

**REGENT UNIVERSITY
COLLEGE OF SCIENCE AND TECHNOLOGY**

**ADMINISTRATIVE AND CONDITIONS OF
SERVICE MANUAL FOR SENIOR MEMBERS**

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1.0 INTRODUCTION

The Administrative and Conditions of Service Manual of Regent University College of Science and Technology is a compilation of the various regulations governing the University.

The manual has been prepared to guide all Principal Officers and other Senior Members on the procedures for the administration and management of the respective Schools, Departments and other University resources/facilities.

The information contained in this manual is adequate for the day-to-day administration of the various schools and administrative departments. The Manual is designed to be used in conjunction with other Regent University College of Science and Technology documents such as, Statutes, the University Calendar and Annual Reports.

Disclaimer:

“In a bid to constantly improve the conditions of service of employees, the procedures and guidelines contained in this manual are subject to change at any time, without prior notice to staff.”

Title

These regulations may be cited as the Administrative and Conditions of Service Manual for the Senior Members of Regent University College of Science and Technology.

Definitions:

The following terms are used in this document:

University:

Means Regent University College of Science and Technology.

University Council:

Means the governing body of Regent University College of Science and Technology.

President

Means the Vice Chancellor/Chief Executive Officer of Regent University College of Science and Technology.

Provost

Means the Pro Vice Chancellor/Chief Operations Officer of Regent University College of Science and Technology.

Vice President (Finance and Administration)

Means the Registrar of Regent University College of Science and Technology.

Dean

Means the Head of a School/Faculty.

School

Means a faculty, comprising a collection of related departments.

Department

Refers to a part of a Faculty that is concerned with teaching and research in a recognizable academic discipline and has been so designated by Senate.

Head of Department

Means a person appointed to direct or supervise the work of a Department. When the substantive Head is not available, or is yet to be appointed, any person duly appointed to act shall be referred to as Acting Head of Department.

Senior Member

Means a member of the academic, professional or administrative staff with appropriate qualification(s) appointed into an office in the University.

Officer

Means a Senior Member.

Temporary Officer

Means an officer employed on month to month basis or for a duty period of less than 12 months or under special contract terms.

Spouse

Means an officer's wife or husband whose name appears on any official records as having been married to him or her.

Child

Means an officers own or stepchild or legally adopted child provided that such child is not above 18 years and for those still in school not above 21 years. All such children should be registered with the University.

Medical Officer

Means a Government Medical Officer or University Medical Officer or any medical officer approved by the University.

Expatriate Officer

Means an officer who is not a Ghanaian.

Consultancy

Is any approved professional work undertaken by any officer of the University which involves the use of the University's time and / or resources for a consideration in monetary or in kind.

Ghanaian Officer

Means an officer who is a Ghanaian in accordance with the laws of Ghana. Gender reference in these regulations to the masculine gender shall include the feminine officer.

Duties

The duties of every officer shall be as described in the letter of appointment and as determined from time to time.

Hours of Work

An officer shall normally be required to work each day for 8 hours with an hour off for break. A nursing mother will be allowed two hours off each day until the baby has attained eight months after delivery. Any extension beyond two hours will be at the discretion of the President.

Academic Member

Means a Senior Member holding a full-time teaching, research and or consultancy appointment in the University including staff of the Library and those whose progression is based on the same criteria as academic faculty.

Contract Employee

Means a person engaged for a specified period under special terms. Reference to the singular shall also include the plural.

Misconduct

Means any act of willful omission or commission or negligence without reasonable excuse on the part of the employee which amounts to failure to perform in the proper manner, any duty assigned to him as such or which is otherwise prejudicial to the efficient performance of the University's business or tends to bring the University into disrepute.

2.0 APPOINTMENTS

- 2.1 The criteria for appointment of a Senior Member and the procedure relating to such appointments have been provided in the Regent University College of Science and Technology Statutes, 2005.
- 2.2 A Senior Member's appointment is made by the President on behalf of the University Council and is subject to the Statutes of the University.
- 2.3 On assumption of duty, the Faculty/Senior Member is obliged to complete a form providing their employment, personal as well as family data and enter his/her name in the register kept in the **Office of the Vice President for Finance and Administration**. This must be made known to the appointee in his appointment letter.
- 2.4 A Senior Member's appointment is full time; any additional occupation or employment outside the scope of the appointment can be accepted only with the prior permission of the President on behalf of the University Council.

3.0 TENURE

- 3.1 All Associate Professors and full Professors of the University and their equivalencies shall have tenure. This implies that their appointments will continue till they attain the retiring age of 65 years, except where a Senior Member is unable to function effectively on health grounds or otherwise.
- 3.2 Other appointments are normally for a period of six (6) years in the first instance and are subject to renewal, but shorter terms of appointment of one or two years duration may be offered depending on the circumstances.
- 3.3 A Senior Member who is appointed without any previous relevant experience shall be required to serve two years' probationary period. A Senior Member with a previous University or other relevant experience shall be required to serve a probationary period of one year.
- 3.4 Subject to medical fitness, and the continuing need for particular expertise as determined by the University, contract appointments may be given to serving Faculty/Senior Members who have reached the retiring age and to other persons who may want to give their services. In such cases of contract appointment, the terms of contract shall be embodied in the letter of appointment taking into consideration the general regulations relating to permanent appointment of a Senior Member as stated in the Statutes.

4.0 APPOINTMENT AND PROMOTION

There are comprehensive provisions on appointments and promotions under the University Statutes as indicated below:

The following are listed under schedule A of the Statutes:

- 4.0.1 Appointment and Promotion of Senior Members (General Provisions

including Prohibitions). (Teaching and Non-Teaching, Composition, Functions/Powers and Procedures).

- 4.0.2 Sub-Committee of the Appointments and Promotions Board.
- 4.0.3 Faculty Appointments and Promotions Committee.
- 4.0.4 Administration Appointments and Promotions Committee
- 4.0.5 Appointments and Promotions. Committees (Junior and Senior Staff).
- 4.0.6 Appeals Relating to Appointments and Promotions.
- 4.0.7 Guidelines for Appointments and Promotions (Senior Members): Criteria for Appointment and Promotions to Teaching and Research Grades including Probationary Periods, Visiting and Temporary Appointments and Criteria for Appointment and Promotion to Non-Teaching Positions.
- 4.0.8 Terms of Appointments of Senior Members- Article 42
- 4.0.9 Resignation/Retirement/Termination of Appointment of Senior Members – Article 43

5.0 STAFF ESTABLISHMENT

- 5.0.1 Staff establishment can only be increased, or the grades altered with the approval of the University's Council. In the case of Academic staff, recommendations shall be sought from the Academic Board. The Vice President for Finance and Administration shall make recommendations on staff establishment for Administration.
- 5.0.2 Vacancies in the establishment may be filled with temporary staff only with the approval of the President.
- 5.0.3 Vacancies may occur through vacation of post, resignation, termination of appointment, creation of a new post, transfer, and retirement. This list is by no means exhaustive.

6.0. APPOINTMENT/RECRUITMENT OF STAFF

Vacancies in the establishment may be filled through regular recruitment or through temporary or part-time appointment.

