
21. The PIP shall be forwarded to the Director of Human Resources for placement on the employee's personal file and the Director of Human Resources shall monitor progress with the action plan.

22. After six months, the line manager/supervisor and his/her direct report shall meet to conduct a formal review of progress with the PIP. The outcome of the review shall be clearly documented with facts from a log of evidence of performance or non-performance.
23. Appropriate steps shall be taken to address any issues arising in the course of implementing the PIP, which shall be allowed to run for a further six months.
24. If no significant improvement in performance is observed after the PIP has run for one year, depending on the situation (e.g., misconduct), steps shall be taken by the Director of Human Resources under the direction of the appointing authority of the employee in question and in consultation with the University's Director of Legal Services, to evoke the disciplinary procedures.

## 4.0 TRAINING AND DEVELOPMENT

(Refer to the **Staff Development Policy** for details on the University's Staff development programmes)

### 4.1 General Principles of Training and Development

#### Policy Statement

1. The University shall recognize the importance of developing a high-performing institution through structured employee training and development and related systems. The University shall also place a premium on encouraging and supporting employees to pursue personal and professional development activities related to their employment, using platforms that promote and facilitate learning and development.
2. The University shall create an environment that encourages employees to realize the full potential of their capabilities with emphasis on continuous learning and development.
3. The objective of the University's training and development programmes shall be to facilitate continuous development and upgrade the competencies of employees to enable them to meet the required standards of job performance. Training and development shall therefore be designed to equip employees with the skills, knowledge and attitudes required to achieve specified outcomes such as:
  - a. Meeting the demands of their current job as it exists and as it is expected to develop.
  - b. Improving their performance in their existing jobs.
  - c. Preparing them to take on future jobs and assignments.
4. The responsibility for training and development shall be shared, with the employee taking the initiative for ensuring that his/her competencies are developed, and the University through line management, providing an enabling environment and systems to make this happen.
5. Professional/formal training and development activities, whether they require time away from the employee's workplace or not, must be authorised in line with policies and regulations on approval for study leave as prescribed in this manual and in the Staff Development Policy.
6. The University shall consider training and professional development as learning undertaken by Senior Members and staff to update or advance their skills, knowledge and personal attributes/ behaviours, specifically as they relate to, and add value to their output on the job.
7. The process of training and professional development shall be a dynamic one, which may be achieved through participation in formal coursework, professional experience, collaboration,

coaching, mentoring, participation in activities of professional institutions and independent study and research.

### **Components of the Training and Development Programme**

8. The training and development programme for the University shall consist of the two key components described below:
  - a. Formal educational and professional certification programmes within or outside Ghana.
  - b. Training and development opportunities provided by the University or recognised training institutions.

## **5.0 SALARY AND BENEFITS**

### **5.1 General Policy Statement**

1. To drive performance and productivity and keep employees motivated to deliver their mandate, the University shall ensure that salaries and benefits are administered in a professional, transparent, fair, equitable and consistent manner.
2. The University shall administer salary and benefits based on the University of Media, Arts and Communication Act, 2020 (Act 1059), the Labour Act, 2003 (Act 651), the Fair Wages and Salaries Commission, 2007 (Act 737) and guidelines prescribed by the Fair Wages and Salaries Commission (FW&SC) from time to time.
3. The pay policy guidelines and regulations of the University shall seek to:
  - i. Promote equity in salary administration by adopting clearly defined and communicated policies, regulations and processes for administering salary and ensuring equal pay for all work of equal value.
  - ii. Administer salary in a manner that enables the University to compete with the private sector in attracting and retaining key talent over time.
  - iii. Use reward (salary and other benefits) to develop a high-performance culture by clearly distinguishing rewards based on professionally measured levels of performance.
  - iv. Promote prudent salary administration/management in collaboration with the FW&SC.
  - v. Promote industrial harmony by rewarding all its employees in a fair, equitable, transparent and consistent manner.
  - vi. Build the capacity of all employees to deliver high performance through the institutionalization of a performance management-based university-wide annual training programme.
  - vii. Facilitate collaboration and engagement between the University and employees on salary-related issues.

#### **Policies and Regulations for Salary Administration**

4. The University is mandated to use the Single Spine Salary Structure, developed by the FW&SC for Public Service Institutions and approved by the government, for grading all jobs in the public sector.

5. Placement of employees within the structure and subsequent administration of pay shall be based on the guidelines recommended by the FW&SC and approved by the government from time to time.
6. The integrity/framework of the Single Spine Job Grading and Salary Structure (SSJG & SS) shall be maintained at all times in the process of grading jobs within the University.
7. The Director of Human Resources shall ensure that internal capacity to carry out job analyses for job evaluation, grading and re-grading is built and maintained.
8. Senior members responsible for the administration of salary and other elements of reward shall collaborate with contemporary officers of the FW&SC to ensure that standardized tools/ instruments are used for job evaluation for grading/re-grading jobs within the University as and when the need arises.

## **5.2 Rules and Regulations for Administering Various Types of Salary**

### **Starting Salary**

1. Placement of employees within the single spine salary structure, on taking up a new role, as well as subsequent administration of pay, shall be based on the guidelines provided by the FW&SC and approved by the government from time to time.
2. The salary point applicable to each job position/role shall be as prescribed in the single spine grade structure for junior staff, senior staff, and senior members of the Public Universities in Ghana.
3. Starting salary shall apply to newly appointed employees to ensure that the service and experience they bring to the University is duly acknowledged.
4. New entrants shall be placed on the first notch of the salary scale for their job. However, each additional year of relevant experience a new entrant has may be recognised by placement on higher notches.
5. In cases where a newly appointed staff member is recruited from another institution within the public service into an equivalent grade in the University, the placement of the employee on the salary scale shall consider the employee's placement on the scale at the institution of origin. In such cases, the employee shall not be made worse off.
6. Salaries shall be payable from the date an employee assumes duty.

## **Salary Placement on Promotion**

7. Pay on promotion will be set at the starting point of the pay scale of the higher grade to which an employee has been promoted. However, if this does not give the employee a pay increase, it will be set at the appropriate pay band where a pay increase for the promoted employee will be achieved.

### **5.3 Policies and Regulations on Salary Administration**

1. Salaries shall be paid once a month.
2. Only deductions required by law and deductions agreed by Management and employees shall be made from salaries.
3. Employees must be notified, in writing, of any adjustments to their salaries/benefits.
4. Salaries shall be withheld under the following circumstances:
  - i. If an employee exceeds (overstays) his/her leave without permission.
  - ii. If an employee absents him/herself from duty without permission.
  - iii. When an employee is suspended pending investigations into specific allegations.
  - iv. When an employee is interdicted pending investigations into specific allegations. The employee concerned shall be on two-thirds of his/her salary till the investigations are over.