- 6.1 **Methods of Recruitment:** Recruitment may be done through:
 - 6.1.1 Secondment from other university institutions and exchange schemes
 - 6.1.2 Technical assistance schemes
 - 6.1.3 Advertisement (Internal and External)

6.1.4 Recommendations from the President, Deans and Heads of Department.

6.1.5 Applications by individuals on their own initiative.

6.1.6 Direct invitation.

6.2 **Methods Of Advertising:**

6.2.1 When a post other than that of a Professor becomes vacant, the Head of Department concerned should draft a suitable advertisement and forward it to the Dean which will then be forwarded to the Registrar with copies to the President for approval, unless the President has agreed earlier that the post should not be filled. The advertisement should state clearly, the number of persons to be recruited, specific fields for which they are required, and qualifications and experience where applicable.

6.3 **Processing of Advertisements:**

6.3.1 On receiving the relevant information on vacancy, the Vice President, Finance and Administration shall finalize the terms of the advertisement and the accompanying particulars.

6.3.2 The Vice President, Finance and Administration will determine the closing date of the advertisement which will normally be a month from the date of the first appearance of the advertisement.

6.4 **Qualifications:**

6.4.1 Teaching staff

A candidate must have a minimum qualification of a second degree with a research component. A holder of a good first degree may be appointed a teaching assistant.

6.4.2 Non-Teaching staff

The minimum qualification is a first degree and equivalent professional qualification or a master's degree.

6.5 **Seasons for Advertisements:**

Though vacancies may be advertised all the year round, the most suitable months for advertisements are January to March. Preparatory work on advertisements may start in November. During this period, recruitment through personal contacts at conferences and by recruitment teams is recommended.

6.6 Submission of Applications:

Candidates should be requested to obtain application forms from the Registry and to submit three copies of their completed applications to the office of the Vice President, Finance and Administration. Applications from other parts of the world should be sent directly to the office the Vice President, Finance and Administration, Regent University College of Science and Technology, P. O. Box DS 1636, Dansoman-Accra, Ghana, W/A.

6.7 Acknowledgement:

Whenever practicable, The Vice President, Finance and Administration shall acknowledge by letter receipt of all applications that have been short-listed.

6.8 Processing of Applications:

The Vice President, Finance and Administration will forward all the applications received to the Head of the Department concerned who, in consultation with the Dean, will forward the applications to the Faculty Appointments and Promotions Committee in the first instance. The report of the Faculty Appointments and Promotions Committee is then forwarded to the Vice President, Finance and Administration for processing in accordance with Schedule A of the Statutes.

6.9 References:

On receipt of the short-listed applications, the Vice President, Finance and Administration will write to their referees requesting recommendations.

7.0 Selection:

As soon as an adequate number of references have been received, usually three or at least two out of the three the Vice President, Finance and Administration will summon the appropriate Appointments Board to consider the candidates on the short-list. Normally applications with less than two referees will not be considered by the Appointments and Promotions Board, but in cases where the receipt of a second reference has delayed unduly, the Vice President, Finance and Administration will consult the Head of Department concerned and if they decide that the particular candidate should be interviewed, they will submit a written explanation to the Appointments and Promotions Board. Each member of the Appointments and Promotions Board should receive from the Vice President, Finance and Administration at least forty-eight hours before the meeting of the Board a docket containing the following:

- (a) The application form (s);
- (b) The assessment by the Head of Department and Dean as the case may be;
- (c) References and

- (d) An explanation by the Head of Department or the Vice President, Finance and Administration explaining why a candidate with only one reference is to be interviewed.

7.0. PROCEDURE FOR ASSESSMENT FOR PROMOTION

7.1. Internal Assessment

7.2. Annual Performance Appraisal

There shall be an annual performance appraisal of all staff. The information collected will serve as a basis for salary administration and promotion.

7.3. Initiating the Application Process

A senior member who desires promotion, whether teaching or non-teaching, shall obtain the relevant application forms from the office of the Vice President, Finance and Administration. This form should be completed and submitted to the Head of Department with all relevant supporting documents. The Head of Department shall submit the application, together with his or her assessment to the Dean (in the case of teaching) staff, and to the next superior officer (in the case of non-teaching staff). All applications together with the assessments by superior officers must be submitted to the office of the Registrar for onward transmission to the Appointments and Promotions Board.

7.4. Assessment of Teaching

The Head of Department shall include an assessment of the teaching ability of each staff member. The assessment shall normally include students' assessment of the lecturer, which shall be completed by the last day of lectures.

7.5. Assessment of Researched Publications

Where publications are cited in support of a promotion, the assessment of these publications, and where necessary, the opinion references and reprints of published papers should be made available.

7.6. Publications in Press

No cognizance will be taken of any articles cited as "Accepted for Publication" unless Editor's letters of acceptance of such publications are submitted along with the candidate's papers.

7.7. Multiple Authorship

Where a publication is the result of a joint effort between the person recommended for promotion and others, there shall be a statement by the candidate indicating the extent of his/her contribution to the publication.

7.8. Classification of Research Project

For the purpose of promotion, research projects should be classified into two categories (on-going research, and published) and assessed accordingly.

7.9. Administrative Competence

The Head of Department or Dean (in the case of acting Headship) shall include in his recommendation any administrative duties performed by the staff being considered for promotion at any level.

7.10. Faculty Appointments and Promotions Committee

A Faculty Appointments and Promotions Committee shall be constituted in each Faculty consisting of the Dean as Chairman, Heads of Department, Professors and Associate Professors in the Faculty. The Faculty Committee shall receive the assessments made by the Heads of Department on their staff members. These shall then be submitted together with their recommendations to the Registrar for onward transmission to the Faculty Appointments Committee

No member shall sit on a panel to interview, or promote a candidate to a position higher than his or hers.

7.11. External Assessment

External assessors shall exclude all persons employed either part-time or full-time by Regent University College of Science and Technology.

The external assessor is a recognized authority in the main field of study of the candidate. He is normally of professorial standing.

For appointments to the position of Senior Lectureship and its equivalent, the views of two external assessors should be obtained. The external assessors are to be recommended by the Appointments and Promotions Board.

For the appointment of Professors and their equivalent, the views of two external assessors proposed by the Dean or equivalent staff should be obtained.

Each external assessor would be required to state his opinion on the professional standing of the candidate taking into account his publications and contributions to learning or the furtherance of education.

It is generally undesirable to select as an external assessor, someone who was

directly connected with the undergraduate or graduate studies of a candidate.

The Appointments and Promotions Board in reaching a decision on an appointment or, in making a recommendation on it, should take into account the views of the external assessor(s). It should state clearly the grounds for disagreeing if there is a disagreement with the opinion of any external assessor(s) but the final evaluation and decision would be made by the Appointment and Promotions Board. For positions of professorial rank the decision of the Appointments and Promotions Board should be ratified by the University Council.

Where there is a fundamental disagreement between the views of the two external assessors in the appointment of persons of professorial grade, the Appointments and Promotions Board may, if it wishes, submit all the appointment papers to a third external assessor for his views.