### **Procedure for Salary Administration**

5. On assumption of duty, the new appointee shall complete the New Entrant Form and submit, together with accompanying documents, to the Director of Human Resources through his/her head, for onward transmission to the Personnel Processing Section (PPS).
6. The PPS shall generate staff IDs for the new appointee accordingly.
7. On receiving the underlisted documents, the new appointee is guided to register him/herself biometrically.
  - i. Copies of appointment letters.
  - ii. A copy of the assumption of duty letter.
8. After the biometric registration, the new appointee must submit a copy of the biometric registration sheet to the Director of Human Resources.

9. The Director of Human Resources shall ensure the processing and submission of allowance input forms for new appointees to the PPS.

#### **5.4 Allowances & Other Benefits**

##### **General Policy Statement**

1. The University shall ensure the processing and submission of input forms regarding allowances and benefits to eligible employees to the PPS.
2. Allowances may differ from category to category due to the nature and level of responsibility attached to specific roles.
3. Employees shall be provided with information on which allowances and benefits they are entitled to in their letters of appointment.

##### **General Regulations on Travel and Removal Allowance for Employees on Initial Appointment and on Separation**

4. The University shall ensure that employees recruited from outside their initial duty stations settle down at the locations prepared for them to take up their new positions and become productive in a reasonable time and with minimum inconvenience.
5. Travel and removal allowances shall therefore be payable to new appointees and their eligible dependents to convey them and their belongings from their place of residence at the time of appointment, to the official duty station, provided that their appointment is for at least one (1) year.
6. Travel and removal allowance shall similarly be payable to such appointees at the end of their appointments, provided they separate from the University in good standing and based on specified conditions.
7. Due diligence shall be carried out by the appointing authorities or their representatives before granting these benefits to the new appointees.
8. Applicable Government-approved rates for travel and removal allowances for various categories of employees shall be paid by the University.
9. On taking up an initial appointment, on retirement or on resignation following at least five (5) years' service, an employee recruited from outside his/her duty station, shall be provided with transport or paid a removal allowance to convey his/her personal and household belongings at rates based on distance and tonnage of belongings, as approved by Government.
10. An employee who completes his/her term of appointment successfully and in good standing with the University shall similarly be provided with transport or be paid a distance and

tonnage-based removal allowance to convey his/her personal and household belongings to the place of residence agreed upon by the University at the time of the appointment.

11. An employee with less than five (5) years of continuous service shall not be entitled to removal allowance on resignation.
12. Rates for removal allowances payable to employees when they take up new appointments at new locations, end their contracts successfully and in good standing, resign after at least five (5) years' service, are retrenched or separate from the University on health grounds, shall be in line with the Government-approved rate.

#### **Policies and Regulations on Non-Payroll Allowances**

13. Guidelines, rates and details of benefits shall be reviewed and published periodically. Benefits may vary from category to category, whether senior member, senior or junior staff, due to the nature and level of responsibility attached to roles.
14. Guidelines for entitlement to benefits and the quantum thereof shall be as reviewed and approved by the University Council and published from time to time.

#### **Entitlement and Conditions for Granting Medical, Dental and Optical Care to Employees**

15. The policies and procedures for granting Medical, Dental and Optical Care to Employees are outlined in the Health Policy of the University.

#### **Policies and Benefits Related to Concessionary Admission for Employees and Dependents**

16. The University shall grant concessionary admission to employees and dependents of employees who intend to pursue programmes at the University up to the undergraduate level.
17. This concession shall be granted to employees and dependents who meet the minimum admission requirements.

#### **Accident Insurance Claim Procedure**

18. Should an employee contract an industrial accident/disease arising out of and in the course of employment, the University shall, in the first instance, treat the accident/disease to the extent of medical facilities at its disposal.
19. If healthcare consultation at a university medical facility outside the University Campus is required, the cost of such treatment shall be borne by the University, including all transport expenses and the cost of treatment.

20. All injuries must be reported to the Director of Human Resources or the Institute Registrar, for the following actions to be taken:
- i. An accident form obtainable from the Secretariat of the Director of Human Resources or the Institute Registrar, as the case may require, must be completed by the line manager/supervisor of the injured workman and returned to the appropriate Secretariat not later than a day following the accident.
  - ii. A Labour Report Sheet 1 (obtainable from the Labour Department of the Ministry in charge of employment), which shall be available at the Secretariat of the Director of Human Resources or the Institute Registrar, must be completed in duplicate.
  - iii. One copy of the Labour Report Sheet 1 referred to above must be sent to the nearest District/Regional Labour Officer within two weeks of the accident. The other copy must be sent to the Medical Officer who provided medical attention to the injured employee when the accident occurred (if applicable).
  - iv. A Labour Report Sheet 2, (also obtainable from the Labour Department of the Ministry in charge of employment) which shall be made available at the Secretariat of the Director of Human Resource or Institute Registrar, as the case may require, must also be completed in duplicate by the Medical Officer who treated the employee at the time of the accident.
  - v. In completing the Labour Report Sheet 2, the Medical Officer shall provide details of the nature of injury and assess the degree of permanent incapacity and disfigurement suffered by the injured workman. This shall serve as a final medical report to be submitted to the District Labour Officer for computation of the financial compensation to be awarded based on the Medical Officer's assessment.
  - vi. The amount computed by the District Labour Officer shall be forwarded to the University for prompt payment.
  - vii. A cheque shall be issued by the University in the name of the injured workman for payment through the District Labour Office. The cheque for the injured workman shall be handed over to him/her by the District Labour Officer.
  - viii. An agreement concerning receipt of compensation for the injury shall be signed between the University and the injured staff in the presence of the District Labour Officer to avoid future litigation.

### **Policies and Regulations on Pension Schemes and Retirement Benefits for Staff**

21. The University shall allow all staff on established posts to participate in a contributory superannuation scheme as prescribed under Ghana's National Pensions Act 766.
22. Eligibility to join a scheme shall be referred to in the letter of appointment of the staff concerned. All staff, including temporary appointees below the age of 60 and not above 45 years, shall join the Government of Ghana's Social Security Scheme managed by the Social Security and National Insurance Trust (SSNIT).
23. The University shall allow every permanent member of staff to join the Tier 3 Provident Fund subject to the rules governing its operations under the Pensions Act 766.

### **Accident-Free Incentive**

24. A Motor Driver or Driver Mechanic on permanent establishment shall be paid an Accident-Free incentive of three months' basic salary after satisfying the following conditions:
  - i. He/she has done three (3) years' accident-free driving in the employment of the University.
  - ii. He/she has not been cautioned, charged or reprimanded by the University authorities or law enforcement agencies for any traffic offence.
  - iii. His/her conduct has not caused any damage to a University vehicle.
  - iv. He/she has not misconducted himself/herself in the performance of his/her duties as a driver.
25. Payment of the incentive shall be made every three years.
26. The term "accident" in this context means any occurrence where the Driver is at fault, which leads to the no-claim insurance being lost to the University or any damage to the vehicle or to some other property for which the University is required to incur any expenditure whatsoever.

### **Policies and Regulations for Granting Advances/Loans to Employees**

27. The primary condition under which advances, or personal loans, may be accessed by employees shall be the availability of funds. Advances/loans shall also be given at the discretion of the University, depending on its capacity to accommodate them.

28. Employees who wish to be considered for advances/loans should have been confirmed in their substantive positions and completed at least one year's continuous service with the University.
29. Total advance/loan repayments shall not exceed 40% of the employee's basic salary, while existing advances/loans must be paid off in full before applying for another advance/loan.
30. All loan applications shall be made in writing and shall be routed through heads of department to the Director of Finance or the Institute Finance Officer for approval/processing.
31. Any employee who decides to leave the employment of the University during the tenure of the advance/loan shall be required to settle the amount in full, failing which it shall be deducted from any terminal entitlements due him/her.
32. Senior members desiring significantly high amounts of financing for housing, motor vehicle purchases, etc. shall be advised to seek such funding from banks and other financial institutions.

## 6.0 INTERNATIONAL TRAVEL POLICY GUIDELINES

### 6.1 General Travel Policies and Regulations

1. The University shall put in place policies and regulations which ensure that travel benefits and arrangements are in place to enable employees assigned to work or engage in other approved official duties or business outside their place of primary assignment, reach their destination safely, in reasonable comfort and in a cost-effective manner.
2. All aspects of employee travel shall be governed by the highest level of integrity, ethical standards, transparency and accountability that govern all the University's operations.
3. The University is committed to minimizing its costs and ecological footprint in terms of travel. As such, all employees are encouraged to take advantage of the enhanced ICT on the campus and use video/teleconferencing/Zoom wherever possible in order to minimize the need for travel outside the country.
4. As a general principle, all travel must be approved and booked well in advance to obtain the most cost-effective and value-for-money fares available from the University's approved travel agencies.
5. Employees are expected to use approved travel funds most efficiently and cost-effectively.
6. It shall be the responsibility of any employee undertaking a trip to ensure that he/she complies with the policies and regulations related to travel and the responsibility of heads of directorates/ departments/units and line managers to ensure that all employees under their supervision comply with all policies and regulations related to travel.

#### **Definition of Types of Official International Travel**

7. International travel includes travel to all countries outside Ghana.
8. For this policy, University Business Travel shall be defined as official travel approved by the Vice-Chancellor or his/her designate to transact business that promotes the mission of the University. University Business Travel shall be grouped into the four categories defined below:
  - a. **University Representational Travel:** This includes travel where employees are invited/requested or obliged to represent the University at international meetings/fora, or to undertake specific assignments such as meetings with important persons/organizations to conduct business that will benefit the University. Such invitations/requests would normally come from or through the Vice-Chancellor and would be funded by the Central Administration travel budget allocation.

- b. **Staff Development Travel:** This includes travel for conferences and meetings where employees would normally make a presentation on their work; training workshops/short courses and research-related trips. Funding for this category of travel may be obtained from the following key sources:
  - i. External funding from meeting organizers/funding agencies/grants
  - ii. University Budget Allocation for Conferences
  - iii. University Staff Development Funds
  - iv. Approved Departmental/Unit Travel Budgets.
  - v. Personal Funding for conferences and workshops
- c. **Project Related Travel:** This includes travel related to donor-funded projects and contract/commissioned research. Funding for such travels would normally be agreed upon prior to project commencement and included in the project budget. It would also normally be guided by project/donor-specific rules and regulations.
- d. **External Board and Committee Travel:** This includes travel where employees of the University, by virtue of their academic and/or professional standing, have been appointed to boards and committees of international organisations. Employees would normally be expected to obtain funding for such trips from the international organisation.

### **Travel Request and Authorisation**

- 9. All employees must obtain travel authorisation before travelling out of the country for official purposes. Travel requests shall consist of completed Travel Request Forms, which should reach the final approving authority at least two clear weeks before the employee is scheduled to travel. The Travel Request Form may be downloaded from the University website.
- 10. The following categories of employees shall travel outside Ghana for official purposes only on authorisation by the Vice- Chancellor or his/her designate:
  - i. Pro Vice-Chancellor
  - ii. Rectors
  - iii. Registrar
  - iv. Deans
  - v. Heads of Department
  - vi. Heads/Directors of Research Centres
  - vii. Directors

- viii. University Librarian
  - ix. All other Senior Members (Teaching)
11. All other employees in administrative/professional directorates shall obtain travel authorisation from the Registrar. The travel requests shall be routed through their immediate supervisor.
  12. Depending on the category he or she belongs to, the employee shall submit a written request to his or her supervisor or director for a recommendation and subsequent approval by the Vice Chancellor or Registrar.

#### **Duration of Approved Travel**

13. The duration of stay for any trip approved by the University shall be as determined by the itinerary/work plan for the assignment only. There shall be no unauthorised extension of stay on an official assignment to accommodate personal business at the University's expense.

#### **Travel and Air Fares for Various Categories**

14. Information on the class/mode of travel shall be in accordance with rules and regulations laid down by the University from time to time.
15. The underlisted categories of employees would normally travel business class on authorized University representational travel, depending on the availability of funds:
  - i. Chancellor
  - ii. Council members travelling on the University's assignments.
  - iii. Vice-Chancellor
  - iv. Pro Vice-Chancellor
  - v. Registrar
  - vi. Rectors
  - vii. Deans and Directors
  - viii. Institute Registrars
  - ix. University Librarian
16. For all other employees, University funds shall be used to cover only economy class fares. However, an employee may choose to upgrade his/her ticket from personal funds or with air- miles.
17. The class of travel of spouses of employees whose position entitles them to travel with their spouse on specific official travels shall be the same as that of the employee.

18. Employees entitled to business class travel shall not downgrade their ticket to use the difference between business and economy class ticket prices to purchase tickets for spouses and other family members.
19. Within the travel class, employees are expected to explore options for and purchase the cheapest tickets available. Trips should be planned ahead wherever possible in order to take advantage of lower airfares. Employees are encouraged to check available fares online before contacting travel agents.
20. Where trips are funded from university sources, employees are encouraged to use the University-approved Travel Agents unless they can demonstrate availability of cheaper fare options from other sources.
21. Where employees choose to travel by road to neighbouring countries, the rules and regulations regarding mileage claims shall apply. In all cases, the cost of the road travel shall not exceed the cost of an economy air ticket for the trip.