7.12. Interviews:

All candidates will be interviewed by the Appointments and Promotions Board or its approved representative body outside Ghana where necessary.

8.0 Criteria for promotion

8.1 Promotion of Senior Members (Teaching)

In addition to the statutory provisions on processes and procedures for appointment and promotion of staff, the University is required to publish in the Gazette, from time to time, criteria etc, to suit changing situations and requirements. For the time being, the following are the approved criteria for promotion of Senior Members (teaching):

8.2 General Provisions/Procedures

All applications for promotion of Senior Members shall be assessed on the basis of:

- (a) Evidence of continuing performance and scholarship demonstrated in teaching, and contribution to knowledge through publication of research work.
- (b) Contribution to the work of University Boards/ Committees and extension work.
- (c) Extension work in the form of National/International recognition through such services as membership of editorial boards of recognized journals, being an external examiner, external assessor for promotion of research, teaching, exhibitions and publication of technical or consultancy reports etc.

- (d) In the case of publications, one (1) book should count as three (3) papers. Publications submitted in excess of the minimum requirements for promotions should be considered on their own merit. In the case of joint publications, one chapter contributed by a co-author in a book counts as one paper. Two or more chapters contributed by a co-author in one book should not count for more than two papers.

8.3 Promotion From Teaching Assistant to Assistant Lecturer

The post of Teaching Assistant and its equivalent are training posts on which staff members are expected to acquire requisite postgraduate qualifications for progression to higher posts of Assistant Lecturer or equivalent.

8.4 Promotion From Assistant Lecturer to Lecturer

For promotion from Assistant Lecturer to Lecturer, an applicant must have taught for at least two years and published at least one scholarly publication.

8.5 Promotion from Lecturer to Senior Lecturer

Candidates must

- i. Have taught for a minimum of four (4) years as a lecturer.
- ii. Have at least four (4) published papers in refereed journals or evidence of acceptance of publications by refereed journals.

8.6 Promotions from Senior Lecturer to Associate Professor

Candidates must:

- i. Have taught for a minimum of three (3) years as a Senior Lecturer. Have at least five (5) publications since the last promotion or a total of nine (9) publications since appointment as a Lecturer.
- ii. Produced any other evidence of research/ professional activity.

8.7 Promotion from Associate Professor to Full Professor

Candidates must

- i. Have served for at least three (3) years as an Associate Professor.
- ii. Have at least six additional publications or a total of fifteen (15) publications.

- iii. Produce any other evidence of research.

8.8 Weighting System

The following shall apply

- i. Research publications assessed by two assessors should count for 45 percent.
- ii. Teaching (to be assessed by the Department) should count for 35 percent.
- iii. Service to community and the development of the university (that is one's involvement or contribution to the work of Committees or Boards within and outside the University) should count for 20 percent.

By the weighting system outlined above, a candidate needs to score not less than 75 percent to qualify for promotion. Unless stated otherwise, if a candidate scored 50 percent in respect of publications, the candidate would still need 25 percent from components (ii) and (iii) to qualify for promotion.

9.0 Criteria for Promotion of Research Staff

For staff who may be carrying out research or consultancy, the minimum number of publications required shall be double that expected from the teaching staff. The following shall be accepted as evidence of publications.

- i. Books and parts of books published or evidence of acceptance for publication.
- ii. Articles in scholarly journals and published proceedings. In the assessment of the above publications, a high premium will be placed on refereed works.

10.0 CRITERIA FOR APPOINTMENT & PROMOTION OF NON-TEACHING SENIOR MEMBERS

10.1. General Guidelines

Promotion shall be based on satisfactory performance in the following assessable areas:

- i. Ability to work hard
- ii. Promotion of profession
- iii. Human Relations
- iv. Service

10.2. Norms of Assessment

Assessment shall be by the following yardsticks:

- i. Exceptional
- ii. Above Average
- iii. Average
- iv. Below Average

10.3. Eligibility and Procedure for Promotion

For promotion to higher grades, candidates must satisfy the criteria stipulated below for the various grades.

- i. A member of staff who wishes to be considered for promotion shall complete the appropriate application forms and submit these to his Head of Section/Unit/Department where applicable.
- ii. On receipt of the application, a Head of Section shall forward same to the Registrar together with his written assessment of the candidate.
- iii. The Registrar shall submit all applications for promotion together with his assessment to the Administration Appointments and Promotions Committee.
- iv. The Administration Appointments and Promotions Committee shall forward this to the University Appointments and Promotions Board. The written assessment by the candidate's Head of Section/Unit/Department and the Registrar/Committee Chairman where applicable, shall also be included.

10.4. Guidelines for Evaluation of Performance and Attainment

The following guidelines/indicators shall be applied in assessing and evaluating competence.

a. Ability to Work

Proven ability to work according to schedule as evidenced by:

- i. Grasp of administrative procedure, current administrative trends including relevant government administrative policies and guidelines.
- ii. Ability to do independent work
- iii. Initiative, resourcefulness and drive
- iv. Sense of responsibility
- v. Capacity for sustained work
- vi. Quality of servicing Committees, preparation of materials for meetings, writing of minutes and reports promptly and accurately, taking follow-up actions effectively

- vii. Quality of overall output
- b. Promotion of Professionals
 - i. Written reports, papers, and memoranda on administrative matters and issues.
 - ii. Relevant publications (articles in refereed Journals or books).
- c. Human Relations

Good image and comportment in dealing with staff and the public.
- d. Service (other than normal schedule of work)

Services which candidate has rendered other than his/her own schedule of duties will be assessed by the Head of Section/Unit /Department, the Registrar, the Administration Appointments and Promotions Committee and the University Appointments and Promotions Board and should include contributions to the University and community at the local, national and international levels.

10.5. Promotion in the Registry – Office of the Vice President (Fin. & Admin.)

a. From Junior Assistant Director to Assistant Director

A Junior Assistant Director should possess a Masters degree in order to be considered for promotion to the grade of Assistant Director. Candidates must have served satisfactorily in the University for at least two years. In addition, the candidate's performance as assessed by the Vice President in consultation with his/her Head of Section, where applicable, must be "above average" in "ability to work" and at least "average" in two other areas. Assessment should not be "below average" in any of the assessable areas.

b. From Assistant Director to Senior Assistant Director

An Assistant Director should possess a Masters degree in order to be considered for promotion to the grade of Senior Assistant Director. Candidates must have served satisfactorily in the University for at least two years. In addition, the candidate's performance as assessed by the Vice President in consultation with his/her Head of Section, where applicable, must be "above average" in "ability to work" and at least "average" in two other areas. Assessment should not be "below average" in any of the assessable areas.

c. From Senior Assistant Director to Deputy Director

For promotion to the grade of Deputy Director, a candidate must have:

- i. Served as a Senior Assistant Director in the University or in an analogous institution for at least four years, and

- ii. Achieved at least “above average” performance in ‘ability to work’ and “average” performance in at least two other areas, one of which should be “promotion of profession”.

d. From Deputy Director to Director

For promotion from Deputy Director to the grade of Director, candidates must have:

- i. Served as Deputy Director or an equivalent grade in the University or analogous institution for at least four years.
- ii. Achieved at least ‘above average’ performance in all assessable areas.

d. Promotion under Special Circumstances

For exceptional performance, candidates may be promoted out of turn, or before they satisfy the normally required criteria.

e. Vice President (Finance and Administration)

Appointment to the position shall proceed as provided by the Statutes. Appointment shall be by tenure.