## **6.2 International Travel-Related Requirements, Expenses and Benefits**

1. The University shall make information on international travel-related requirements, such as visas, vaccinations, travel insurance, permissible expenses and various allowances/benefits which may be made available to employees authorised to undertake university-related travel readily available to them to guide related action and decision making

### **External Travel Related Expenses**

2. **Visas:** Employees travelling outside Ghana shall ensure that they have valid visas and all other travel documents required for their destination. The University shall arrange to pay visas of employees undertaking approved University business travel through the Directorate of General Administration and Consular Services.
3. For all other travel, it shall be the responsibility of employees to arrange to pay for their visas. The visa cost may be claimed from the sponsor, where the rules and regulations allow such expenditure. Employees may seek assistance from the University's Directorate of General Administration and Consular Services on visa applications.
4. **Vaccinations:** Employees should check the international health requirements of their destination countries and ensure that they have the necessary vaccinations. The University shall reimburse the cost of vaccinations for employees undertaking approved business

travel. For all other categories of travel, the cost of vaccinations may be claimed from the sponsoring agency where the rules and regulations allow such expenditure.

5. **Travel Insurance:** In addition to the general medical cover provided by the University, all employees are required to ensure that they have adequate travel insurance cover, including full medical coverage for all travel. The University shall provide travel insurance cover for employees who are required to undertake authorised business travel.
6. **Warm Clothing Allowance:** A warm clothing allowance at a rate to be determined periodically is payable, on application, to an employee travelling to a temperate country on official duties for a period of three or more months during the winter period (September to March for the Northern hemisphere and April to September for the Southern hemisphere). The allowance is payable once every five years.
7. An employee travelling to a temperate country on university business or for a conference/research would be entitled to a warm clothing allowance at Government-approved rates. This Allowance is to be paid only once in every three (3) years, frequency of travel notwithstanding.

#### **Per Diem/Daily Subsistence Allowance (DSA)**

8. Employees undertaking authorised business travel shall be entitled to payment of per diem/daily subsistence allowance (DSA) at rates to be determined by the University from time to time. These rates are updated on a regular basis, and the prevailing rates may be obtained from the Directorate of Finance. The rates payable depend on the travel destination and shall be abated depending on the facilities provided as follows:
  - i. No accommodation or meals provided - Full rate of DSA payable
  - ii. Free accommodation provided without meals - Two-thirds of the DSA rate payable
  - iii. Free meals provided without accommodation - Two-thirds of the DSA rate payable
  - iv. Free meals and accommodation - One-third of the DSA rate payable provided
9. Travel days shall be included in the calculation of the DSA if the combined duration of the outward and inward flights exceeds ten hours. One additional day shall be allowed

for trips where the duration of the outward and inward flights combined is more than ten hours but less than 18 hours, and two additional days for trips where the duration of the outward and inward flights combined is 18 hours or more.

10. Per diem allowance/DSA is paid to cover accommodation, meals, as well as all other incidental expenditures such as telephone and taxi fares and recipients would not be required to provide returns on how the per diem allowance is spent. However, employees are obliged to consider issues of security, health and safety and choose appropriate hotels recommended by the destination country hosts.
11. Care must be taken not to choose cheaper hotels for the sake of cost-saving. Where the trip includes substantial inter-city train/bus travel, the costs may be claimed separately from the sponsor.
12. Per-diem allowance for all other categories of university business travel shall depend on the provisions stipulated in the funding agreement and where applicable, guided by the rules and regulations of the sponsoring agency. The application for travel allowances shall be supported by relevant documents, including proof of funding in the project budget for the travel. Travel allowances may only be claimed before a trip. Once the trip is completed, costs may be reimbursed on the basis of actual expenditure and submission of receipts.

### **Travel Advance**

13. A travel advance may be authorized as accountable imprest by the controller of the budget from which specific travel is funded for an employee undertaking University business travel. This will be to cover costs not included in the Per Diem/DSA (for example, in-country bus/train fares, official telephone calls), or to persons undertaking other categories of university business travel to cover travel costs approved by the funding agency.
14. All travel advances must be accounted for within one week of return from the trip. Receipts must be submitted for all expenditure above a threshold to be determined from time to time by the Finance Committee. Expenditure below the defined threshold that is not covered by receipts may be listed with dates and signed by the employee.
15. Travel advance shall not be authorised for an employee with an outstanding travel advance to account for.

### **6.3 Claiming International Travel Benefits and Report Writing**

1. The University shall provide employees with policy guidelines for claiming specified international travel-related benefits and report writing on such travel.

#### **Travel Allowance and Expenses Claims**

2. Travel allowance and expense claims shall be submitted to the Finance Directorate in the case of travel funded by the Central Administration or Departmental Travel Budgets. In the case of travel covered by externally funded projects and the University Conferences Fund, requests for travel allowance and expense claims shall be submitted to the Directorate of Research, Innovation and Development.
3. All travel claims and expenditure returns shall be submitted on the University's Travel Expense Claim Form, which may be downloaded from the University website.
4. Funds provided for business travel shall be used only for officially approved trips. For travel funded from project/grant funds, employees must refer to the Travel Policy of the donor/funding agency for specific requirements and be guided by them.

#### **Report on International Travel**

5. Employees who undertake a business trip are required to submit a report to the Vice-Chancellor within two weeks of return from the trip. Those who undertake other categories of University business travel are encouraged to submit trip reports to their immediate supervisors or heads on their return and wherever appropriate, share lessons learnt from their travel with colleagues.

#### **Guidelines for Accounting for and Claiming International Travel Expenses**

6. Reimbursement of business-related travel expenses shall be executed using the University Travel Expense Claim Forms, which must provide full details of the nature of the expense, the purpose for which it was incurred and the date on which it was incurred.
7. Subject to the provisions of **Section 6.2 Subsection 13 - 15 "Travel Advance"** all claims must be supported by signed and stamped receipts and must be submitted to the Finance Directorate/Unit for processing through the employee's head or director, within one week (five working days) of return from travel.

8. Except in the case of a group taxi/bus fare or other such situation where a receipt covers more than one person, employees can claim their own expenses only but cannot make claims for expenses incurred by an accompanying employee on their behalf.
9. Should an employee fail to account for funds advanced to him/her within the five working days stipulated, he/she shall be given an additional 48 hours to do so and shall be put on notice that failure to account for the funds within the extra time provided shall result in the full amount outstanding being deducted from his/her salary.
10. Only original receipts shall be used in support of claims. Where such documentation is not available, it should be specifically stated on the expense claim form with reasons.
11. The Finance Directorate/Unit shall retain the processed expense claim forms together with the supporting documents in a file for employees who have travelled.

## **7.0 EMPLOYER-EMPLOYEE RELATIONS**

### **7.1 General Principles of Employer/Employee Relations**

1. Employee relations refer to the interaction between management and employees regarding employment conditions.
2. Employee relations and discipline are mechanisms by which the University and its employees are united as one big and happy family to achieve collective and individual goals and objectives based on the principles of social justice and equity.
3. The objectives of employee relations are to:
  - a. Secure mutual relationship and respect between management and employees;
  - b. Avoid disputes and create a harmonized relationship among employees of the University;
  - c. Establish and maintain democracy in the University and ensure that employees share in the gains and personal development of one another;
  - d. Provide and promote opportunities for the employees to have a say in management and decision-making within the University;
  - e. Secure the highest level of mutual understanding and goodwill among the employees;
  - f. Create a conducive environment for increased employee performance and satisfactory service delivery;
  - g. Ensure that employees conduct themselves in accordance with the code of conduct and ethics of the University;
  - h. Inform employees on applicable rules governing negotiations and the management of grievances in accordance with the Labour Act, 2003 (Act 651);
  - i. Inform employees on regulations, procedures, legislation, collective agreements, rights of appeal and protection;
  - j. Provide an avenue for the redress of grievances of employees to enable them to maintain trust in the University; and
  - k. Inform employees of the legal consequences of embarking on illegal strikes as provided in section 168 of Labour Act, 2003 (Act 651).
4. To attain the above objectives, the University shall make adequate information available to employees with a view to promoting a better understanding of the University's goals and policies.
5. No employee shall solicit the assistance or intervention of members of the Governing Council, members of any committee or board of the University, management or of persons

outside the University to unduly influence matters connected with discipline or conditions of service or with a view to obtaining considerations for appointment, transfer or promotion, among others.

### **Grievance Procedures**

6. For the expeditious redress of grievance or dispute, the following procedures will apply:
  - Step 1:** In the event of any grievance, the employee shall, as a first step, take up the matter with his/her Sectional Head.
  - Step 2:** If the employee is dissatisfied with the Sectional Head's decision, he/she shall appeal to the Head of Department.
  - Step 3:** If the grievance remains unresolved, the aggrieved employee shall have the right to appeal to the Registrar.
  - Step 4:** After Step 3, if the grievance remains unresolved, the employee shall have the right to appeal to the Vice-Chancellor.
  - Step 5:** If no satisfactory redress is achieved, the aggrieved employee shall appeal through the Vice-Chancellor to the University Council for onward submission to the Appeals Board.

### **Resolution of Trade Dispute**

7. In the event of a trade dispute, the Management and the Employees (represented by the various local unions) shall attempt to resolve it in the spirit of mutual accommodation, trust, respect and understanding because they regard themselves as Social Partners involved in a common enterprise.

### **7.2 Misconduct and Disciplinary Matters**

(Refer to **Schedule J** of the University Statutes for details of regulations on disciplinary proceedings, disciplinary rules, offences, misconduct, penalties and disciplinary action.)

#### **General Provisions**

1. The Vice-Chancellor shall be responsible for discipline within the University and, in this regard, shall act in accordance with the Statutes of the University.
2. The Vice-Chancellor may delegate any part of his/her authority in respect of discipline, as he/she shall deem appropriate.
3. All employees shall be responsible for their personal actions and conduct. They shall be expected to observe the code of conduct, rules and regulations of the University, comply with

administrative and official instructions and act in the general interest of the University in the performance of their duties.

4. Each supervisor is responsible for maintaining order and discipline among the employees under his/her supervision. The supervisor is responsible for ensuring that:
  - a. The employee knows, understands and complies with the official rules, instructions and procedures;
  - b. The instructions of the supervisor are carried out; and
  - c. Any violations are dealt with in accordance with the University's established disciplinary procedures.
5. Disciplinary action shall be initiated through the appropriate disciplinary committee of the University against an employee who has committed any of the offences listed under **Schedule J of the Statutes**.

#### **Disciplinary Procedure**

(Refer to *Schedule J of the University Statutes* for details on the disciplinary proceedings)

6. In every case where a disciplinary enquiry is to be conducted, the offender shall be
  - a) Served with written charges against him/her;
  - b) Given the opportunity to explain or defend him/herself;
  - c) Entitled to call witnesses to give evidence for him/her and hear the evidence of any witnesses against him/her.

#### **Offences**

7. An act constitutes misconduct by a person to whom these rules apply if the act:
  - i. is done without a reasonable excuse
  - ii. amounts to a failure to perform correctly the duty imposed on the person, or
  - iii. contravenes any Regulations, Instructions, or Directives relating to Senior Members, Junior Members or other staff of the University, or
  - iv. is otherwise prejudicial to the efficient functioning of the University, or
  - v. tends to bring the University into disrepute.

#### **Misconduct**

8. An act constitutes misconduct by a person to whom these rules apply if the act is in breach of any of the rules of the University. Misconduct shall be the ground for the institution of disciplinary action against a Member or staff of the University.
9. The following acts shall, without reasonable cause, constitute misconduct:

- i. Engagement in any act which breaches or contravenes the laws, statutes, policies, directives and decisions of the University;
  - ii. Engagement in any act which tends to or is likely to bring the name of the University into disrepute or cause disorder in the University;
  - iii. Any conduct incompatible with one's standing as an employee of the University;
  - iv. Habitual lateness to work;
  - v. Poor work attendance and persistent unauthorized absence;
  - vi. Intentional damage to University property;
  - vii. Refusal to follow legitimate and reasonable instructions from a superior;
  - viii. Drunkenness on duty;
  - ix. Smoking in public places;
  - x. Breach of the employee's obligations set out in their terms and conditions of appointment;
  - xi. Unauthorised access, interference or destruction of electronic records and documents held by the University;
  - xii. Breach of university security regulations/policies;
  - xiii. Financial malfeasance or willfully causing financial loss to the University;
  - xiv. Unauthorised sharing of confidential data or information of the University with anyone not entitled to such information;
  - xv. Use without the consent of the proper authority any property or facility provided for the University for a purpose not connected with the work of the University or not within the scope of his/her responsibility;
  - xvi. Engage in a gainful occupation outside the University without the written consent of the Vice-Chancellor;
  - xvii. Verbally or physically assaulting any member of staff of the University;
  - xviii. Traveling outside the country without the written permission of the Vice-Chancellor.
10. A member or staff who is convicted of an offence involving fraud, dishonesty, stealing, robbery, rape, murder, manslaughter or moral turpitude shall be considered or deemed to have brought the name of the University into disrepute.

## **Penalties for Breach of Discipline**

11. For breach of any of these rules, any one or more of the following penalties may be imposed in any disciplinary proceedings where applicable:
  - i. Dismissal;
  - ii. Termination of Appointment;
  - iii. Suspension for a stated period with or without pay;
  - iv. Reduction in rank or grade;
  - v. Deferment of increment, i.e. postponement of the date on which the next increment is due, with corresponding postponement in subsequent years;
  - vi. Stoppage of increment, i.e., non-payment for a specified period of an increment otherwise due;
  - vii. Forfeiture of pay for the stated period;
  - viii. Withholding of increment;
  - ix. Rustication;
  - x. Interdiction;
  - xi. Reprimand;
  - xii. Verbal Warning;
  - xiii. Written Warning;
  - xiv. Signing of a bond to be of good behaviour for a stated period;
  - xv. Surcharge;
  - xvi. Any other appropriate sanctions.
12. Major penalties shall be imposed only by the Vice-Chancellor and minor penalties may be imposed by a delegated authority.
13. Only the University Council has the power to dismiss or terminate the appointment of senior members.