10.6. Finance Office /Internal Audit

a. From Assistant Accountant/Assistant Internal Auditor to Accountant/ Senior Assistant Internal Auditor.

Candidates must have:

- i. Served as an Assistant Accountant/Assistant Internal auditor for at least four years
- ii. Achieved at least “average” performance in all assessable areas. Where graduates of professional accountancy bodies are given membership, they may be up-graded to the grade of Accountant/Senior Assistant Internal Auditor irrespective of experience, provided their performance is such as to make promotion justifiable.

b. From Accountant/Senior Assistant Internal Auditor to Senior Accountant, Deputy Internal Auditor

Candidates must have

- i. Served as Accountant/Senior Assistant Internal Auditor for at least four years.

- ii. Achieved at least “above average” performance in “ability to work” and “promotion of work” and at least “average” performance in the other assessable areas.
- c. From Senior Accountant/ Deputy Internal Auditor to Deputy Director of Finance/Internal Auditor

The requirements and procedures for promotion to the grades above can be accessed in Schedule A of the Statutes of Regent University College of Science and Technology (2005).

d. External Members

- i. There shall be External Members on the interviewing panel for the appointment of Deputy Finance Officer /Internal Auditor/ Finance Officer and their deputies.
- ii. For the appointment of Deputy Finance Officer/Internal Auditor, one external member shall be required.

10.7. University Library

All fresh appointments shall be by interview.

a. Junior Assistant Librarian

Candidates must be graduates from a recognized University and in addition must possess either the Graduate Diploma in Librarianship with at least one year’s post qualification experience or a Master’s degree in Librarianship or equivalent.

b. Assistant Librarian

Candidates seeking appointment as Assistant

Librarian must:

- i. Possess a Bachelor’s degree plus the Graduate Diploma in Librarianship and must have at least three-year post qualification experience in a recognized Library. Or
- ii. Should possess a Master’s degree in addition to a Bachelor’s degree in Librarianship and must have acquired two years’ relevant experience in Librarianship.

c. Senior Assistant Librarian

For appointment as Senior Assistant Librarian, candidates must have served as Assistant Librarian in a University or analogous institution for a minimum period of four years. A Master’s degree is an advantage. Two external assessors shall be required.

d. Deputy Librarian/Librarian

For the position of Deputy Librarian/Librarian, criteria for academic positions would apply.

10.8. Project Office

a. From Assistant Architect/Assistant Quantity Surveyor/Assistant Engineer to Architect/Quantity Surveyor/Engineer

For promotion to Architect/Quantity Surveyor/Senior Engineer a candidate must have:

- i. Served as Assistant Architect/Assistant Quantity Surveyor/Assistant Engineer for at least 2 years.
- ii. Achieved at least an “average” performance in all the four assessable areas.

b. From Architect/Quantity Surveyor/ Engineer to Senior Architect/Senior Surveyor / Senior Engineer

For promotion to Senior Architect / Senior Quantity Surveyor/Senior Engineer a candidate must have:

- i. Served as Architect/Quantity Surveyor/Engineer for at least four years.
- ii. Achieved at least “above average” performance in “ability to work” and at least an “average” performance in the other three assessable areas.

c. Estate Officer

A recognized degree in Estate Management or Land Economy, plus a professional qualification such as A.R.I.C.S., A.Gh.I.S, or its equivalent.

d. Promotion under Special Circumstances

For exceptional performance, candidates may be promoted out of turn, or before they satisfy the normally applied criteria.

10.9. Information Technology Department

a. From Programmer to Systems Analyst

A candidate must have

- i. Served satisfactorily as a Programmer for at least two (2) years.
- ii. Achieved at least “above average” in “ability to work” and “average” in the three other assessable areas.
- iii. Have been engaged in programming work for at least 4 years in a reputable organization.

Where a programmer obtains a second degree, he/she will automatically be

upgraded to Systems Analyst unless his/her performance as a Programmer is below average.

b. From Systems Analyst to Senior Systems Analyst:

A candidate must have

- i. Served satisfactorily as an Analyst/Programmer for at least four years.
- iii. Achieved at least “above average” in “ability to work” area and “average” in the three other assessable areas, one of which should be ‘promotion of profession’.
- iv. Written at least 3 programmes of reasonable length with documentation and user manuals following the relevant standard.
- v. Been engaged in Systems Analysis work for at least 2 years in a reputable organization.

c. From Senior Systems Analyst to Deputy Director (Information Systems)

Candidates must have:

- i. Served satisfactorily as a Systems Analyst for at least four years.
- ii. Achieved at least “above average” in all assessable areas,
- iii. Written at least 4 programmes with documentation and user manuals following the relevant standard
- iv. Been engaged in Systems Analysis work for at least 4 years in a reputable organization.

d. From Deputy Director (Information Systems) to Director (Information Systems)

A candidate must have:

- i. Served satisfactorily as a Deputy Director for at least 4 years,
- ii. Achieved at least “above average” in all assessable areas,
- iii. Written at least 4 programmes with documentation and user manuals following the relevant standard,
- iv. Been engaged in Systems Analysis work for at least 4 years in a reputable organization.

e. Promotion under Special Circumstances

For exceptional performance, candidates can be promoted out of turn, or before they satisfy the normally applied criteria.

11.0 DISCIPLINE

11.1. Disciplinary Action

Disciplinary action may be taken against an officer in respect of misconduct. Misconduct includes the following.

- a. Misappropriation of funds
- b. Pilfering and/ or theft
- c. Vacation of Post
- d. Divulging any confidential information obtained from official sources/ or publication of an unauthorized material
- e. False, fraudulent or negligent misrepresentation/forgery
- f. Immoral conduct or indecency, physical assault or fighting on premises
- g. Rudeness and /or insubordination
- h. Drunkenness while on duty
- i. Improper use of University property or wrongful damage to University property
- j. Conviction for felony or other criminal offences.
- k. Incitement of workers to engage in illegal actions (e.g. strikes, insubordination, etc)
- l. Dishonesty
- m. Misapplication of funds

11.2. Disciplinary Procedure

- a. For any of the above offences, the President shall appoint a Disciplinary Committee made up of a Provost/Vice President responsible for the sector of the Varsity of the affected officer as Chairman and four other members including a Senior Member from a cognate tertiary institution who shall not be below the grade of the affected officer. The recommendation of the Disciplinary Committee shall be submitted to the President for final decision.
- b. In all proceeding of a Disciplinary Committee, an officer accused of misconduct shall be entitled to be informed in writing of the basis on which proceeding are initiated.
- c. The officer shall be entitled to appear before the Committee for the purpose of explaining and defending his conduct. He shall also be entitled to call witnesses and to hear testimony of any witnesses called by the Committee.
- d. The President has the power to direct an officer against whom proceeding of a major offence are being taken or about to be taken, or against whom criminal proceedings are being initiated to proceed on interdiction.
- e. The salaries and allowances of an interdicted officer shall be paid in accordance with prevailing government regulation.
- f. If proceedings do not result in the officer's dismissal or removal, any salary and allowances withheld from him shall be restored.

11.3. Penalties

- a. The following penalties may be imposed in disciplinary proceedings in respect of misconduct.
 - i. *Summary Dismissal.* Termination of appointment with forfeiture of all retirement benefits payable by the University and also under the University's Superannuation Scheme except such as are permitted to be paid by regulation on the said Scheme in such circumstances. However, the benefits under the Social Security Fund will not be affected.
 - ii. *Termination.* Termination of appointment with or without reduction in retiring benefit.
 - iii. *Reduction in Rank.* Demotion
 - iv. *Reduction in Salary.* An immediate adjustment of Salary to scale attached to the post in question.
 - v. *Deferment of increment.* Postponement of the date on which increment is due with corresponding postponement in subsequent year.
 - f. *Stoppage of Increment.* Non-payment for specified period of an increment otherwise due.
 - g. *Suspension.* Suspension from duty with consequential loss of pay and allowances for a period not exceeding 14 days.
 - h. *Severe Reprimand.* Written rebuke by a superior officer.

11.4. Right of Appeal

An officer adversely affected by any decision of a disciplinary proceeding *may*, within 14 days of notification to him of the decision appeal against such decision to Council, whose decision shall be final.

12.0 GRIEVANCES AND GRIEVANCE PROCEDURES.

The procedure for dealing with grievances and disputes between senior members shall be as follows:

- a. An aggrieved employee should always in the first instance report his/her grievance to the Head of Department.
- b. The Head of Department would convene a meeting to investigate and analyze the grievance and take appropriate action.
- c. In the event of unsatisfactory resolution of the grievance at the level of the Head of Department, or in some cases as the grievance may be between a staff

member and the Head of Department, the matter may be referred to the next superior officer, and ultimately to the Vice President (Finance and Administration), the President or the University Council as necessary.

13.0 SALARIES AND ALLOWANCES

13.1 Salaries and Annual Increments

Staff who are approved for appointments in the Senior Member category will be placed at the appropriate points in the salary scale. Each additional year of relevant experience will, from the date of obtaining the minimum qualification, attract increment. Multiple increments may be awarded in special cases.

14.0 ALLOWANCES

14.1 Duty Post Allowances

14.2 Responsibility Allowance

Payable to designated officials as provided in their contract of appointment or in recognition of responsibilities additional to their scope of work

14.3 Entertainment Allowance

Payable to designated officials for the purpose of providing entertainment as deemed necessary.

14.4 Professional Allowance

Payable to professionals and members of professional bodies as approved by the Council of the University.

14.5 Other Allowances

14.6 Rent Allowance

An approved rent allowance will be paid to staff who are contractually entitled to University accommodation, but who live in rented-accommodation. Where the university is expected to advance rent loan to the staff involved, the laid down procedure must be followed through the Projects Office.

14.7 Fuel/Transport Allowance

Transport Allowance is payable to staff who do not have cars, to assist them in commuting. Fuel Allowance is paid to staff who have cars and use it in the performance of their duties.

14.8 Vehicle Maintenance Allowance

This is payable to staff who use their vehicles in the service of the

University. The vehicles must be registered in their names.

14.9. Book and Equipment Allowance

An allowance of not less than \$600 shall be paid to senior members to purchase relevant books, periodicals and training materials and other equipment approved by the University. To qualify for this allowance, the staff involved must have completed at least one semester of service in the University.

14.9.1. Research Allowance

Payable to Senior Academic Members - This shall not be less than the cedi equivalence of \$400 per annum. A senior member who desires to do research or attend a conference shall proceed as follows:

- i. Completed application forms shall be sent through the Head of Department and the Dean of Faculty;
- ii. The Head of Department and the Dean shall assess the research project and send their comments to the Research and Conferences Committee for a decision to be taken.

14.9.2. Re-imbursable Allowances

14.9.3. Night Subsistence Allowance

Payable to trekking officials to help them meet the cost of room and board while out of station on duty.

14.9.4. Mileage Allowance

Payable to Senior Members for official journeys at rates and in accordance with rules determined by the University College from time to time.

14.9.5. Warm Clothing Allowance

The allowance is payable, on application, to a Senior Member traveling to a temperate country on official duties for a period exceeding six weeks and is payable once in every five years.

14.9.6. Relocation Allowance

On first appointment, a Senior Member recruited within Ghana will be provided with transport or be paid an appropriate allowance to convey his personal effects from his hometown or place of residence.

14.9.7. Excess Baggage Expenses

Within limits, a Senior Member who is granted a passage will be entitled to payment of freight for baggage at rates and in accordance with regulations determined from time to time. Baggage shall not be taken to include motor vehicles. The University does not accept responsibility for the cost of packing, carting and insurance of baggage. A Senior Member provided with this facility by the University who does not serve a minimum period of two

years following provision of the facility shall be required to refund the cost of baggage expenses.

14.9.8. Conference allowance

- i. A member of staff who wishes to attend conferences/seminars at which he or she is reading a paper shall complete the necessary application form to be sent to the Research and Conferences Committee through the Head of Department and the Dean of Faculty.
- ii. The Head of Department and the Dean shall attach their recommendations bearing in mind the relevance of the paper.
- iii. A person who has been granted financial assistance to attend a conference is expected to present his report on the conference or seminar to the Research and Conferences Committee and copy it to the President. The report should indicate any benefits of the conference/seminar to the University.
- iv. Owing to the problems associated with foreign currency when foreign travel is involved, staff are urged to look for external funding as much as possible for foreign conferences.\

15.0 LOANS AND ADVANCES

15.1. Personal Advances

An employee upon request shall be granted three (3) months basic monthly salary advance, subject to availability of funds. This amount shall be repaid in equal installments within six months.

15.2. Housing Loan

A senior member who has been in the employment of the University for at least 5 years shall be eligible for a Loan of up to the cedi equivalent of \$15,000, for the acquisition and/or construction of a modest accommodation. Such a loan shall attract an interest of 5% simple interest payable within 7 years. This is subject to availability of funds.

In the event of a senior member who has benefited from this facility leaving the University before the completion of payment of the said loan, repayment shall be as follows:

- i. Senior members shall refund the total balance upfront.
- ii. Where the said member is unable to pay upfront, the balance shall be deducted from the benefits accrued.
- iii. Where the accrued benefits are not enough to pay the loan, the senior member shall forfeit the property.

15.3. Vehicle Loan Policy

To assist an employee to acquire a means of transport for the efficient discharge of his/her duties, Regent University College shall grant, subject to availability of funds, a loan for the purpose where it considers it necessary, and the repayment of such a loan and a 5% simple interest thereon shall be spread over a maximum of five years.

15.4. Regulations

To qualify for a loan, an employee must have been confirmed in his/her position and must require a means of transport for the efficient performance of his/her duties. For now, this facility is limited to staff at the levels equivalent to Lecturers and Assistant Registrars and above.