## **Minor Offences**

14. The following shall be considered as minor offences:
  - i. Sleeping during working hours, depending on the job description of the employee;
  - ii. Trading on office premises;
  - iii. Failure to comply with reasonable instructions;
  - iv. Damage to official property through negligence;
  - v. Gambling on office premises;
  - vi. Absenteeism;

- vii. Drunkenness during work performance;
  - viii. Unsatisfactory work performance;
  - ix. Use of insulting language towards another employee;
  - x. Acting as a moneylender;
  - xi. Pecuniary embarrassment from whatever source.
15. Disciplinary proceedings involving minor penalties shall be conducted summarily.

#### **Disciplinary Action for Minor Offences**

16. Disciplinary action for minor offences is as follows:
- i. Verbal Warning;
  - ii. Written Warning;
  - iii. Suspension from duty without pay for a period not exceeding five (5) working days;
  - iv. Surcharge.

#### **Major Offences**

17. The following shall be considered as major offences:
- i. Occultism and other superstitious activities
  - ii. Deceit of a public officer in the performance of his/her official duties;
  - iii. Immoral conduct or indecency;
  - iv. Physical assault or fighting on office premises;
  - v. Sexual harassment, indecent dressing and use of narcotic drugs
  - vi. Gross dereliction of duty;
  - vii. Gross insubordination;
  - viii. Willful disobedience of lawful order;
  - ix. Habitual lateness to work;
  - x. Stealing, misappropriation of funds, fraud or falsification of records;
  - xi. Conviction of felony or other serious criminal offences or failure to disclose same where it has a bearing on one's job;
  - xii. Vacation of post.
18. Where a major offence has been committed, the Vice-Chancellor shall appoint a committee to conduct an enquiry into the charges and make recommendations to him/her.

## 8.0 LEAVE

### 8.1 General Principles for Leave

1. Leave is a vital human resource management mechanism that ensures the promotion of a healthy and productive workforce and the University's development.
2. In accordance with the Labour Act, 2003 (Act 651), all employees are entitled to leave.
3. Employees shall be granted leave upon application, subject in all cases to the exigencies of his/her Department/School/Directorate/Unit, and in accordance with regulations approved by the Council from time to time.
4. The following are the types of leave and durations in the University:
  - a. Annual Leave Senior Members (Academic) - **36 working days**;
  - b. Annual Leave Senior Member (Administrative/Professional) - **62 consecutive days**;
  - c. Annual Leave Senior Staff - **40 working days**;
  - d. Annual Leave Junior Staff:
    - i. Permanent employees - **34 working days**;
    - ii. Contract Staff (Junior and Senior Staff) - **24 working days**;
  - e. Casual Leave - maximum of **10 working days a year**;
  - f. Special Leave - maximum of **5 working days a year**;
  - g. Examination Leave - **four (4) working days** in addition to the examination timetable;
  - h. Maternity Leave - **three (3) months**;
  - i. Paternity Leave - **5 working days**;
  - j. Study Leave with Pay - **up to four (4) years**;
  - k. Study Leave without Pay - **up to three (3) years**;
  - l. Leave of Absence/Leave without Pay - not exceeding **one (1) year** for Senior and Junior Staff; **two (2) years** for Senior Members;
  - m. Part-time Study Leave/Permission to Study - depending on the duration of the programme or course but normally not more than four (4) years;
  - n. Sabbatical Leave - one academic year duration granted to Senior Members after six (6) years of continuous service);
  - o. Leave of Absence for Association Activities - depends on the duration of such Association activities such as conferences, meetings, courses, etc.

## 8.2 Leave Types and Conditions

### Annual Leave

1. All employees are entitled to paid annual leave.
2. The number of days of annual leave of employees differs from grade to grade as depicted in **Section 6.1 Subsection 4** above.
3. The Vice-Chancellor or Registrar shall have the right to defer the leave of an employee upon application from the employee supported by his/her head of department's recommendations justifying why leave cannot be taken within the current period. The employee shall be informed in writing when leave is deferred.
4. Unless otherwise agreed by authorizing officers and based on the regulations and procedures governing annual leave administration, all annual leave shall be taken during the leave year spanning January to December of the calendar year.
5. Leave not taken during the leave year shall not be commuted to cash and shall therefore be forfeited.
6. Senior members in the academic category shall take their annual leave during university vacations. No such leave can be earned in a year in which the senior member takes sabbatical leave, study leave or leave of absence.
7. Senior members in the administrative/professional category shall take their annual leave at any time of the year, subject to the exigencies of their directorates or departments. No such leave can be earned in a year in which the senior member takes any form of study leave or leave of absence.
8. On the recommendation of the Head of Department, the Registrar or Dean may require staff to interrupt their leave to discharge any duty or to undertake any course of instruction required of them. The remainder of their leave shall be taken at a later convenient time to the Directorate or Department, in which case the staff concerned will be paid his/her cost of transport in and out.
9. An employee who is recalled indefinitely from annual leave with prior approval by the Vice-Chancellor or his/her nominee, resulting in indefinite deferment of leave already approved, shall be paid 15% of annual basic salary as allowance in addition to transport cost. He/she shall be credited with the remaining leave days.
10. Subject to modalities laid down by the employer, any sick leave granted by a registered medical practitioner to an employee while on annual leave shall not be computed as part of such annual leave.

### **Procedure for Granting Annual Leave to Senior Members and Senior Staff**

11. Heads of directorates/departments/units shall submit their annual leave rosters for all senior members and senior staff under their management at the beginning of each calendar year.
12. The Director of Human Resources shall credit all employees with the number of days they are entitled to at the beginning of each calendar year.
13. Employees may apply for annual leave by completing leave forms at their directorates/departments/ units.
14. The leave forms are submitted to their heads of department/directorates/units for their recommendation as to whether the leave request should be approved or declined.
15. The leave forms are forwarded to the Director of Human Resources or the Institute Registrar for verification.
16. Leave forms for Senior and Junior Staff are forwarded to the Rector or Registrar for approval.
17. Senior Members (Academic) leave forms are forwarded to the Vice-Chancellor, through the Rector, for approval.
18. Senior Members (Administrative/Professional) leave forms are forwarded to the Registrar, through the Director or the Institute Registrar, for approval.
19. A copy of the leave form is put on the applicant's file and the other sent back to his/her department/directorate/unit.