15.5. Procedure:

The applicant must submit an application through the Head of Department for onward transmission to the Vice President (Finance and Administration). Only staff provided for in the current budget shall access such loans.

16.0. LEAVE

16.1. Vacation Leave

Senior members are entitled annually to 35 days leave, to be taken during vacations in the case of academic staff, and year round (in the case of administrative staff). No such leave can be earned in a year in which an employee takes a sabbatical/study leave / leave of absence. Leave may not be deferred to accumulate except by approval of the President.

Notes

- i. Days or short breaks enjoyed in excess of statutory holidays shall count against earned leave.
- ii. Annual vacation leave shall be granted to new employees only after twelve (12) months service. Proportionate leave for the first year and full for the second calendar year shall be taken together.
- iii. The leave year shall be the same as the academic year.
- iv. As far as possible, earned leave shall be granted at a time most convenient to the employee and the University. If the exigencies of the service do not make it possible for the University to grant the leave, the employee shall have the option to commute it to cash, subject to approval, or accumulate the leave.
- v. An employee proceeding on leave shall be allowed a maximum of two (2) days traveling time, where appropriate.
- vi. An employee who intends to travel while on leave shall inform the President before his departure and shall leave his contact address.

- vii. Vacation leave may be interrupted at any time if the exigencies of the service demand that an employee returns to work before the expiry of his leave period. The University shall make up to the employee traveling expenses incurred on account of the interruption and resumption of such leave by the employee. The remaining portion of his/her leave shall be taken at a later date convenient to the University and the employee.
- viii. When statutory public holidays fall during the period of leave, extra paid leave equal to the number of such holidays shall be granted.
- ix. If the date of payment of salaries falls within the leave period, an employee may obtain payment of salary for the period before departure.

16.2. **Casual Leave**

After exhausting his/her annual leave an employee shall be granted, on application, a casual leave not exceeding seven days within a leave year to enable him to attend to urgent personal affairs. Such casual leave may be granted in one or more spells but not exceeding five working days within a leave year. In special circumstances and by the express consent of the President, casual leave may be extended beyond the maximum entitlement. In such a case any additional days granted shall count against an employee's current or further annual leave.

16.3. **Compassionate Leave**

An Employee may be granted special leave of absence with pay, on compassionate grounds, for a period not exceeding five working days in the event of the death of an immediate relation.

Any further leave granted in excess of the said five working days shall be deducted from the employee's vacation leave entitlement.

16.4. **Sick Leave**

Subject to presentation of medical certificate from a qualified medical officer an employee may be granted sick leave.

Should an employee be absent on account of illness, such absence shall be justified by a medical certificate from a qualified medical practitioner. However, the President reserves the right to have the employee re-examined by a medical practitioner nominated by the University.

16.5. **Examination Leave**

The University may, on application, grant an employee leave of absence to sit an examination. Such leave shall not exceed seven working days in a leave year, and shall not be deducted from his/her annual leave.

16.6. Study Leave

Staff wishing to pursue further studies leading to Doctorate degrees may apply for study leave with pay for up to three years.

The University does not grant study leave in any form for the pursuance of studies leading to Bachelors or Masters Degrees except the President grants special concession for it.

In order to qualify for study leave with pay, the employee must have served the University for at least five years. For one year's study leave, the employee concerned is required to serve the University for two years for each year of training. For two years on training study leave the candidate has to render four year's service immediately after the leave; three years study leave would attract 6 years service immediately after the study leave and so on. Application for study leave is not in any way an endorsement of the course, neither does it carry an automatic approval.

Study leave applications shall be considered on a case by case basis, and decisions will be subject to the manpower needs and financial constraints of the University. A training schedule, which is subject to annual review, shall be prepared by the University for all Academic Staff and administrative staff to complement individual self-development initiatives.

- i. Study leave may not be granted to a member of staff for a second time unless he or she has fulfilled all the obligations pertaining to a previously granted study leave.
- ii. An application for study leave shall include a letter of admission, a statement of programme of work, cost estimate, duration of programme and other relevant information, including declaration of values of any award of fellowships he or she shall receive during the period from sources outside the University.
- iii. No study leave shall be granted within five years of recruitment or within three years of return from sabbatical/study leave.
- iv. Under normal circumstances, no application for extension of study leave shall be entertained.
- v. A member of staff granted study leave shall continue to receive full benefits and bear financial responsibility for maintenance of social security policies as before the granting of study leave. Both staff and the University shall bear the responsibility for their respective contributions towards the maintenance of such policies.
- vi. A member of staff sponsored by the University to undertake training during study leave and who does not receive any award shall be entitled to rates of allowance determined by the University from time to time. Tuition, examination and relevant fees shall be paid by the University. The ceiling of University commitment shall be determined from time to time.

- vii. A member of staff granted study leave shall return to the service of the University subject to general conditions spelt out by the training scheme.
- viii. A member of staff on study leave who refuses to return to the service of the University, on stipulated terms, shall be liable to refund the whole amount spent on him/her during the period of study leave. Refund shall include salary, passages, allowances, Social Security contributions and any other financial responsibilities borne on his behalf by the University.
- ix. Where a study leave of more than one year is granted, the member of staff concerned shall be required to submit an annual report on his work to the University
- x. A member of staff on study leave within the country shall be granted his/her annual book and research allowances at rates which shall be determined from time to time by the University.

16.7. **Application for Extension of Study Leave**

In very exceptional circumstances, where an employee on study leave cannot complete the course within the period of the study leave granted, he or she may apply for an extension of study leave. In order to do this, the employee concerned should ensure that at least three months' notice is given, and the application should state the work that has been carried out so far, what remains to be completed and the time within which the remainder of the project is expected to be completed.

16.8. **Maternity Leave**

- i. A female employee who gets pregnant shall be entitled to a maternity leave of three months.
- ii. A female staff member shall be allowed to leave her work if she produces a certificate from a registered medical officer or registered midwife, stating that her confinement shall probably take place within six (6) weeks of the certificate.
- iii. A female staff is eligible for maternity leave only after her period of probation. If a female staff gets pregnant during the period of probation, her probation will be extended beyond the normal period. In addition, her maternity leave shall be without pay.
- iv. A female staff who becomes pregnant before completion of probation shall be deemed to have breached the terms of her appointment.
- v. A female employee, on returning to duty after maternity leave may be given an opportunity every four continuous hours of duty for a maximum period of six (6) months from the date of birth, to nurse her baby for half an hour, or close at 3.00 p.m. daily for six months.

- vi. Medical expenses incurred by female employee and wives of male employees in connection with pregnancy shall not be reimbursed by the University. Female employees on maternity leave shall be on full pay.

16.9. **Sabbatical Leave**

- i. A one-year Sabbatical leave with pay may be granted after six (6) years continuous service without study leave; grantees are required to return to the service of the University for at least two academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating the benefits of employees. This provision applies to both administrative and teaching staff regarded as senior members.
- ii. A two-year Sabbatical leave with pay may be granted after ten (10) years' continuous service without study leave; a grantee shall be required to return to the service of the University for at least three (3) academic years immediately after such leave of absence. The period of absence under such leave shall be taken into account in calculating the benefits of employees.
- iii. One-year Sabbatical leave followed by a year's leave of absence, the latter without pay, may be granted after six year's continuous service without study leave; grantees shall be required to return to the service of the University for at least three academic years immediately after such leave.
- iv. The period of absence under Sabbatical leave shall be taken into account in calculating benefits.

17.0. **MEDICAL SERVICES**

An employee of the University, his/her spouse, and a maximum of three (3) children under 21 years and still at school shall enjoy free approved medical and partial dental facilities at the University's Clinic or any recognized medical facility approved by the University.

- i. The University shall bear full responsibility for the treatment of employees involved in accidents arising out of and in the course of their official duty.
- ii. The University shall reimburse half of expenses incurred, at rates to be determined from time to time, *on prescribed medical appliances for senior members*. For the time being, medical appliance shall be restricted to spectacles, hearing aids and artificial limbs.
- iii. The cost of any travel in Ghana necessary in order to receive medical and optical care and to return to the University shall be borne by the University on the advice of its Medical Officer subject to the approval of the President in each case.

- iv. If a Government Medical Board certifies the necessity for treatment outside Ghana for an employee, the University shall grant such expenses as may be determined by the University Council.
- v. The Council may authorize that a Faculty/Senior Member be reimbursed the cost of medical attention taken outside the scope of the conditions contained in this paragraph, if the University is satisfied that those ought properly to be met from its funds.
- vi. In case of chronic ill-health, financial responsibility in respect of the spouse or children of a Senior Member will be determined by the Council.
- vii. All Senior Members are entitled to free medical examination once a year.
- viii. Employees whose duties expose them to health hazards shall be required to undergo, without charge, periodic medical examination as determined by a Registered Medical Officer.

17.1. **Health Procedure**

When a Senior Member suffers from an illness which causes his absence from duty for a continuous period of seven days, then at the end of this period he is required, to furnish the Head of Dept. or Section with a medical report from a University Medical Officer, or if not in residence at the University at the time of illness, a report from a registered Medical Practitioner.

If the report under the paragraph above certifies that the continued absence from duty is necessary, the Senior Member may be relieved of his obligation to discharge his duties without the loss of salary for periods not exceeding a total of six months. Such periods will be reckoned as continuous from the date of granting of the first dispensation.

In the event of illness of a Senior Member necessitating further absence from duty beyond any dispensation granted by the University under paragraph 15.1(ii) above, the President may extend such dispensation on such terms as she/he shall deem fit.

During any period of absence from duty on account of illness, a Senior Member is required to provide the President with a report from a registered Medical Practitioner, at intervals of one month from the date of the first report.

During absence from duty on account of ill-health, a Senior Member's salary will continue to be liable to deductions for occupation of his residence (unless he gives up his residence at the University) and for any financial loan or installments thereof due to the University.

If a Medical Board certifies the necessity for treatment outside Ghana for a

Senior Member, the University will grant such passages as may be recommended by the Council.

On the expiry of all dispensations from duty, a Senior Member who has not resumed his duties will be deemed to have relinquished his appointment on the day following that on which his last dispensation expired.

18.0 INSURANCE

An officer engaged in work agreed to be hazardous which is likely to disable him shall be insured against hazards. Group insurance shall be preferred where applicable. The University shall insure senior members against accidents whilst on duty or when traveling on an official assignment. Senior Members traveling outside Ghana on assignment including further studies approved by the University shall be provided with a Health Insurance cover. The premium for such insurance should be capable of yielding a benefit, where payable.

19.0. MODES OF LEAVING THE SERVICE OF THE UNIVERSITY

The recognized modes of leaving the University without loss of appropriate entitlement shall be:

- a. Resignation
- b. Retirement
- c. Termination
- d. Medical grounds
- e. Government Statutory Orders
- f. Transfer to any other post in the Public Service
- g. Death

19.1. Resignation

- i. An officer who wishes to resign or terminate his service with the University shall give notice as required in his letter of appointment before the date on which he wishes to cease work; such notice shall be addressed to the Vice President (Finance and Administration) through the Head of Department/Dean.
- ii. When a Vice President (Finance and Administration) receives a notice for resignation, he will forward it to the President with his recommendations. The President will then inform the officer in writing through his Head of Department/Dean whether or not his resignation has been accepted. If the resignation is accepted, the President/Vice President (Finance and Administration) shall inform the Finance officer of the effective date
- iii. Resignation will not usually be accepted where criminal or disciplinary proceeding have been, or are about to be, instituted against an officer

- iv. An officer who ceases to attend duty before his resignation is accepted, or fails to give the required notice will be regarded as having severed his connection with the University from date on which he ceases to attend duty and will be regarded as not having given the required notice.
- v. On leaving the service of the University, an officer should prepare full handing - over notes and, where relevant, a full account of the research he has conducted, showing the result, the stage reached and describing any uncompleted research project, and any problems encountered, together with suggestions for the continuation of the work. This report should be submitted to the Head of Department/Dean, with a copy for the President and Vice President (Finance and Administration), not later than a fortnight before the departure of the officer. Failure to comply with this provision will result in withholding terminal benefits.
- vi. Every officer shall complete a clearance form as approved by the President which will be countersigned by the Vice President (Finance and Administration) before the officer leaves the service of the University.
- vii. These formalities must be completed before payment of terminal benefits can be authorized by the President.
- viii. President without further authority than this paragraph can use the terminal benefits for setting debts owed it by an officer severing his connection with the University.

20.0 RETIREMENT

20.1. Compulsory Retirement

An officer will be required to retire compulsory from the service of the University at the age of 60. Any extension of service beyond this age shall be subjected to rules made by the Council from time to time. Under the current regulation, an extension may be granted on a yearly basis subject to medical fitness up to age not exceeding sixty-five (65).

20.2. Voluntary Retirement

An officer may retire voluntary after the age of forty five (45).

20.3. Retirement on Medical Grounds

An officer may be required to retire if a Medical Board has declared him incapable, by reason of any infirmity of mind or body, of discharging the duties of his office and if such infirmity is likely to be prolonged. The Director of an Institute may, at any time, or if an officer so requests, call upon an officer to present himself for examination by a Medical Board.

21.0. TERMINATION

The appointment of an officer may be terminable on either side by giving six months notice or upon the payment of six months' salary in lieu of notice; but the council reserves the right to terminate the appointment on grounds of inefficiency/incompetence, indiscipline or misconduct.

22.0. VACATION OF POST

Any officer who absents himself from work without permission or reasonable cause for more than ten consecutive working days shall be deemed to have vacated his post. Such an officer shall be deemed as terminating his appointment with the University without giving the required notice and shall lose his entitlements as provided in Section 72(a)

23.0. SOCIAL SECURITY AND PROVIDENT SCHEME

The University requires established officers to participate in contributory Superannuation scheme, or Social Security and Provident Fund Scheme subject to the rules governing the operation of the Scheme. Where, however, for medical or other approved reasons, an officer holding an established superannuated post is not permitted to join the Scheme, he will be paid, on leaving the University's Service, a special gratuity in lieu of superannuation, accruing at the rate of 12.5% of one month's pay (excluding allowances), for each completed month of service with the University including authorized periods of paid leave, provided that no such gratuity will be paid if the officer:

- a) has not completed a minimum period of six months continuous and satisfactory service with the University,
- b) has been given special conditions of service superior in terms of salary or financial benefits to the terms normally applicable to the grade to which he was appointed.