### **Casual Leave**

20. Casual leave may be requested in writing for a maximum of ten (10) working days in a year and may be granted by the Registrar in writing.
21. An employee is eligible for casual leave after exhausting his/her annual leave entitlement for the year. Casual leave is not to be regarded as a supplement to annual leave. It is intended to be used to attend to urgent private and personal affairs. The onus of proof of the genuineness of the reason for such leave shall strictly be on the employee.
22. Casual leave may be denied or withheld from an employee who has a poor record of attendance and poor performance.
23. Casual leave shall not be accumulated from year to year.

### **Special Leave**

24. An employee shall be granted a maximum of five (5) working days special leave in the event of the death of spouse/child/parents of the employee and this shall be in addition to the annual leave.

### **Examination Leave**

25. An employee who is an examination candidate may, on application to the Registrar through his/her Head of Department, be granted leave of absence to sit for the examination. The candidate shall be granted up to four (4) working days' leave in addition to the number of days required by the examination timetable. The extra days granted shall not be deducted from the annual leave.

### **Maternity Leave**

26. All female employees shall be entitled to three (3) months maternity leave on full pay, on becoming pregnant, on certification by a Medical Practitioner.
27. Maternity leave is additional to annual and casual leave entitlements and shall count towards increment and retiring awards.
28. Where an illness, medically certified by a qualified medical practitioner, results from the pregnancy, the female employee is entitled to additional leave as certified by the medical practitioner.
29. An employee on returning to duty after maternity leave shall be given half load or half-day work for a continuous period of twelve (12) months from the date of childbirth to nurse her baby.

### **Study Leave with Pay**

30. Conditions and procedures for the grant of study leave with pay are as stipulated in the **Staff Training and Development Policy**.
31. The University may sponsor deserving employees for approved courses to help them acquire qualifications or experience relevant to their work. Such sponsorship shall be in accordance with regulations for staff development and training determined from time to time by the University.

### **Study Leave Without Pay**

32. Study leave without pay shall be granted as an alternative in a situation where study leave with pay cannot be granted.
33. The authority for granting leave of absence or study leave without pay is the Vice-Chancellor.
34. Study leave without pay may be granted to an employee for approved programmes for a period of up to three (3) years by the Vice-Chancellor. This period may be extended on the advice of the Head of Department.
35. The grant of study leave without pay is subject to the following:
  - a. The employee shall be a permanent employee; has been confirmed in the appointment; has served the University for a period of not less than three (3) continuous years; and has completed serving a previous bond, where applicable.
  - b. Study leave without pay shall be approved by the Vice-Chancellor on the recommendation of the Head of School/Directorate/Department/Unit
  - c. The period of study leave without pay is leave-consuming and not leave-earning, that is, no leave credits are earned for the period of the study leave without pay;
  - d. A qualification acquired by the employee shall not automatically qualify that employee for promotion; and
  - e. After the study leave without pay, that person can only be reappointed, subject to the availability of a vacancy.
36. An employee who is on study leave without pay may be allowed to retain his/her residential accommodation, subject to he/she deciding to pay the rent to the University.
37. An employee who does not return directly to the service of the University after the leave of absence shall be deemed to have vacated his/her post.

### **Leave of Absence/Leave without Pay**

38. Subject to the exigencies of a department, leave of absence may be granted, on application.
39. Senior Members are entitled to a leave of absence up to a maximum period of two (2) years. Under special circumstances, longer periods may be approved.
40. If, in the judgment of the Vice-Chancellor, on the advice of a Dean or the Registrar, the granting of leave of absence and/or its extension is not in the best interest of the University, it shall be denied.
41. While a Senior Member is on leave of absence, the general University regulations on housing and other privileges shall apply to him/her.

42. A Senior Member who is granted leave of absence may, subject to the terms of the grant, resign/voluntarily retire by giving at least six months' notice. The resignation/retirement shall take effect from the date the leave was granted.
43. A Senior Member on leave of absence shall undertake to return to the service of the University for at least a period equivalent to the duration of the leave.
44. A Senior Member on leave of absence shall serve a minimum of four (4) years on return to post before becoming eligible for consideration for another Leave of Absence or Leave without pay.
45. A Senior Member who does not return directly to the service of the University after the leave shall be deemed to have vacated the post unless he/she has resigned/retired voluntarily in accordance with these regulations and the letter of grant.
46. A period of leave of absence without pay is not considered a period of service to the University and will not be considered in computing any benefits.
47. A senior staff member who has been confirmed may, on application through their head of department, be granted leave of absence without pay for a period of up to twelve (12) months. This leave may be extended in exceptional circumstances for up to another twelve (12) months, beyond which the employee must resign his or her appointment.
48. Junior staff who have served for a minimum of five (5) years may, on application through their Head of Department, be granted leave of absence without pay for a period of up to six (6) months. This leave may be extended in exceptional cases for a period of up to 12 months, beyond which the employee must resign his/her appointment.
49. Junior staff who have served for more than one, but less than five (5) years, may, on application through their Head of Department, be granted leave of absence without pay for a period of up to three (3) months. This leave may be extended in exceptional cases for up to six (6) months, beyond which the employee must resign his/her appointment.
50. A Senior and Junior Staff on leave of absence shall serve a minimum of two (2) years on return to post before becoming eligible for consideration for another Leave of Absence or Leave without pay.
51. Failure to resume duty after the expiry of approved leave of absence shall be considered "vacation of post" and shall be dealt with in line with the University's policies and regulations on vacation of post.

### **Sabbatical Leave**

52. Sabbatical Leave of one (1) academic year with pay may be granted to Senior Members (Academic) on application and with support by the Head of Department/Dean of School and approved by the Vice-Chancellor after six (6) years of continuous service without study leave. Grantees are required to return to the service of the University for at least two (2) academic years immediately after such leave.
53. A two (2) year Sabbatical Leave with pay may be granted after ten (10) years' continuous service without study leave to academic Senior Members on application and with the support of the Head of Department/Dean of School and approved by the Vice-Chancellor. Grantees shall be required to return to the service of the University for at least three (3) academic years immediately after such leave.
54. One (1) year Sabbatical Leave followed by one (1) year leave of absence, the latter without pay, may be granted after six (6) years' continuous service to the University without study leave on application and with support from the Head of Department/Dean of School and approved by the Vice-Chancellor. Grantees shall be required to return to the service of the University for at least three (3) academic years immediately after such leave.
55. A report on the academic and other related activities undertaken by the Senior Member while on Sabbatical Leave shall be submitted through the Head of Department and Dean of School to the Vice-Chancellor within two (2) months after resumption of duty.

### **Leave of Absence for Association Activities**

56. Where an employee is officially nominated by the Association/Union to attend courses, conferences and meetings or accompany Association/Union officials on tours of the Association branches, the University shall permit the staff to attend.
57. The University shall grant such leave with pay.
58. When meetings of the Standing Joint Negotiation Committee and Delegates meeting are convened, the employee attending such a meeting will be regarded as being on duty.

### **Sick Leave**

59. It is the duty of the supervisor or Head of Department to ensure that no employee is retained on duty when his/her state of health renders it desirable for him/her to be granted sick leave or to receive medical care.
60. When an employee suffers from an illness, which causes his/her absence from duty for a continuous period of at least three (3) working days, he/she is required, at the end of the

period, to furnish the Registrar, through the supervisor, with a medical report from a recognized Medical Practitioner.

61. If the report certifies that the continued absence of the employee from duty is necessary, the employee may be relieved of the obligation to discharge his/her duties without loss in salary for periods not exceeding a total of six (6) months. Such periods shall be reckoned as continuous from the date of granting the first dispensation.
62. In the event of illness of the employee, necessitating further absence from duty beyond any dispensation granted by the University, a further six (6) months' dispensation will be given, after which the staff shall be boarded out.
63. During the six (6) months' dispensation, the employee shall be on half salary.
64. During absence from duty on account of ill-health, an employee shall be required to provide the Registrar with a report from a recognised Medical Practitioner at intervals of one month from the date of the first report.
65. On the expiration of all dispensations from duty, an employee who would not be able to resume his/her duties would be deemed to be unfit to continue his/her services with the University and would have his/her appointment terminated accordingly.
66. Before the termination of the appointment, the University shall constitute a Medical Board to evaluate the condition of the employee. If the Board finds that the employee is not fit to work, it shall recommend to the Vice-Chancellor the discharge of that employee from the service of the University. Payment of salary to that employee shall cease immediately after the termination of the appointment.
67. The main function of the Medical Board is to advise the Vice-Chancellor on the state of health of the employee receiving medical treatment. Specifically, it will deal with issues relating to the employee's salary, payment of medical expenses by the University, passages in case the employee will be flown outside for treatment and determination of the continued employment of the employee by the University, etc.
68. The Medical Board may consist of the following: Two recognised Medical Practitioners who shall be a specialist from a public health facility, Registrar, Director of Health Services, Director of Finance, Director of Human Resources, and the employee's head/supervisor. Other officers from within and outside the University may be co-opted.
69. The report of the Medical Board shall be confidential and be laid before the University Council by the Vice-Chancellor.

## **9.0 STAFF WELFARE**

### **Number of Recognized Spouse and Children/Wards of the employee**

1. The University shall recognize one (1) registered spouse and a maximum of six (6) children/wards or legally adopted children for Senior and Junior Staff of the University for medical care who are not older than twenty-six (26) years and are pursuing full-time formal education.
2. The University shall recognize one (1) registered spouse and a maximum of four (4) children/wards or legally adopted children for Senior Members of the University for medical care who are under eighteen (18) years of age and up to twenty-three (23) years if they are still schooling.

### **Health and Safety**

3. The University shall take necessary measures and ensure the good health and safety of the employee in accordance with the provisions of the Factories, Offices and Shops Act, 1970, Act 328 or any amendments thereof.
4. An employee who sustains an injury or suffers disability, illness or disease during and in the course of the performance of his/her duties shall be entitled to compensation in accordance with the Workmen's Compensation Law, 1987, PNDC Law 187 and any subsequent enactment thereof.

### **Reimbursements of Medical Expenses**

5. Procedures and conditions for the reimbursement of medical expenses for employees of the University are contained in the Health Policy of the University and the Conditions of Service for the various staff categories.

### **Uniforms/Protective Clothing**

6. All employees who, by the nature of their jobs, are required to wear protective clothing/devices (helmets, boots, protective goggles, nose caps, etc.) shall be required to do so at all times while they are engaged in their jobs.
7. All employees who are required to wear uniforms or any protective devices necessary for their proper protection while on duty shall be provided with uniforms or the protective devices at the expense of the University.
8. Any employee who suffers injury or loss of life as a result of the neglect of this precautionary measure will not qualify for the claim of full liabilities resulting thereof from the University, provided the necessary provision has been made by the University.

9. An employee may be surcharged with the cost of replacement of any uniform or protective device in his charge that has become unserviceable through negligence, lack of care or willful damage on his/her part.

### **Housing**

10. University accommodation or University rented accommodation, where available, may be allocated to employees and those whose duties require them to reside near their place of work.
11. The rent for such accommodation shall be determined by the University from time to time for payment by the employee.
12. Rent or Owners Occupier Allowances are payable to an employee who is contractually entitled to University accommodation but who stays in a self-rented accommodation or his/her own house respectively in accordance with existing Government Policy.
13. For further details on comprehensive regulations on housing, refer to the University Housing Policy.

### **Distinguished and Meritorious Service**

14. Distinguished and meritorious service is to be recognized by the University.
15. The nature of gifts and award conditions to be given to deserving employees shall be determined by the University.

### **Long Service Awards**

16. Long Service Award is payable to employees who have served the University for periods such as 10, 20, 30, or 40 years. The schedule of such allowances shall be as follows:
  - a. For ten (10) years' service - Certificate plus GHS2,000.00
  - b. For twenty (20) years' service - Certificate plus GHS4,000.00
  - c. For thirty (30) years' service - Certificate plus GHS6,000.00
  - d. For forty (40) years and above - Certificate plus GHS8,000.00

### **Removal Allowance/Terminal Passage**

17. On first appointment, an employee shall be provided with transport to convey himself/herself, his/her registered spouse and children, as well as his/her belongings to the University or be paid transport allowance at the prevailing government rate.
18. On completion of appointment or retirement, an employee shall be provided with transport to convey himself/herself and his/her family, as well as his/her belongings, to his/her hometown or be paid transport allowance at the prevailing government rate.

19. On resignation, an employee with at least five (5) years of continuous service shall be entitled to Removal Allowance.

**Payment of Advances, Allowances and Loans**

20. The University shall make regulations governing the payment of advances, allowances and loans to employees from time to time. In all of these cases, payment shall be made subject to the availability of funds.

**Death Benefits**

21. On the death of an employee, nine (9) months' basic salary shall be paid to his/her surviving spouse and/or children.
22. An employee who loses his/her registered spouse/child shall be paid a grant to be determined by the University from time to time.
23. An employee who loses his/her biological parents shall be paid a grant to be determined by the University from time to time.

**Ex-gratia**

24. An employee who retires compulsorily at age 60, or voluntarily at age 55 or more after ten (10) years' service, shall be entitled to payment of an ex-gratia award of a month's salary for every completed year of service.
25. On retirement of an employee, one (1) month's basic salary shall be paid for every successful year of service. An employee qualifies for this Award only after a minimum service of ten (10) years, on attaining voluntary or dying in service.