24.0. PENSION SCHEME

Staff who retires from University service shall qualify to draw pension under the University's Pension Scheme, or Social Security Pension Scheme.

25.0. CERTIFICATE OF SERVICE

An officer who retire or is about to leave the service of the Council shall be given a Certificate of Service as the President deems fit.

26.0. DEATH OF SERVING OFFICER

- i. On the death of serving officer, the University shall donate an amount of money which will be reviewed from time to time towards funeral expenses. The University shall also provide transport to convey the deceased to his registered hometown in Ghana or place of burial in Ghana at the convenience

of the bereaved family. The bereaved family shall also be provided with appropriate transport to accompany the corpse and subsequently convey the personal effects of the deceased to the appropriate destination if required.

- ii. In the event of the death of a spouse or child of an office, the University shall donate an amount of money which will be reviewed from time to time.
- iii. At the death of a serving officer, the equivalent of his six months salary shall be paid to his spouse and/or children and in the absence of these, the next of kin. Any other benefits which shall accrue to the officer shall be paid in the same way.

27.0. INTERPRETATION

In cases where there is ambiguity in the interpretation of any provision of the Conditions of Service the matter shall be referred to the University Council for decision which shall be final.

28.0. REVIEW OF THESE CONDITIONS OF SERVICE

These Conditions of Service may be reviewed by Council From time to time to reflect changing conditions and /or circumstances.

29.0. EFFECTIVE DATE

These Regulations shall be deemed to have come into effect on the 1st day of January 2008.

30.0. TERMINAL EXPENSES

On proper completion of appointment, a senior member will be provided with passages to his/her home town or permanent place of residence as agreed upon by the University, for himself, his wife and children up to a maximum of three (3), provided that a Senior Member on contract for more than one year who resigns without serve on the minimum period of two years shall be required to refund the cost of the passage provided by the University.

In the case of a Ghanaian recruited overseas who does not serve a minimum period of two years, he or she shall be required to refund the whole or part of the cost of passage provided him by the University.

31.0. RE-ENTRY INTO SERVICE

Re-engagement of a Senior Member who has vacated his post/resigned/retired shall be subject to the following conditions:

- i. He should submit a fresh application as though he was applying for an appointment to the University for the first time. The application should indicate clearly the post for which he would like to be considered. If the application is for a higher grade than the one he vacated, resigned/retired from, the normal procedure for appointment shall apply. Where the same grade of post as the one vacated is applied for, the Appointments and Promotions Board will use its discretion as to whether or not reports from referees or external assessors should be obtained.
- ii. In all cases, consideration of the application shall depend on the availability of vacancies, the circumstances under which the member/senior staff vacated his post and in consultation with the head of his Department. A report from the applicant's last place of work shall be required.
- iii. The number of years that the senior member/senior staff had served in the University before the cessation of his earlier appointment shall count towards his terminal benefits, refunds to the University any terminal benefits paid to him on leaving the University.
- iv. A Senior Member/senior staff who retired, collected all his benefits and is on pension shall be paid gratuity in respect of his new appointment at the same rate as the University's contribution to the Social Security Fund.

31.1. Re-engaged Retired Staff and Housing

A member who reaches the compulsory retiring age shall surrender his house not later than six months from the date of retirement. However, if such a member is re-engaged immediately after the compulsory retirement, he may be allowed a maximum period of nine months' stay (October – June) in such a house, after which no further rent advance is payable. Compulsory retired staff on contract with the University shall not be entitled to rent advance.

32.0. SOCIAL SECURITY SCHEME

The University shall allow all employees on established posts to contribute to the Social Security Scheme subject to the rules governing the operation of the Scheme. Eligibility to join the Scheme will be referred to in the letter of appointment of the employee concerned. In addition, staff shall be contributors to the Provident Fund which will be used to fund end of service benefits.

The Provident fund when operational shall be used as collateral for Housing Loan Scheme.

33.0 PENSION SCHEME

The Social Security Law, 1991 (PNDC LAW 247) shall apply to all staff members. Staff shall also be automatic contributors to the University Provident Fund when operational. Details of the fund can be obtained from the office of the Vice President (Finance and Administration) or the Finance Officer.

34.0 DEATH OF A SENIOR MEMBER

34.1. Provision of Coffin

On the death of an employee the University shall provide a coffin/shroud or cash equivalent and transport to convey the dead body to the place of burial. The spouse and children, if any, shall be provided with appropriate transport to convey them to their hometown in Ghana or be paid an appropriate transport allowance in lieu.

34.2. Funeral Grant

On the death of an employee, who has served his probation period, the University shall donate to his next of kin as nominated by the employee, one year's basic salary. Where there has not been such a nomination, the money shall be paid as follows: one-third to the family, one-third to the spouse and one-third to the children. Where there is no spouse or children the money shall be paid to the family.

34.3. Housing for Dependants of Deceased Senior Members

In the event of death, the spouse and/or dependants of a deceased Senior Member may be allowed to stay in University assisted housing for a period not exceeding six months.

34.4. Payment of Final Salary in the Event of Death

In the event of death, the salary due to a Senior Member shall cease at the end of the month in which the Senior Member dies; such payments and any other benefits which have accrued to the deceased employee shall be paid to the spouse or as prescribed by the employee in his/her will or declaration form. Rent will be deducted from such benefits for University housing being occupied by the spouse and/or dependants.

34.5. Ex-gratia award

In cases of death where a Senior Member has exhausted his entitlements of six months sick leave on full pay, and is on half pay, an ex-gratia award of up to six months salary at half rate shall be paid. Where the ex-gratia award is less than three months salary, the Council may, at their discretion, consider what payment shall be made.

34.6. Funeral Grant for loss of spouse or child and parents

An equivalent of \$150.00 will be paid to a staff of the University for loss of a spouse/child. Loss of mother/father will attract donation equivalent to \$100. In the case of staff who have not completed their probation period, the decision shall be left to the discretion of Management.

35.0. END OF SERVICE BENEFITS

23.1 All Senior Members employed in shall receive four months basic salary for

- every successful year completed as their end- of-service benefit.
- 23.2 In order to qualify for end of service benefits, staff must have served for a minimum of 5 years.
 - 23.3 Staff are expected to contribute towards the Provident Fund, which would be used to fund end of service benefits.
 - 23.4 In special circumstances, staff who have served the University meritoriously, but for less than the stipulated minimum period shall be awarded an honorarium to be fixed at the discretion of the Council.

36.0. CERTIFICATE OF SERVICE

A certificate of service shall be issued by the University to an employee, who leaves the service of the University, stating his length of service, his conduct and his general performance of duty. In addition, staff who render short but meritorious service to the University shall be paid an appropriate ex-gratia award.